

WEST WARWICK PUBLIC LIBRARY
FIVE-YEAR LONG-RANGE PLAN
2013-2017

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I. MISSION

The mission of the West Warwick Public Library is to provide the citizens of West Warwick and all other users with access to a variety of resources that meet their informational, educational, recreational, research, and cultural needs and interests.

The Board, Administration, and Staff of the library will strive to fulfill this mission over the next five years by meeting goals, objectives, and strategies in the areas of Collection, Services and Programs, Promotion of the Library to the Community, Building and Grounds, Budget and Finance, Staff and Staffing, and Planning.

II. GOALS AND OBJECTIVES

A. Collections

GOAL: To continue to establish, maintain, and increase the use and breadth of the Library's collection of materials, in a variety of formats, representing the broad range of human experience, knowledge, philosophy and imagination.

Objectives and Strategies

Collection Development Policy

- Library staff will review and revise the Library's Collection Development Policy for Board Approval. Spring 2013.

Adult Circulating Collections

- Using standard review and selection tools, and responding to library users' requests, purchase and make available titles covering a wide variety of genres in fiction, non-fiction, large print, and all audio-visual materials. Ongoing.
- Mindful of the philosophy and discipline of professional library practices, weed all collections of outdated and/or physically deteriorating materials. Ongoing.
- Continue to develop and maintain all collections in a wide variety of formats, including audio books, compact discs, e-books, and DVDs. Ongoing.
 - Review all VHS and weed. Replace with DVD as needed. VHS tapes will no longer be collected.
 - Review all audio books on tape and weed. Replace with CDs as needs. Audio books on tape will no longer be collected.
- Increase Adult Nonfiction books in the following areas – employment, computer programs, test study guides, i.e. GED, ASVAB, LSAT, etc. April 2014.
- Use the CREW Guidelines for weeding. Ongoing.

Adult Reference Collection

- Using standard review and selection tools, continue to purchase reference and research titles which provide the most up-to-date and accurate information available in a wide range of subject areas. Ongoing.
- Using standard professional sources, identify and fill in gaps in the reference collection. Ongoing.
- Assess and expand Reference's local history collection. Ongoing.
- Enhance the local information on the library's Website. Create a blog of local history that could be enhanced by patrons. Winter 2016.
- Looking to transition much of the reference collection to digital formats, critically review Reference materials that are currently available through one of the library databases. Determine need to maintain a print copy. Spring 2014.
- Add at least two more databases to our electronic reference collection. Summer 2015
- Increase the number of online databases that are offered in the library according to patron need i.e. Learn-a-Test, Ebsco Science, etc. Spring 2016.
- Digitize the vertical files on local information and publish them on our website. Spring 2017.
- Complete the digitization of the Ward Smith glass photographic plates for easier public access to this unique local collection. Summer 2015.
- Update and replace VHS tapes with DVD's. Summer 2016.
- Weed the non-circulating books in the Reference collection to reflect their use and currency. Spring 2016.
- Establish a small business book collection to be located in part of the Reference section. Winter 2017.
- Create an area in the Reference Department where patrons have access to community information, organization contacts and local events. Winter 2013.
- Develop files of local organizations and local events both town and state wide. Spring 2013.
- Identify and acquire regularly published local/state reports and documents. Ongoing.
- Inventory current Rhode Island Collection. Use Providence Public Library's Rhode Island index to determine what we might add that specifically features West Warwick. Ongoing.

Children's Collections

- Expand the collection of materials for infants and toddlers by adding at least 25 titles per year. Ongoing.

- Expand and strengthen the library's children's collection of materials which reflect the diverse ethnic and cultural backgrounds represented in West Warwick by purchasing at least 25 titles per year on Hispanic, Asian, and African-American themes, and by purchasing at least 10 bilingual or non-English titles per year. Ongoing.
- Evaluate and develop non-book collections in all formats:
 - Maintain a DVD/video collection of titles for children, which include popular entertainment as well as educational and informational videos based on current selection policy. Ongoing.
 - Continue to develop the children's audio book collection by purchasing at least ten new titles per year, with a special emphasis on award-winners. Ongoing.
- Evaluate both children's circulating and reference science and geography materials for currency and relevancy. Annually.
- Write a grant proposal for the development of materials that promotes early literacy and early math and science skills. June 2014.
- Consolidate the juvenile reference mobile shelving unit. Winter 2015.
- Evaluate the collection of beginning reading materials, adding phonics books and other appropriate materials as needed. Ongoing.

Young Adult Collections

- Using standard review and selection tools, purchase at least 100 paperback fiction and non-fiction titles per year covering genres of interest to young adults. Ongoing.
- Strengthen the library's collection of non-fiction informational materials for young adults by purchasing at least 10 per year in each of the following subject areas: health, social issues, college preparation, career, art and animation. Ongoing.
- Continue to develop collections in fantasy and science fiction for young adults that reflect current trends by purchasing at least 10 titles in each genre per year. Ongoing.
- By analyzing circulation patterns, conducting formal surveys, and informal discussion with teens, evaluate the circulating collection of young adult magazines for relevancy and popularity. Ongoing. Every Fall.
- Survey young adults annually to determine their interests in music, books, entertainment and other areas of popular culture. Ongoing. Every Fall.
- Develop a graphic novel collection development policy for the growing young adult graphic novel collection. Winter 2013.

ESL/Literacy Collections

- Expand and strengthen the library's collection of literacy materials to reflect the cultural background represented in the literacy program by purchasing at least 3 titles per year with Hispanic, Asian, or European themes. Ongoing

Special Collections

- Acquire multi-media equipment and technologies and make available for in-house or regular lending such as e-readers, digital camcorders, iTouchs, and other new, relevant technology. Fall 2015.
- Develop special lending collections to meet the needs of the local community and library users. Fall 2016.

B. Services and Programs

GOAL: To provide services designed to meet the informational and educational needs of all library users, and programs that will enhance the cultural and civic life of the community. Library users will receive comprehensive, efficient, fair, and enthusiastic service in all areas of the library.

General Services

- Reinvent and restore the Reader's Advisor position to better serve the current needs and demands of patrons. Fall 2016.
- Create an Information Area near the public entrance stocked with a library maps and brochures and flyers concerning library services and programs. Fall 2014.
- Establish a public bulletin board for non-library or non-educational local programs, events, and interest. Spring 2015.
- Set up a public fax station rather than staff assisted. Fall 2015.

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- Create an online book discussion group with scheduled times for live discussions (chat), email capabilities and a blog on the library's website where anyone can post comments and relevant observations. Fall 2017.
- Develop another craft group, i.e. crochet, painting, paperwork, etc. Winter 2014.
- Increase the number of computer classes by 5 for individuals and groups. Winter 2013.
- Provide more services to meet Senior Citizens' needs and interests by putting a suggestion box at the Reference Desk and at the Senior Center. Winter 2015.
- Schedule basic classes in library research for specific topics: genealogy, job hunting, business, writing a research paper, finding medical information, etc. Ongoing.

- Invite local businesses, Chamber of Commerce, and RI Small Business Association to share their knowledge with interested patrons. Spring 2015.
- Establish another monthly adult Book Discussion group focusing on a specific genre or topic. Examples: mystery, general nonfiction, books made into movies. Fall 2015.
- Subscribe to several more museum passes. Possible candidates are: Plymouth Plantation, Boston Museum of Science, RISD, Gilbert Stuart's House, Southwick's Zoo, and the Boston Aquarium. Summer 2017.

