

CUMBERLAND PUBLIC LIBRARY

Cumberland, Rhode Island

Long Range Plan

2015 - 2018

MISSION STATEMENT

The Cumberland Public Library is committed to serving the changing needs of our community by providing a gateway to free sources of knowledge, information and entertainment both within and beyond our walls.

GUIDING PRINCIPLES

A free flow of ideas is necessary to a democratic society so that citizens may make informed choices about their personal lives, their group activities and associations, and their government.

Because a vibrant, informed community ensures the future, the Library serves by collecting and organizing materials, offering reader's advisory service and programs of interest to specific groups, and reference and referral assistance.

The Library believes in the freedom to learn, read and discover and serves all people without regard for age, sex, religious or ethnic background, political affiliation, educational ability or economic status.

The Library promotes literacy and a love of reading, but adapts and innovates to stay relevant to patrons' changing needs and interests. We are a learning organization and invest in our staff, technology, and infrastructure to improve service.

The Library enriches lives by fostering lifelong learning and by ensuring that every member of the community has access to a vast array of ideas and information.

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COMMUNITY NEEDS STATEMENT

In August 2004 the Rhode Island Statewide Planning Program published a technical paper offering Rhode Island Population Projections for 2000—2030. In this document Cumberland's overall population for 2005 was estimated at 32,506—an increase of 666 persons, or 2.1% over the 2000 census. The 2010 census shows a population of 33,506 and increase of 1,000 persons over the 2005 estimate. In addition to the higher population, the economic downturn of the past few years has seen an increase of persons using the library for their entertainment needs, quiet study and for computer/internet use. This economic downturn also means that the Library must have a plan to serve the increased user population without an increase in funds for staff or materials.

Since opening the new addition in 2000 and the Hayden Meeting Center in 2004, library administration could not fail to notice the surge in requests for use of the library as a gathering spot for community groups, organizations, and even other town departments, who needed access to locally available and centrally located meeting facilities. The staff of the Children's Room have noticed an increase of impromptu "moms' groups" and playgroups meeting at the library instead of homes and homeschooling is becoming more popular. This follows the trend in public library literature for the past five years that the library has become more of a community center, then a depository for book lending. Libraries such as San Jose Public Library and, more recently, the East Providence Public Library, are emphasizing customer service models such as greeters and having staff roaming the stacks looking for patrons as opposed to waiting behind a desk. There is also a trend toward cross training and better utilization of staff strengths, regardless of their current job titles.

As the children and teens become older, they rely on digital communication and electronic devices and less on physical books and dvds. In order to remain relevant, the library must also follow these trends to the best of our abilities and funds, seeking digital equivalents to our music, books, and movies and offering reference services via cell phone.

While the ensuing Goals and Strategies were designed with all of the above data and patron input in mind, this is still viewed as a very flexible document, in that patron uses of their local libraries is a very fluid and constantly changing condition, and so the library administration and staff must be ever vigilant about reviewing our plans frequently and adapting them to the changing needs of the community which we serve.

GOALS AND STRATEGIES

Goal I. To evaluate current library services and make changes to meet the needs of the people of Cumberland.

Strategy:

- A. To assess the need for periodic capital repairs to the building facilities and to develop a plan, budget and schedule for ongoing repairs and replacements.

Completion Date: February-March 2007 and annually thereafter
Responsibility: Trustees, Administration and Facility Manager

- B. In order to give patrons a voice, set up an online suggestion box easily accessed from our webpage in addition to the physical suggestion box in the library.

Completion Date: February 2013 and ongoing
Responsibility: Technology Coordinator

- C. To perform an in-house or community wide survey to determine awareness of library services and to ensure community participation. Use an online component, such as Survey Monkey, as well.

Completion Date: October 2012 and every 3 years thereafter.
Responsibility: Administration

- D. To review space layout and signage every 5 years, beginning in 2006.

Completion Date: December 2006 and every 5 years thereafter.
Responsibility: Administration and Department Heads

- E. To replace or repair damaged signage as appropriate.

Completion Date: June 2007 and annually thereafter
Responsibility: Maintenance

- F. To cross-train staff to work in multiple departments.