Children's Services and Programs

- Make laptops and e-book readers available for use in the library. Summer 2013.
- Start a "1000 Books Before Kindergarten" initiative with outreach to doctor's offices, day cares and annual events. September 2013.
- Present an annual workshop for day care providers on sharing books with children. Beginning Fall 2012 and ongoing.
- Make annual contact with community groups, youth organizations, day cares, and nursery schools to schedule their visits to the library and librarian visits to them onsite. Ongoing.
- Offer tutoring by volunteers for early learners in primary grades during the summer. Ongoing.
- Increase outreach to low income housing through librarian visits as staffing allows. Spring 2014.
- Increase outreach to at-risk parents by expanding services and workshops based on the Mother Goose Ask Why model. Ongoing.
- Continue to offer regular after school programming for children ages 5 to 10. Ongoing.
- Use library laptops in an Afterschool Homework Center. Fall 2013.
- Offer programming which focuses on early literacy and early math and science. Fall 2014.
- Offer book discussion groups for children throughout the year. Ongoing.
- Create an inviting and interactive early literacy environment for families with young children through the addition of toys and other manipulatives. Fall 2013.

Young Adult Services and Programs

Having established a strong service commitment to young adults during the time covered by the previous five-year plan, continue to develop services and programs specifically for adolescents and teens and other youth service providers by:

- Continuing regular communication with middle and high school teachers through classroom visits and conducting library tours. Ongoing.
- Establishing connections and co-sponsoring services and programs with DARE, the alternative high school program, and other youth service groups in the community. Ongoing.
- Continuing to develop programs on topics that highlight materials in the Young Adult collection. Ongoing.
- Coordinating the purchase and display of school summer reading materials. Ongoing.
- Create an inviting environment at least one day a week for teens to socialize, use gaming systems, and more. September 2013.
- Present programs for separate teen groups: younger teens grades 5 to 7 and older teens grades 8 to 12. Winter 2013.

Electronic Information Services

Provide library users with in-library and remote access to information resources available in on-line and computerized formats by:

- Maintaining the speed and reliability of the library's Internet access, upgrading as advised by Ocean State Libraries. Ongoing.
- Maintaining wireless connections throughout the library. Ongoing.
- Independently or through Ocean State Libraries, subscribing to online databases of journals and other reference sources that cover the broad range of human knowledge. Ongoing.
- Providing directly, or through a link on the library's home page, free public access to electronic local, state, and federal government services and information. Ongoing.
- Providing a regular schedule of computer classes in the Computer Lab. Ongoing.
- Having the Computer Lab open all the time the library is open. Ongoing.
- Improving remote patron access to databases. Ongoing.
- Establishing a "Download Bar" where patrons can load electronic materials onto personal or library-owned devices. Fall 2015.
- Upgrading patron workstations on a regular cycle and budgeting accordingly. Ongoing.
- Adding four more public computers to the Reference Department. Winter 2014.
- Updating and expanding the number of laptops to be used for a portable computer classroom. Winter 2016.
- Improving the ease of use for the printer station by installing a barcode scanner. Fall 2014.

- Create a “Wi-Fi Garden” where a hub is anchored outside in a seating area so that patrons may use their Wi-Fi enabled laptops and other devices. Spring 2016.

Expand and enhance the user-friendliness and search capabilities of the library’s website by:

- Standardizing the site’s interface and navigation. Ongoing
- Improving the method for adding content for all library staff. Ongoing.
- Maintaining a calendar function to allow multiple calendars for easy and automatic updating by library departments. Ongoing.
- Offering credit card payment for donations to the library. Spring 2013.
- Add common forms to website such as job applications and public forms for patrons to fill out on a computer and print or e-mail. Spring 2013.

Provide methods for library patrons to participate in local history and other projects by:

- Providing a “Wikipedia” method for patrons to post their memories and stories of local events. Winter 2014.

Provide patrons with current and new hardware, and software, technologies, and electronic services by:

- Surveying patrons and evaluating day-to-day feedback regarding use of existing services. Ongoing. Every Fall.
- Participating in evaluations and trials of new database projects. Ongoing.
- Create a Smart Lab which should include such items as a VHS to DVD converter, Flat panel television, digital video camera, digital camera, green screen, 3-D printer, editing software, mixing station, and other similar equipment. Fall 2016.
- Replace failing laser scanners with CCD scanners that can read smart phone barcodes. Fall 2014.
- Mobilize library by establishing apps that allow patrons to place items on hold, view and interact with our website, check out items. Fall 2017.

Literacy Services

Provide support for English language learners in the community who need to improve their speaking, reading, and writing skills and to help them meet their academic, professional, and personal goals by:

- Offering three ESL classes in the 15 week fall and 16 week spring sessions and the 8 week summer session and recruiting a minimum of 40 students to enroll each session. Ongoing.

- Offering an ESL book group for non-native speakers of English that will meet weekly during the class sessions to discuss a specific book or short story. Ongoing.
- Scheduling classes on beginning computer use for the ESL students. Fall 2014 and ongoing.
- Offering a citizenship preparation class as needed and tutoring students ready to become naturalized citizens. Spring 2013 and ongoing.
- Providing a scheduled time for ESL learners to drop-in the literacy office to access Mango Languages using lap top computers and headsets. Fall 2014 and ongoing.
- Offering a beginner English Conversation class for students to practice pronunciation and listening skills. Fall 2013 and ongoing.
- Providing writing activities via a literacy blog to students who have computer access. Ongoing.
- Recruiting and training tutor volunteers to the West Warwick Literacy Program. Ongoing.
- Representing the library at literacy programs held in the state and to other state literacy agencies. Ongoing.
- Promoting the ESL Program at the local schools and applicable area businesses. Ongoing.

Outreach Services

Establish a library presence in the greater community by:

- Presenting at least five book talks and other presentations to community groups. Ongoing.
- Maintaining the Outreach Service by which library staff brings materials on a regular schedule to seniors and other residents of at least six housings and individual homes. Ongoing.
- Coordinate with housings to transport patrons to the library for borrowing or socialization purposes. Spring 2013.
- Arrange and lead a monthly book discussion with patrons from all residences at either the library or the senior center. Spring 2014.
- Offer computer classes to assist in the use of resources available on the library's website either at the library or via a mobile classroom. Fall 2014.

Special Services and Programs

Develop the library's role as the center of the educational, cultural, and civic life of the community by:

- Presenting at least six annual programs in the form of lectures, concerts, dramatic presentations, and discussion groups. Ongoing.

- Maintaining and enhancing the adult book discussion groups. Ongoing.

C. Community

GOAL: To provide community awareness of Library services and programs.

Objectives and Strategies

Increase awareness of the library and its role by:

- Continuing current efforts, including press releases and articles for newspapers, suggested reading lists, book talks and appearances before local community and civic groups. Ongoing.
- Developing cooperative relationships and projects with other town and community agencies, including town departments, the West Warwick Senior Center, the Recreation Department, and the Police Department's DARE program. Ongoing.
- Participating in national and statewide promotions such as the American Library Association's (ALA) National Library Week, and efforts by the Rhode Island Library Association (RILA) to educate and inform government officials and the general public about libraries. Ongoing.
- Writing and issuing a library Annual Report with usage statistics and details about collections, services, and programs during the preceding year. Ongoing.

Make the Library a vital information center and liaison between the community and other local agencies for adults and their families by:

- Form a partnership with the Pawtuxet Valley Historical and Preservation Society, Rhode Island Historical Society, Rhode Island Archives, etc. for an exchange of information. Ongoing with a push by Fall 2013.
- Develop and maintain contacts with local and state government agencies. Ongoing with a push by Fall 2013.

GOAL: To increase the Library's presence in the community

Objectives and Strategies

- Resume at least half day Saturdays Fall 2015.
- Return full Friday and Saturday hours. Fall 2016.
- Return Wednesday evening hours. Fall 2017.
- Enhance physical and virtual access. Ongoing.
- Create a PR packet for Library to help employees promote programs and services. Fall 2014.

GOAL: To maintain a safe and welcoming environment for Library patrons and staff.

Objectives and Strategies

- Continue to explore ways to make the library safe and secure for both patrons and staff, through technology and planning. Ongoing.
- Work towards increasing the repair budget and capital expense budget to provide the library with sufficient funds to maintain the building and facilities, including the replacement of the library boiler, replacement of all library windows and sills, replacement of all emergency exit doors, carpet replacement, and regular lawn and garden maintenance by professional landscapers. Fall 2016.
- Maintain open communication with the Town regarding the library's short and long term capital needs. Ongoing.
- Ensure efficiency and improved public service by upgrading the library's theft detection system, which may include RFID tagging. Fall 2016.
- Increase signage and other finding aids for patrons. Ongoing.

D. Building and Grounds

GOAL: Determine how to best utilize existing space for all users.

Objectives and Strategies

- Review the Jackson-Kenney Report's recommendations. Ongoing.
- Reuse, repurpose, and renovate library spaces both inside and out to better meet the competing needs and demands for their use. Ongoing.
- Use the Mini Lab for computer classes and teaching so all public computers may be available during all hours the library is open. Spring 2015.
- Create "spaces" or areas within the library such as a multi-media space (Smart Lab), audio-visual browsing, video chat, gaming, and other such necessary spaces due to the evolutions in technology and communication. Fall 2017.
- Create seating areas for use by single or multiple persons both inside and outside the library for leisure reading, quiet group discussions, studying, or wireless internet use ("Wireless Garden" outside). Spring 2016.
- Develop a long-term building plan, to include a possible addition and/or renovations and internal upgrades. Spring 2015.

E. Staff and Staffing

GOAL: The West Warwick Public Library will have a knowledgeable and service-oriented staff, in sufficient numbers to provide quality public service, stationed where they can most effectively interact with the public or where they can perform their support duties most efficiently.

Objectives and Strategies

Ensure a high level of competence and enthusiasm in the staff by:

- Creating a standard orientation packet for new employees. Spring 2013.
- Developing standard training procedures in all departments. Spring 2013.
- Conducting a study of job descriptions and salary levels in order to establish fair and equitable pay ranges for all positions. Beginning Fall 2012.
- Conduct personnel reviews on a more regular basis. Beginning Spring 2013.
- Increase internal communication by establishing standards for communicating amongst staff on various issues. Spring 2013.

Encourage both professional and paraprofessional training and development by:

- Offering ongoing training through quarterly full-staff meetings. Ongoing.
- Offering opportunities each year for at least two staff members other than the Director and Assistant Director to attend professional and library-based offsite training programs. Ongoing.
- Report the availability of training for the Reference Staff in such areas as computer software, public service, e-books, etc. to the Director to keep current with new and emerging technologies. Ongoing.
- Report the availability of educational and skills training for staff as it pertains to their library-related duties. Ongoing.

Ensure sufficient and effective placement of staff by:

- Adding one or two part-time Children's Library Assistant positions in order to provide service at peak times and to ensure adequate coverage all hours that the library is open. Fall 2014.
- Restoring the Circulation Assistant position to ensure adequate coverage of the Circulation desk as well as allowing the Head of Circulation to attend to other duties. Fall 2016.
- Restoring at least one part-time Reference Assistant position to allow Librarians to adequately attend to other duties. Fall 2015.
- Reinvent and restore the Reader's Advisor position to encompass the changing needs and demand of our patrons and community. Fall 2017.

F. Planning

GOAL: Establish a method of identifying library user and community needs and adapting collections, services and programs to respond to them in a timely fashion.

Objectives and Strategies

Continue to be aware of and responsive to community needs by:

- Create and conduct a comprehensive community study that will aid the library in reviewing and renewing the library's mission, administrative and staffing structures, and ways of responding to service priorities as well as collecting data to enable the library to develop new programs and services to meet changing community needs. Fall 2016.

G. Budget and Finances

GOAL: To work toward establishing greater financial stability for the Library.

Objectives and Strategies

Secure annual town and state appropriations that are adequate for the operation of a full-service library by:

- Preparing and presenting to town officials as accurate an assessment as possible of the library's projected operating expenses. Ongoing.
- Advocating effectively for the library throughout the year. Ongoing.
- Preparing an Annual Report containing information on the library's income and expenses. Ongoing.
- Submitting all reports and meeting all standards required by the State. Ongoing.

Secure supplementary funds for the provision of specific programs and services, and for addition to the general fund for help in keeping yearly appropriation requests reasonable by:

- Writing at least two annual grant proposals for a specific service, program, or collection project. Ongoing.
- Establish a self-sustaining Friends Group to help supplement programs, services, technology, and the purchase of new library furniture. Ongoing.
- Raising funds for the library through direct mail and online each spring as well as through methods such as book raffles, auctions, book/author events, dinners, dances, and the whole range of fundraising activities. Ongoing.

III. APPROVAL

Approved by the Library Board of Trustees October 15, 2012

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- Offer tutoring by volunteers for early learners in primary grades during the summer. Ongoing.
- Increase outreach to low income housing through librarian visits as staffing allows. Spring 2014.
- Increase outreach to at-risk parents by expanding services and workshops based on the Mother Goose Ask Why model. Ongoing.
- Continue to offer regular after school programming for children ages 5 to 10. Ongoing.
- Use library laptops in an Afterschool Homework Center. Fall 2013.
- Offer programming which focuses on early literacy and early math and science. Fall 2014.
- Offer book discussion groups for children throughout the year. Ongoing.
- Create an inviting and interactive early literacy environment for families with young children through the addition of toys and other manipulatives. Fall 2013.

Young Adult Services and Programs

Having established a strong service commitment to young adults during the time covered by the previous five-year plan, continue to develop services and programs specifically for adolescents and teens and other youth service providers by:

- Continuing regular communication with middle and high school teachers through classroom visits and conducting library tours. Ongoing.
- Establishing connections and co-sponsoring services and programs with DARE, the alternative high school program, and other youth service groups in the community. Ongoing.
- Continuing to develop programs on topics that highlight materials in the Young Adult collection. Ongoing.
- Coordinating the purchase and display of school summer reading materials. Ongoing.
- Create an inviting environment at least one day a week for teens to socialize, use gaming systems, and more. September 2013.
- Present programs for separate teen groups: younger teens grades 5 to 7 and older teens grades 8 to 12. Winter 2013.