Completion Date: May 2012 and ongoing
Responsibility: Department Heads

- G. To study space layout and usage to find more quiet study space if needed.

Completions Date: May 2014 and ongoing as needed
Responsibility: Administration

Goal II. To increase the accessibility of materials and services.

Strategy:

A. To evaluate the current databases for usage and suitability and add or subtract databases to fulfill patron needs.

Completion Date: Ongoing
Responsibility: Department Heads

B. To monitor the library's PCs and VDI terminals and upgrade and replace as needed.

Completion Date: March 2007 and annually thereafter
Responsibility: Technology Coordinator

C. Investigate new technologies, such as VDI, which would make future computer upgrades more cost efficient.

Completion Date: June 2015 and ongoing
Responsibility: Technology Coordinator

D. To advertise the availability of, and to provide one-on-one training sessions in and written guides to residents on how to use, the computerized catalog, including how to place holds from home.

Completion Date: Ongoing
Responsibility: Reference Department

E. To provide online tutorials for library services, such as RI eZone, to make them accessible to all.

Completion Date: December 2013
Responsibility: Technology Coordinator

F. To add additional staffing hours to reference and devote the Young Adult/Reference Librarian's hours solely to the teens.

Completion Date: July 2015 and evaluated annually.
Responsibility: Administration

G. To improve the landscaping in front of the library, in order to provide a safe accessible walkway from the south parking lot to the northeast entry and use solar lighting to be cost efficient.

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Completion Date: September 2017
Responsibility: Trustees, Administration and Facility Manager

H. To research alternative methods of collection organization, such as BISAC (Book Industry Standards and Communications) to facilitate use of the collection by library patrons and so increase circulation.

Completion Date: June 2016
Responsibility: Administration and Department Heads

Goal III. To create a positive public awareness of the library.

Strategy:

- A. To develop an annual public relations plan for the library.

Completion Date: Annually in December
Responsibility: Administration

- B. To continue to work with the Friends of the Library to promote public awareness of the library.

Completion Date: Ongoing
Responsibility: Administration

- C. To continue to work with the Friends to distribute a program/packet for welcoming new users/new parents/new infants to the library community.

Completion Date: Ongoing
Responsibility: Circulation

- D. To hold an annual Open House in an effort to highlight library resources and bring in new patrons.

Completion Date: October 2012 and annually thereafter.
Responsibility: Library staff

- E. Keep the public informed of current acquisitions, library programs and services, etc., through the Library's newsletter, Facebook, and Twitter accounts.

Completion Date: Ongoing
Responsibility: Administration, YA Librarian, Children's Librarian, Reference Librarian

- F. To continue to publicize programs, collections and services in local newspapers, such as The Providence Journal, The Times, The Call, Neighbors and The Valley Breeze, The Attleboro Chronicle and social media such as Facebook, Twitter, etc.

Completion Date: Ongoing
Responsibility: Programming staff and Administration

- G. To continue to update and enhance the library's webpage, including adding a video tour of the library to the website.

Completion Date: January 2012 and ongoing
Responsibility: Technology Coordinator, YA Librarian and Children's Librarian

- H. To create and update a PowerPoint presentation for display at the Circulation, Children's and Reference Desks to raise patron awareness of current library program offerings.

Completion Date: January 2007 and at least monthly thereafter
Responsibility: Programming staff and Administrative Assistant

- I. To continue to provide community meeting space, to qualified local non-profit organizations.

Completion Date: ongoing
Responsibility: Administrative Assistant and maintenance staff

- J. To promote the library at local community events such as the Arnold Mill's Fourth of July Parade, Cumberland Fest, Winter Wonderland and other town events on the Monastery Grounds.

Completion Date: Beginning in February and culminating in July of each year, plan, design and develop a library float or walking division to enter into the annual parade. Plan a raffle and information booth for CumberlandFest and activities for Winter Wonderland, etc.
Responsibility: Library staff

- K. To participate in RI Library Day, sponsored by the RI Library Association, and invite local elected officials to take part in library activities.

Completion Date: February 2016 and annually thereafter
Responsibility: Administration and library staff

- L. To set up a gallery for local artists and develop policies to allow them to display their works to the public, highlighting a different artist every other month.