Electronic Information Services

Provide library users with in-library and remote access to information resources available in on-line and computerized formats by:

- Maintaining the speed and reliability of the library's Internet access, upgrading as advised by Ocean State Libraries. Ongoing.
- Maintaining wireless connections throughout the library. Ongoing.
- Independently or through Ocean State Libraries, subscribing to online databases of journals and other reference sources that cover the broad range of human knowledge. Ongoing.
- Providing directly, or through a link on the library's home page, free public access to electronic local, state, and federal government services and information. Ongoing.
- Providing a regular schedule of computer classes in the Computer Lab. Ongoing.
- Having the Computer Lab open all the time the library is open. Ongoing.
- Improving remote patron access to databases. Ongoing.
- Establishing a "Download Bar" where patrons can load electronic materials onto personal or library-owned devices. Fall 2015.
- Upgrading patron workstations on a regular cycle and budgeting accordingly. Ongoing.
- Adding four more public computers to the Reference Department. Winter 2014.
- Updating and expanding the number of laptops to be used for a portable computer classroom. Winter 2016.
- Improving the ease of use for the printer station by installing a barcode scanner. Fall 2014.

- Create a “Wi-Fi Garden” where a hub is anchored outside in a seating area so that patrons may use their Wi-Fi enabled laptops and other devices. Spring 2016.

Expand and enhance the user-friendliness and search capabilities of the library’s website by:

- Standardizing the site’s interface and navigation. Ongoing
- Improving the method for adding content for all library staff. Ongoing.
- Maintaining a calendar function to allow multiple calendars for easy and automatic updating by library departments. Ongoing.
- Offering credit card payment for donations to the library. Spring 2013.
- Add common forms to website such as job applications and public forms for patrons to fill out on a computer and print or e-mail. Spring 2013.

Provide methods for library patrons to participate in local history and other projects by:

- Providing a “Wikipedia” method for patrons to post their memories and stories of local events. Winter 2014.

Provide patrons with current and new hardware, and software, technologies, and electronic services by:

- Surveying patrons and evaluating day-to-day feedback regarding use of existing services. Ongoing. Every Fall.
- Participating in evaluations and trials of new database projects. Ongoing.
- Create a Smart Lab which should include such items as a VHS to DVD converter, Flat panel television, digital video camera, digital camera, green screen, 3-D printer, editing software, mixing station, and other similar equipment. Fall 2016.
- Replace failing laser scanners with CCD scanners that can read smart phone barcodes. Fall 2014.
- Mobilize library by establishing apps that allow patrons to place items on hold, view and interact with our website, check out items. Fall 2017.

Literacy Services

Provide support for English language learners in the community who need to improve their speaking, reading, and writing skills and to help them meet their academic, professional, and personal goals by:

- Offering three ESL classes in the 15 week fall and 16 week spring sessions and the 8 week summer session and recruiting a minimum of 40 students to enroll each session. Ongoing.

- Offering an ESL book group for non-native speakers of English that will meet weekly during the class sessions to discuss a specific book or short story. Ongoing.
- Scheduling classes on beginning computer use for the ESL students. Fall 2014 and ongoing.
- Offering a citizenship preparation class as needed and tutoring students ready to become naturalized citizens. Spring 2013 and ongoing.
- Providing a scheduled time for ESL learners to drop-in the literacy office to access Mango Languages using lap top computers and headsets. Fall 2014 and ongoing.
- Offering a beginner English Conversation class for students to practice pronunciation and listening skills. Fall 2013 and ongoing.
- Providing writing activities via a literacy blog to students who have computer access. Ongoing.
- Recruiting and training tutor volunteers to the West Warwick Literacy Program. Ongoing.
- Representing the library at literacy programs held in the state and to other state literacy agencies. Ongoing.
- Promoting the ESL Program at the local schools and applicable area businesses. Ongoing.

Outreach Services

Establish a library presence in the greater community by:

- Presenting at least five book talks and other presentations to community groups. Ongoing.
- Maintaining the Outreach Service by which library staff brings materials on a regular schedule to seniors and other residents of at least six housings and individual homes. Ongoing.
- Coordinate with housings to transport patrons to the library for borrowing or socialization purposes. Spring 2013.
- Arrange and lead a monthly book discussion with patrons from all residences at either the library or the senior center. Spring 2014.
- Offer computer classes to assist in the use of resources available on the library's website either at the library or via a mobile classroom. Fall 2014.

Special Services and Programs

Develop the library's role as the center of the educational, cultural, and civic life of the community by:

- Presenting at least six annual programs in the form of lectures, concerts, dramatic presentations, and discussion groups. Ongoing.

- Maintaining and enhancing the adult book discussion groups. Ongoing.

C. Community

GOAL: To provide community awareness of Library services and programs.

Objectives and Strategies

Increase awareness of the library and its role by:

- Continuing current efforts, including press releases and articles for newspapers, suggested reading lists, book talks and appearances before local community and civic groups. Ongoing.
- Developing cooperative relationships and projects with other town and community agencies, including town departments, the West Warwick Senior Center, the Recreation Department, and the Police Department's DARE program. Ongoing.
- Participating in national and statewide promotions such as the American Library Association's (ALA) National Library Week, and efforts by the Rhode Island Library Association (RILA) to educate and inform government officials and the general public about libraries. Ongoing.
- Writing and issuing a library Annual Report with usage statistics and details about collections, services, and programs during the preceding year. Ongoing.

Make the Library a vital information center and liaison between the community and other local agencies for adults and their families by:

- Form a partnership with the Pawtuxet Valley Historical and Preservation Society, Rhode Island Historical Society, Rhode Island Archives, etc. for an exchange of information. Ongoing with a push by Fall 2013.
- Develop and maintain contacts with local and state government agencies. Ongoing with a push by Fall 2013.

GOAL: To increase the Library's presence in the community

Objectives and Strategies

- Resume at least half day Saturdays Fall 2015.
- Return full Friday and Saturday hours. Fall 2016.
- Return Wednesday evening hours. Fall 2017.
- Enhance physical and virtual access. Ongoing.
- Create a PR packet for Library to help employees promote programs and services. Fall 2014.

GOAL: To maintain a safe and welcoming environment for Library patrons and staff.

Objectives and Strategies

- Continue to explore ways to make the library safe and secure for both patrons and staff, through technology and planning. Ongoing.
- Work towards increasing the repair budget and capital expense budget to provide the library with sufficient funds to maintain the building and facilities, including the replacement of the library boiler, replacement of all library windows and sills, replacement of all emergency exit doors, carpet replacement, and regular lawn and garden maintenance by professional landscapers. Fall 2016.
- Maintain open communication with the Town regarding the library's short and long term capital needs. Ongoing.
- Ensure efficiency and improved public service by upgrading the library's theft detection system, which may include RFID tagging. Fall 2016.
- Increase signage and other finding aids for patrons. Ongoing.

D. Building and Grounds

GOAL: Determine how to best utilize existing space for all users.

Objectives and Strategies

- Review the Jackson-Kenney Report's recommendations. Ongoing.
- Reuse, repurpose, and renovate library spaces both inside and out to better meet the competing needs and demands for their use. Ongoing.
- Use the Mini Lab for computer classes and teaching so all public computers may be available during all hours the library is open. Spring 2015.
- Create "spaces" or areas within the library such as a multi-media space (Smart Lab), audio-visual browsing, video chat, gaming, and other such necessary spaces due to the evolutions in technology and communication. Fall 2017.
- Create seating areas for use by single or multiple persons both inside and outside the library for leisure reading, quiet group discussions, studying, or wireless internet use ("Wireless Garden" outside). Spring 2016.
- Develop a long-term building plan, to include a possible addition and/or renovations and internal upgrades. Spring 2015.

E. Staff and Staffing

GOAL: The West Warwick Public Library will have a knowledgeable and service-oriented staff, in sufficient numbers to provide quality public service, stationed where they can most effectively interact with the public or where they can perform their support duties most efficiently.

Objectives and Strategies

Ensure a high level of competence and enthusiasm in the staff by:

- Creating a standard orientation packet for new employees. Spring 2013.
- Developing standard training procedures in all departments. Spring 2013.
- Conducting a study of job descriptions and salary levels in order to establish fair and equitable pay ranges for all positions. Beginning Fall 2012.
- Conduct personnel reviews on a more regular basis. Beginning Spring 2013.
- Increase internal communication by establishing standards for communicating amongst staff on various issues. Spring 2013.

Encourage both professional and paraprofessional training and development by:

- Offering ongoing training through quarterly full-staff meetings. Ongoing.
- Offering opportunities each year for at least two staff members other than the Director and Assistant Director to attend professional and library-based offsite training programs. Ongoing.
- Report the availability of training for the Reference Staff in such areas as computer software, public service, e-books, etc. to the Director to keep current with new and emerging technologies. Ongoing.
- Report the availability of educational and skills training for staff as it pertains to their library-related duties. Ongoing.

Ensure sufficient and effective placement of staff by:

- Adding one or two part-time Children's Library Assistant positions in order to provide service at peak times and to ensure adequate coverage all hours that the library is open. Fall 2014.
- Restoring the Circulation Assistant position to ensure adequate coverage of the Circulation desk as well as allowing the Head of Circulation to attend to other duties. Fall 2016.
- Restoring at least one part-time Reference Assistant position to allow Librarians to adequately attend to other duties. Fall 2015.
- Reinvent and restore the Reader's Advisor position to encompass the changing needs and demand of our patrons and community. Fall 2017.

F. Planning

GOAL: Establish a method of identifying library user and community needs and adapting collections, services and programs to respond to them in a timely fashion.

Objectives and Strategies

Continue to be aware of and responsive to community needs by:

- Create and conduct a comprehensive community study that will aid the library in reviewing and renewing the library's mission, administrative and staffing structures, and ways of responding to service priorities as well as collecting data to enable the library to develop new programs and services to meet changing community needs. Fall 2016.

G. Budget and Finances

GOAL: To work toward establishing greater financial stability for the Library.

Objectives and Strategies

Secure annual town and state appropriations that are adequate for the operation of a full-service library by:

- Preparing and presenting to town officials as accurate an assessment as possible of the library's projected operating expenses. Ongoing.
- Advocating effectively for the library throughout the year. Ongoing.
- Preparing an Annual Report containing information on the library's income and expenses. Ongoing.
- Submitting all reports and meeting all standards required by the State. Ongoing.

Secure supplementary funds for the provision of specific programs and services, and for addition to the general fund for help in keeping yearly appropriation requests reasonable by:

- Writing at least two annual grant proposals for a specific service, program, or collection project. Ongoing.
- Establish a self-sustaining Friends Group to help supplement programs, services, technology, and the purchase of new library furniture. Ongoing.
- Raising funds for the library through direct mail and online each spring as well as through methods such as book raffles, auctions, book/author events, dinners, dances, and the whole range of fundraising activities. Ongoing.

III. APPROVAL

Approved by the Library Board of Trustees October 15, 2012

WEST WARWICK PUBLIC LIBRARY
FIVE-YEAR LONG-RANGE PLAN
2013-2017

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I. MISSION

The mission of the West Warwick Public Library is to provide the citizens of West Warwick and all other users with access to a variety of resources that meet their informational, educational, recreational, research, and cultural needs and interests.

The Board, Administration, and Staff of the library will strive to fulfill this mission over the next five years by meeting goals, objectives, and strategies in the areas of Collection, Services and Programs, Promotion of the Library to the Community, Building and Grounds, Budget and Finance, Staff and Staffing, and Planning.

II. GOALS AND OBJECTIVES

A. Collections

GOAL: To continue to establish, maintain, and increase the use and breadth of the Library's collection of materials, in a variety of formats, representing the broad range of human experience, knowledge, philosophy and imagination.

Objectives and Strategies

Collection Development Policy

- Library staff will review and revise the Library's Collection Development Policy for Board Approval. Spring 2013.

Adult Circulating Collections

- Using standard review and selection tools, and responding to library users' requests, purchase and make available titles covering a wide variety of genres in fiction, non-fiction, large print, and all audio-visual materials. Ongoing.
- Mindful of the philosophy and discipline of professional library practices, weed all collections of outdated and/or physically deteriorating materials. Ongoing.
- Continue to develop and maintain all collections in a wide variety of formats, including audio books, compact discs, e-books, and DVDs. Ongoing.
 - Review all VHS and weed. Replace with DVD as needed. VHS tapes will no longer be collected.
 - Review all audio books on tape and weed. Replace with CDs as needs. Audio books on tape will no longer be collected.
- Increase Adult Nonfiction books in the following areas – employment, computer programs, test study guides, i.e. GED, ASVAB, LSAT, etc. April 2014.
- Use the CREW Guidelines for weeding. Ongoing.

Adult Reference Collection

- Using standard review and selection tools, continue to purchase reference and research titles which provide the most up-to-date and accurate information available in a wide range of subject areas. Ongoing.
- Using standard professional sources, identify and fill in gaps in the reference collection. Ongoing.
- Assess and expand Reference's local history collection. Ongoing.
- Enhance the local information on the library's Website. Create a blog of local history that could be enhanced by patrons. Winter 2016.
- Looking to transition much of the reference collection to digital formats, critically review Reference materials that are currently available through one of the library databases. Determine need to maintain a print copy. Spring 2014.
- Add at least two more databases to our electronic reference collection. Summer 2015
- Increase the number of online databases that are offered in the library according to patron need i.e. Learn-a-Test, Ebsco Science, etc. Spring 2016.
- Digitize the vertical files on local information and publish them on our website. Spring 2017.
- Complete the digitization of the Ward Smith glass photographic plates for easier public access to this unique local collection. Summer 2015.
- Update and replace VHS tapes with DVD's. Summer 2016.
- Weed the non-circulating books in the Reference collection to reflect their use and currency. Spring 2016.
- Establish a small business book collection to be located in part of the Reference section. Winter 2017.
- Create an area in the Reference Department where patrons have access to community information, organization contacts and local events. Winter 2013.
- Develop files of local organizations and local events both town and state wide. Spring 2013.
- Identify and acquire regularly published local/state reports and documents. Ongoing.
- Inventory current Rhode Island Collection. Use Providence Public Library's Rhode Island index to determine what we might add that specifically features West Warwick. Ongoing.

Children's Collections

- Expand the collection of materials for infants and toddlers by adding at least 25 titles per year. Ongoing.

- Expand and strengthen the library's children's collection of materials which reflect the diverse ethnic and cultural backgrounds represented in West Warwick by purchasing at least 25 titles per year on Hispanic, Asian, and African-American themes, and by purchasing at least 10 bilingual or non-English titles per year. Ongoing.
- Evaluate and develop non-book collections in all formats:
 - Maintain a DVD/video collection of titles for children, which include popular entertainment as well as educational and informational videos based on current selection policy. Ongoing.
 - Continue to develop the children's audio book collection by purchasing at least ten new titles per year, with a special emphasis on award-winners. Ongoing.
- Evaluate both children's circulating and reference science and geography materials for currency and relevancy. Annually.
- Write a grant proposal for the development of materials that promotes early literacy and early math and science skills. June 2014.
- Consolidate the juvenile reference mobile shelving unit. Winter 2015.
- Evaluate the collection of beginning reading materials, adding phonics books and other appropriate materials as needed. Ongoing.