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Ongoing
Responsibility: Administration

Goal IV. To make the library building and operations more “green”.

A. To continue to investigate and implement green technologies to conserve energy.

Ongoing
Responsibility: Facility Manager and Administration

B. To use paperless methods for program registration

October 2012 and ongoing
Responsibility: Programming staff

C. To hold a yearly program celebrating Earth Day at the library, this may include free electronics collection and shredding, for residents.

April 2013 and annually thereafter
Responsibility: Administration

Goal V. To support, train and adequately compensate library staff who, through ability, experience and education, can serve the needs of the public and the profession.

Strategy:

A. To revise and maintain library job descriptions to acknowledge the need for increasing expertise in the use of technology to adapt to changes in the library science field.

Completion Date: Ongoing
Responsibility: Administration and Department Heads

B. To review and update the Library Personnel Policies and Procedures Manual.

Completion Date: Ongoing as applicable, as policies are revised or added
Responsibility: Administration and Department Heads

C. To maintain a pay scale that will reward staff for good service and to attract experienced personnel.

Completion Date: Ongoing
Responsibility: Trustees and Administration

- D. To review and update Library Policies and Procedures Manual to include new technology techniques.

Completion Date: Annually
Responsibility: Administration and Department Heads

- E. To conduct annual evaluations of all personnel to address ongoing needs of the institution and the personal growth of individual employees.

Completion Date: 6 months after date of hire for each new employee, then 6 months later, and annually on anniversary date of hire for all employees
Responsibility: Department Heads and Administration

- F. To continue to encourage and support Continuing Education efforts for all professional librarians and support staff, requiring that each professional librarian attend at least one Continuing Education workshop/conference per year, and urging all other staff to take advantage of the same opportunity.

Completion Date: Every January when planning and budgeting in each annual budget proposal, with reminders to staff at each monthly staff meeting
Responsibility: Administration and Trustees

- G. To schedule at least once annually an in-house staff development program to reinforce positive staff attitudes towards a service orientation.

Completion Date: June 2007 and at least once annually thereafter
Responsibility: Administration

- Goal VI. To foster good relations and cooperative efforts with the Cumberland School Department.

Strategy:

- A. To make available the opportunity for each of the town elementary schools to schedule a class tour of the library.

Completion Date: Ongoing
Responsibility: Children's Department

- B. In cooperation with the School Department, to develop a schedule of visits by the Children's Room staff to each elementary school at least twice annually.

Completion Date: Ongoing
Responsibility: Children's Department

- C. To continue to promote National Sign-Up for a Library Card Month by having Children's Room staff visit kindergartners in all area schools.

Completion Date: September 2007 and annually thereafter
Responsibility: Children's Department

- D. In cooperation with the School Department, the Young Adult Librarian will make at least two visits to the high school and both middle schools each year.

Completion Date: September 2012 and annually thereafter
Responsibility: Young Adult Librarian

- E. To continue to maintain cooperation between the Young Adult Librarian and the Heads of English and Social Studies Departments by purchasing and making readily available copies of the titles on the local schools' Summer Reading Lists.

Completion Date: Summer 2007 and ongoing
Responsibility: Young Adult Librarian

- F. To work with the teens in the library to provide the materials and programs that interest them.

Completion Date: September 2015 and ongoing
Responsibility: Young Adult Librarian

- G. To continue to support the schools' Summer Reading List programs by providing and making available copies of the Summer Reading Lists both in print and on our webpage.

Completion Date: Summer 2007 and ongoing
Responsibility: Young Adult Librarian

- H. To work with middle school and high school English teachers to offer tech workshops for students and teachers to aid in research paper writing either at the library or at the schools.

Completion Date: January 2013
Responsibility: Technology Coordinator and Young Adult Librarian

- I. To assist the schools in the promotion and celebration of Reading Week and Book Week by serving as volunteer readers and resource persons in the development of Town wide celebrations such as Week of the Young Child.

Completion Date: Ongoing
Responsibility: Department Heads

- J. To offer meeting spaces for town teachers and local PTO's, in an effort to introduce them to library facilities and its available services, collections and programs.