Young Adult Collections

- Using standard review and selection tools, purchase at least 100 paperback fiction and non-fiction titles per year covering genres of interest to young adults. Ongoing.
- Strengthen the library's collection of non-fiction informational materials for young adults by purchasing at least 10 per year in each of the following subject areas: health, social issues, college preparation, career, art and animation. Ongoing.
- Continue to develop collections in fantasy and science fiction for young adults that reflect current trends by purchasing at least 10 titles in each genre per year. Ongoing.
- By analyzing circulation patterns, conducting formal surveys, and informal discussion with teens, evaluate the circulating collection of young adult magazines for relevancy and popularity. Ongoing. Every Fall.
- Survey young adults annually to determine their interests in music, books, entertainment and other areas of popular culture. Ongoing. Every Fall.
- Develop a graphic novel collection development policy for the growing young adult graphic novel collection. Winter 2013.

ESL/Literacy Collections

- Expand and strengthen the library's collection of literacy materials to reflect the cultural background represented in the literacy program by purchasing at least 3 titles per year with Hispanic, Asian, or European themes. Ongoing

Special Collections

- Acquire multi-media equipment and technologies and make available for in-house or regular lending such as e-readers, digital camcorders, iTouchs, and other new, relevant technology. Fall 2015.
- Develop special lending collections to meet the needs of the local community and library users. Fall 2016.

B. Services and Programs

GOAL: To provide services designed to meet the informational and educational needs of all library users, and programs that will enhance the cultural and civic life of the community. Library users will receive comprehensive, efficient, fair, and enthusiastic service in all areas of the library.

General Services

- Reinvent and restore the Reader's Advisor position to better serve the current needs and demands of patrons. Fall 2016.
- Create an Information Area near the public entrance stocked with a library maps and brochures and flyers concerning library services and programs. Fall 2014.
- Establish a public bulletin board for non-library or non-educational local programs, events, and interest. Spring 2015.
- Set up a public fax station rather than staff assisted. Fall 2015.

Adult Services and Programs

- Create an online book discussion group with scheduled times for live discussions (chat), email capabilities and a blog on the library's website where anyone can post comments and relevant observations. Fall 2017.
- Develop another craft group, i.e. crochet, painting, paperwork, etc. Winter 2014.
- Increase the number of computer classes by 5 for individuals and groups. Winter 2013.
- Provide more services to meet Senior Citizens' needs and interests by putting a suggestion box at the Reference Desk and at the Senior Center. Winter 2015.
- Schedule basic classes in library research for specific topics: genealogy, job hunting, business, writing a research paper, finding medical information, etc. Ongoing.

- Invite local businesses, Chamber of Commerce, and RI Small Business Association to share their knowledge with interested patrons. Spring 2015.
- Establish another monthly adult Book Discussion group focusing on a specific genre or topic. Examples: mystery, general nonfiction, books made into movies. Fall 2015.
- Subscribe to several more museum passes. Possible candidates are: Plymouth Plantation, Boston Museum of Science, RISD, Gilbert Stuart's House, Southwick's Zoo, and the Boston Aquarium. Summer 2017.

Children's Services and Programs

- Make laptops and e-book readers available for use in the library. Summer 2013.
- Start a "1000 Books Before Kindergarten" initiative with outreach to doctor's offices, day cares and annual events. September 2013.
- Present an annual workshop for day care providers on sharing books with children. Beginning Fall 2012 and ongoing.
- Make annual contact with community groups, youth organizations, day cares, and nursery schools to schedule their visits to the library and librarian visits to them onsite. Ongoing.
- Offer tutoring by volunteers for early learners in primary grades during the summer. Ongoing.
- Increase outreach to low income housing through librarian visits as staffing allows. Spring 2014.
- Increase outreach to at-risk parents by expanding services and workshops based on the Mother Goose Ask Why model. Ongoing.
- Continue to offer regular after school programming for children ages 5 to 10. Ongoing.
- Use library laptops in an Afterschool Homework Center. Fall 2013.
- Offer programming which focuses on early literacy and early math and science. Fall 2014.
- Offer book discussion groups for children throughout the year. Ongoing.
- Create an inviting and interactive early literacy environment for families with young children through the addition of toys and other manipulatives. Fall 2013.

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- Continuing regular communication with middle and high school teachers through classroom visits and conducting library tours. Ongoing.
- Establishing connections and co-sponsoring services and programs with DARE, the alternative high school program, and other youth service groups in the community. Ongoing.
- Continuing to develop programs on topics that highlight materials in the Young Adult collection. Ongoing.
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- Independently or through Ocean State Libraries, subscribing to online databases of journals and other reference sources that cover the broad range of human knowledge. Ongoing.
- Providing directly, or through a link on the library's home page, free public access to electronic local, state, and federal government services and information. Ongoing.
- Providing a regular schedule of computer classes in the Computer Lab. Ongoing.
- Having the Computer Lab open all the time the library is open. Ongoing.
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- Offering three ESL classes in the 15 week fall and 16 week spring sessions and the 8 week summer session and recruiting a minimum of 40 students to enroll each session. Ongoing.

- Offering an ESL book group for non-native speakers of English that will meet weekly during the class sessions to discuss a specific book or short story. Ongoing.
- Scheduling classes on beginning computer use for the ESL students. Fall 2014 and ongoing.
- Offering a citizenship preparation class as needed and tutoring students ready to become naturalized citizens. Spring 2013 and ongoing.
- Providing a scheduled time for ESL learners to drop-in the literacy office to access Mango Languages using lap top computers and headsets. Fall 2014 and ongoing.
- Offering a beginner English Conversation class for students to practice pronunciation and listening skills. Fall 2013 and ongoing.
- Providing writing activities via a literacy blog to students who have computer access. Ongoing.
- Recruiting and training tutor volunteers to the West Warwick Literacy Program. Ongoing.
- Representing the library at literacy programs held in the state and to other state literacy agencies. Ongoing.
- Promoting the ESL Program at the local schools and applicable area businesses. Ongoing.

Outreach Services

Establish a library presence in the greater community by:

- Presenting at least five book talks and other presentations to community groups. Ongoing.
- Maintaining the Outreach Service by which library staff brings materials on a regular schedule to seniors and other residents of at least six housings and individual homes. Ongoing.
- Coordinate with housings to transport patrons to the library for borrowing or socialization purposes. Spring 2013.
- Arrange and lead a monthly book discussion with patrons from all residences at either the library or the senior center. Spring 2014.
- Offer computer classes to assist in the use of resources available on the library's website either at the library or via a mobile classroom. Fall 2014.

Special Services and Programs

Develop the library's role as the center of the educational, cultural, and civic life of the community by:

- Presenting at least six annual programs in the form of lectures, concerts, dramatic presentations, and discussion groups. Ongoing.

- Maintaining and enhancing the adult book discussion groups. Ongoing.

C. Community

GOAL: To provide community awareness of Library services and programs.

Objectives and Strategies

Increase awareness of the library and its role by:

- Continuing current efforts, including press releases and articles for newspapers, suggested reading lists, book talks and appearances before local community and civic groups. Ongoing.
- Developing cooperative relationships and projects with other town and community agencies, including town departments, the West Warwick Senior Center, the Recreation Department, and the Police Department's DARE program. Ongoing.
- Participating in national and statewide promotions such as the American Library Association's (ALA) National Library Week, and efforts by the Rhode Island Library Association (RILA) to educate and inform government officials and the general public about libraries. Ongoing.
- Writing and issuing a library Annual Report with usage statistics and details about collections, services, and programs during the preceding year. Ongoing.