Completion Date: January 2007 and ongoing
Responsibility: Administration

- K. To offer and promote the homework assistance program Tutor.com, which will be publicized with the cooperation and assistance of the Cumberland School Department.

Ongoing
Responsibility: Reference and Children's Departments

- L. To assist area students with their graduation requirements for community service.

Completion Date: Ongoing
Responsibility: Reference and Children's Departments

Goal VII. To foster good relations and cooperation with local Town government and other local community organizations

Strategy:

- A. To work with governmental, educational and recreational facilities in Town to expand services to the general public, including—but not limited to—collaborating on offering and advertising a homework assistance program, providing space for recreational activities such as exercise and yoga, and educational programs such as driver re-education for the senior population

Completion Date: Ongoing
Responsibility: Administration

- B. To assist town government by continuing to respond to requests for information and much needed meeting spaces for other town departments, boards, agencies and commissions

Completion Date: Ongoing
Responsibility: Administration

- C. To assist town government to meet statutory and regulatory requirements by posting notices and agendas of other governmental groups and by circulating copies of video recordings of other local governmental meetings. (town docs available online only)

Completion Date: Ongoing
Responsibility: Administration

Goal VIII. To increase the collection of materials which are relevant to the user population.

Strategy:

- A. To review and update selection policies to address materials acquisitions in all service areas and in all formats.

Completion Date: December 2012 and every five years thereafter.
Responsibility: Department Heads

- B. To continue to review and to develop the library's offerings of online and database services for relevancy to the user population.

Completion Date: January 2007 and ongoing as each subscription expires.
Responsibility: Technology Coordinator, Reference Department and Children's Department

- C. To promote the Parenting/Early Childhood collection and to expand it at the rate of at least 10 titles yearly.

Completion Date: Annually
Responsibility: Children's Librarian

- D. To investigate the possibility of offering video streaming or downloading to patrons.

Completion Date: December 2011 and annually thereafter as new technologies appear.
Responsibility: Technology Coordinator

- E. To preserve local history materials for use by future generations through improved preservation and security techniques and procedures.

Completion Date: Ongoing
Responsibility: Reference Librarian

- H. Investigate the possibility of self publishing a book of Monastery History using post card images and materials the library already owns.

Completion Date: April 2016
Responsibility: Reference Department and Administration

Goal IX. To provide quality programs which support the mission of the Cumberland Library.

Strategy:

- A. To plan, publicize and present at least ten cultural or informational programs for the general public each year.

Completion Date: Ongoing
Responsibility: Reference Librarian

- B. To seek out speakers from any of the RI colleges and offer a series based on a theme (e.g. business, current events, culinary arts, financial literacy) each year.

Completion Date: Ongoing
Responsibility: Reference Librarian

- C. To promote reading by offering Book Discussion groups and Summer Reading Programs geared to patrons of varying age levels and scheduled at different times of the day/week.

Completion Date: Ongoing
Responsibility: Adult Services Librarian, Young Adult Librarian and Children's Librarian

- D. To continue to offer at least six adult craft programs per year.

Completion Date: Ongoing
Responsibility: Reference Librarian

- E. To increase the number of instructional computer programs to at least 25 annually for patrons of all ages on a variety of topics.

Completion Date: December 2007 and annually thereafter
Responsibility: Technology Coordinator

- F. To continue to offer at least three series of four weekly preschool storytimes annually.

Completion Date: Ongoing
Responsibility: Children's staff

- G. To continue to offer at least ten other special children's programs per year.

Completion Date: Ongoing
Responsibility: Children's staff

- H. To continue offering free performances of major motion pictures to children, young adults and adult patrons.

Completion Date: Ongoing
Responsibility: Reference staff, Children's staff

- I. To continue to respond to requests from local nursery schools and other community groups, Boy Scouts, Girl Scouts, and organizations for library orientation.

Completion Date: Ongoing
Responsibility: Children's librarian

- I. To investigate the possibility of providing programming for local businesses and organizations, such as bag-lunch programs, that could provide general professional development. This could include computer workshops, etc.