Make the Library a vital information center and liaison between the community and other local agencies for adults and their families by:

- Form a partnership with the Pawtuxet Valley Historical and Preservation Society, Rhode Island Historical Society, Rhode Island Archives, etc. for an exchange of information. Ongoing with a push by Fall 2013.
- Develop and maintain contacts with local and state government agencies. Ongoing with a push by Fall 2013.

GOAL: To increase the Library's presence in the community

Objectives and Strategies

- Resume at least half day Saturdays Fall 2015.
- Return full Friday and Saturday hours. Fall 2016.
- Return Wednesday evening hours. Fall 2017.
- Enhance physical and virtual access. Ongoing.
- Create a PR packet for Library to help employees promote programs and services. Fall 2014.

GOAL: To maintain a safe and welcoming environment for Library patrons and staff.

Objectives and Strategies

- Continue to explore ways to make the library safe and secure for both patrons and staff, through technology and planning. Ongoing.
- Work towards increasing the repair budget and capital expense budget to provide the library with sufficient funds to maintain the building and facilities, including the replacement of the library boiler, replacement of all library windows and sills, replacement of all emergency exit doors, carpet replacement, and regular lawn and garden maintenance by professional landscapers. Fall 2016.
- Maintain open communication with the Town regarding the library's short and long term capital needs. Ongoing.
- Ensure efficiency and improved public service by upgrading the library's theft detection system, which may include RFID tagging. Fall 2016.
- Increase signage and other finding aids for patrons. Ongoing.

D. Building and Grounds

GOAL: Determine how to best utilize existing space for all users.

Objectives and Strategies

- Review the Jackson-Kenney Report's recommendations. Ongoing.
- Reuse, repurpose, and renovate library spaces both inside and out to better meet the competing needs and demands for their use. Ongoing.
- Use the Mini Lab for computer classes and teaching so all public computers may be available during all hours the library is open. Spring 2015.
- Create "spaces" or areas within the library such as a multi-media space (Smart Lab), audio-visual browsing, video chat, gaming, and other such necessary spaces due to the evolutions in technology and communication. Fall 2017.
- Create seating areas for use by single or multiple persons both inside and outside the library for leisure reading, quiet group discussions, studying, or wireless internet use ("Wireless Garden" outside). Spring 2016.
- Develop a long-term building plan, to include a possible addition and/or renovations and internal upgrades. Spring 2015.

E. Staff and Staffing

GOAL: The West Warwick Public Library will have a knowledgeable and service-oriented staff, in sufficient numbers to provide quality public service, stationed where they can most effectively interact with the public or where they can perform their support duties most efficiently.

Objectives and Strategies

Ensure a high level of competence and enthusiasm in the staff by:

- Creating a standard orientation packet for new employees. Spring 2013.
- Developing standard training procedures in all departments. Spring 2013.
- Conducting a study of job descriptions and salary levels in order to establish fair and equitable pay ranges for all positions. Beginning Fall 2012.
- Conduct personnel reviews on a more regular basis. Beginning Spring 2013.
- Increase internal communication by establishing standards for communicating amongst staff on various issues. Spring 2013.

Encourage both professional and paraprofessional training and development by:

- Offering ongoing training through quarterly full-staff meetings. Ongoing.
- Offering opportunities each year for at least two staff members other than the Director and Assistant Director to attend professional and library-based offsite training programs. Ongoing.
- Report the availability of training for the Reference Staff in such areas as computer software, public service, e-books, etc. to the Director to keep current with new and emerging technologies. Ongoing.
- Report the availability of educational and skills training for staff as it pertains to their library-related duties. Ongoing.

Ensure sufficient and effective placement of staff by:

- Adding one or two part-time Children's Library Assistant positions in order to provide service at peak times and to ensure adequate coverage all hours that the library is open. Fall 2014.
- Restoring the Circulation Assistant position to ensure adequate coverage of the Circulation desk as well as allowing the Head of Circulation to attend to other duties. Fall 2016.
- Restoring at least one part-time Reference Assistant position to allow Librarians to adequately attend to other duties. Fall 2015.
- Reinvent and restore the Reader's Advisor position to encompass the changing needs and demand of our patrons and community. Fall 2017.

F. Planning

GOAL: Establish a method of identifying library user and community needs and adapting collections, services and programs to respond to them in a timely fashion.

Objectives and Strategies

Continue to be aware of and responsive to community needs by:

- Create and conduct a comprehensive community study that will aid the library in reviewing and renewing the library's mission, administrative and staffing structures, and ways of responding to service priorities as well as collecting data to enable the library to develop new programs and services to meet changing community needs. Fall 2016.

G. Budget and Finances

GOAL: To work toward establishing greater financial stability for the Library.

Objectives and Strategies

Secure annual town and state appropriations that are adequate for the operation of a full-service library by:

- Preparing and presenting to town officials as accurate an assessment as possible of the library's projected operating expenses. Ongoing.
- Advocating effectively for the library throughout the year. Ongoing.
- Preparing an Annual Report containing information on the library's income and expenses. Ongoing.
- Submitting all reports and meeting all standards required by the State. Ongoing.

Secure supplementary funds for the provision of specific programs and services, and for addition to the general fund for help in keeping yearly appropriation requests reasonable by:

- Writing at least two annual grant proposals for a specific service, program, or collection project. Ongoing.
- Establish a self-sustaining Friends Group to help supplement programs, services, technology, and the purchase of new library furniture. Ongoing.
- Raising funds for the library through direct mail and online each spring as well as through methods such as book raffles, auctions, book/author events, dinners, dances, and the whole range of fundraising activities. Ongoing.

III. APPROVAL

Approved by the Library Board of Trustees October 15, 2012

WEST WARWICK PUBLIC LIBRARY
FIVE-YEAR LONG-RANGE PLAN
2013-2017

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I. MISSION

The mission of the West Warwick Public Library is to provide the citizens of West Warwick and all other users with access to a variety of resources that meet their informational, educational, recreational, research, and cultural needs and interests.

The Board, Administration, and Staff of the library will strive to fulfill this mission over the next five years by meeting goals, objectives, and strategies in the areas of Collection, Services and Programs, Promotion of the Library to the Community, Building and Grounds, Budget and Finance, Staff and Staffing, and Planning.

II. GOALS AND OBJECTIVES

A. Collections

GOAL: To continue to establish, maintain, and increase the use and breadth of the Library's collection of materials, in a variety of formats, representing the broad range of human experience, knowledge, philosophy and imagination.

Objectives and Strategies

Collection Development Policy

- Library staff will review and revise the Library's Collection Development Policy for Board Approval. Spring 2013.

Adult Circulating Collections

- Using standard review and selection tools, and responding to library users' requests, purchase and make available titles covering a wide variety of genres in fiction, non-fiction, large print, and all audio-visual materials. Ongoing.
- Mindful of the philosophy and discipline of professional library practices, weed all collections of outdated and/or physically deteriorating materials. Ongoing.
- Continue to develop and maintain all collections in a wide variety of formats, including audio books, compact discs, e-books, and DVDs. Ongoing.
 - Review all VHS and weed. Replace with DVD as needed. VHS tapes will no longer be collected.
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- Identify and acquire regularly published local/state reports and documents. Ongoing.
- Inventory current Rhode Island Collection. Use Providence Public Library's Rhode Island index to determine what we might add that specifically features West Warwick. Ongoing.