Completion Date: May 2016
Responsibility: Administration

- J. To provide at least one seminar annually on interviewing techniques, communications and resume writing skills.

Completion Date: Ongoing
Responsibility: Reference Librarian

Goal X. To make a rigorous effort to reach the unserved and underserved (i.e. non-white, young adult, senior and homebound) populations of Cumberland.

Strategy:

- A. To evaluate the new homebound service and determine if there is a continuing need for it in Cumberland.

Completion Date: May 2014 and annually thereafter
Responsibility: Homebound Librarian and Administration

- B. To establish a Top 10 list for YA books by polling teens, school librarians and other YA librarians.

Completion Date: Ongoing
Responsibility: Young Adult Librarian

- C. To enlarge the Teen Den to accommodate increased usage by applying for grants from various sources.

Completion Date: November 2015 for grant acceptance
Responsibility: Administration and Young Adult Librarian

- D. To work with the school administration to have a library “bus” so that teens who have no transportation can get to the library after school.

Completion Date: Fall 2015
Responsibility: Young Adult Librarian

Goal XI. To promote early childhood and adult literacy through quality programs.

Strategy:

- A. In cooperation with Project LEARN, establish, coordinate and provide space, equipment and collection resources for adult basic literacy and adult ESL literacy tutoring.

Completion Date: January 2007 and ongoing
Responsibility: Administration

- B. To continue to offer a variety of summer programs to children, with emphasis on literacy and the Summer Reading Program.

Completion Date: June 2007 and each summer thereafter
Responsibility: Children’s staff

- C. To promote and encourage early childhood literacy by creating packets of various materials for free distribution to new area parents in order to introduce them to best practices and resources to share with their new infants

Completion Date: Ongoing
Responsibility: Children’s staff

- D. To continue to investigate ways to promote early literacy by purchasing appropriate materials and by compiling and circulating new kits and by revamping, as needed, our existing collection of *Early Childhood Literacy Kits*.

Completion Date: Ongoing
Responsibility: Children’s staff

- E. To promote adult reading by offering an Adult summer reading program.

Completion Date: Summer 2012 and ongoing
Responsibility: Adult Services Librarian

A PLAN FOR EVALUATION

Every six months, the Library Administration and department heads will review the Long Range Plan at one of their monthly staff meetings to determine whether the goals and objectives set forth in the time line are being met by the dates set forth in the plan.

Additionally, each departmental supervisor (e.g. Children's Services Coordinator, Young Adult Librarian, Reference Services Coordinator, Adult Services Librarian, Circulation Supervisor, etc.) shall be required to construct a timeline of the Goals and Objectives which pertain to the collections, resources, programs and/or services offered by their particular department within the library. At the time of their Annual Evaluation each year, the supervisor will review with the Library Director the progress they have made towards achieving their department's respective goals and objectives.

If any goal or objective has not been met according to schedule, a determination will be made whether that objective is still relevant. As mentioned in the Community Assessment portion of this document, the patrons' needs are ever evolving and changing, and the library must be flexible enough to adapt along with them.

If the goal or objective is still deemed relevant, then an assessment will be made as to why the objective was not achieved according to plan, and the administration—with the help of the departmental supervisor—will develop strategies and propose budgetary resources to achieve implementation within a timely and cost-effective manner.

If the objective is no longer relevant or possible—whether due to changing needs, emerging technologies, or budgetary constraints—an assessment will be made as to whether it should be amended, assigned a new timeline, or simply deleted from the plan. The Long Range Plan will then be revised to reflect the changing needs of the community and/or the library's ability to achieve its goals.

At the same time, the Administrative team (consisting of all of the departmental supervisors as well as administrative staff) will determine whether the staff or the Board of Trustees have identified any new goals or objectives over the prior twelve months which should be added to the plan. If so, a timeline for these objectives shall be inserted into the revised plan.

A report will be submitted to the Library Trustees of the prior year's successes and failures/disappointments, with recommendations for proposed strategies to address any objectives that were not achieved within the proposed timeline and/or to reassess its value and to discard/modify/add any particular objectives from/to our plan.

Adopted Library Board of Trustees 8/24/2015