Children's Collections

- Expand the collection of materials for infants and toddlers by adding at least 25 titles per year. Ongoing.

- Expand and strengthen the library's children's collection of materials which reflect the diverse ethnic and cultural backgrounds represented in West Warwick by purchasing at least 25 titles per year on Hispanic, Asian, and African-American themes, and by purchasing at least 10 bilingual or non-English titles per year. Ongoing.
- Evaluate and develop non-book collections in all formats:
 - Maintain a DVD/video collection of titles for children, which include popular entertainment as well as educational and informational videos based on current selection policy. Ongoing.
 - Continue to develop the children's audio book collection by purchasing at least ten new titles per year, with a special emphasis on award-winners. Ongoing.
- Evaluate both children's circulating and reference science and geography materials for currency and relevancy. Annually.
- Write a grant proposal for the development of materials that promotes early literacy and early math and science skills. June 2014.
- Consolidate the juvenile reference mobile shelving unit. Winter 2015.
- Evaluate the collection of beginning reading materials, adding phonics books and other appropriate materials as needed. Ongoing.

Young Adult Collections

- Using standard review and selection tools, purchase at least 100 paperback fiction and non-fiction titles per year covering genres of interest to young adults. Ongoing.
- Strengthen the library's collection of non-fiction informational materials for young adults by purchasing at least 10 per year in each of the following subject areas: health, social issues, college preparation, career, art and animation. Ongoing.
- Continue to develop collections in fantasy and science fiction for young adults that reflect current trends by purchasing at least 10 titles in each genre per year. Ongoing.
- By analyzing circulation patterns, conducting formal surveys, and informal discussion with teens, evaluate the circulating collection of young adult magazines for relevancy and popularity. Ongoing. Every Fall.
- Survey young adults annually to determine their interests in music, books, entertainment and other areas of popular culture. Ongoing. Every Fall.
- Develop a graphic novel collection development policy for the growing young adult graphic novel collection. Winter 2013.

ESL/Literacy Collections

- Expand and strengthen the library's collection of literacy materials to reflect the cultural background represented in the literacy program by purchasing at least 3 titles per year with Hispanic, Asian, or European themes. Ongoing

Special Collections

- Acquire multi-media equipment and technologies and make available for in-house or regular lending such as e-readers, digital camcorders, iTouchs, and other new, relevant technology. Fall 2015.
- Develop special lending collections to meet the needs of the local community and library users. Fall 2016.

B. Services and Programs

GOAL: To provide services designed to meet the informational and educational needs of all library users, and programs that will enhance the cultural and civic life of the community. Library users will receive comprehensive, efficient, fair, and enthusiastic service in all areas of the library.

General Services

- Reinvent and restore the Reader's Advisor position to better serve the current needs and demands of patrons. Fall 2016.
- Create an Information Area near the public entrance stocked with a library maps and brochures and flyers concerning library services and programs. Fall 2014.
- Establish a public bulletin board for non-library or non-educational local programs, events, and interest. Spring 2015.
- Set up a public fax station rather than staff assisted. Fall 2015.

Adult Services and Programs

- Create an online book discussion group with scheduled times for live discussions (chat), email capabilities and a blog on the library's website where anyone can post comments and relevant observations. Fall 2017.
- Develop another craft group, i.e. crochet, painting, paperwork, etc. Winter 2014.
- Increase the number of computer classes by 5 for individuals and groups. Winter 2013.
- Provide more services to meet Senior Citizens' needs and interests by putting a suggestion box at the Reference Desk and at the Senior Center. Winter 2015.
- Schedule basic classes in library research for specific topics: genealogy, job hunting, business, writing a research paper, finding medical information, etc. Ongoing.

- Invite local businesses, Chamber of Commerce, and RI Small Business Association to share their knowledge with interested patrons. Spring 2015.
- Establish another monthly adult Book Discussion group focusing on a specific genre or topic. Examples: mystery, general nonfiction, books made into movies. Fall 2015.
- Subscribe to several more museum passes. Possible candidates are: Plymouth Plantation, Boston Museum of Science, RISD, Gilbert Stuart's House, Southwick's Zoo, and the Boston Aquarium. Summer 2017.

Children's Services and Programs

- Make laptops and e-book readers available for use in the library. Summer 2013.
- Start a "1000 Books Before Kindergarten" initiative with outreach to doctor's offices, day cares and annual events. September 2013.
- Present an annual workshop for day care providers on sharing books with children. Beginning Fall 2012 and ongoing.
- Make annual contact with community groups, youth organizations, day cares, and nursery schools to schedule their visits to the library and librarian visits to them onsite. Ongoing.
- Offer tutoring by volunteers for early learners in primary grades during the summer. Ongoing.
- Increase outreach to low income housing through librarian visits as staffing allows. Spring 2014.
- Increase outreach to at-risk parents by expanding services and workshops based on the Mother Goose Ask Why model. Ongoing.
- Continue to offer regular after school programming for children ages 5 to 10. Ongoing.
- Use library laptops in an Afterschool Homework Center. Fall 2013.
- Offer programming which focuses on early literacy and early math and science. Fall 2014.
- Offer book discussion groups for children throughout the year. Ongoing.
- Create an inviting and interactive early literacy environment for families with young children through the addition of toys and other manipulatives. Fall 2013.

Young Adult Services and Programs

Having established a strong service commitment to young adults during the time covered by the previous five-year plan, continue to develop services and programs specifically for adolescents and teens and other youth service providers by:

- Continuing regular communication with middle and high school teachers through classroom visits and conducting library tours. Ongoing.
- Establishing connections and co-sponsoring services and programs with DARE, the alternative high school program, and other youth service groups in the community. Ongoing.
- Continuing to develop programs on topics that highlight materials in the Young Adult collection. Ongoing.
- Coordinating the purchase and display of school summer reading materials. Ongoing.
- Create an inviting environment at least one day a week for teens to socialize, use gaming systems, and more. September 2013.
- Present programs for separate teen groups: younger teens grades 5 to 7 and older teens grades 8 to 12. Winter 2013.

Electronic Information Services

Provide library users with in-library and remote access to information resources available in on-line and computerized formats by:

- Maintaining the speed and reliability of the library's Internet access, upgrading as advised by Ocean State Libraries. Ongoing.
- Maintaining wireless connections throughout the library. Ongoing.
- Independently or through Ocean State Libraries, subscribing to online databases of journals and other reference sources that cover the broad range of human knowledge. Ongoing.
- Providing directly, or through a link on the library's home page, free public access to electronic local, state, and federal government services and information. Ongoing.
- Providing a regular schedule of computer classes in the Computer Lab. Ongoing.
- Having the Computer Lab open all the time the library is open. Ongoing.
- Improving remote patron access to databases. Ongoing.
- Establishing a "Download Bar" where patrons can load electronic materials onto personal or library-owned devices. Fall 2015.
- Upgrading patron workstations on a regular cycle and budgeting accordingly. Ongoing.
- Adding four more public computers to the Reference Department. Winter 2014.
- Updating and expanding the number of laptops to be used for a portable computer classroom. Winter 2016.
- Improving the ease of use for the printer station by installing a barcode scanner. Fall 2014.

- Create a “Wi-Fi Garden” where a hub is anchored outside in a seating area so that patrons may use their Wi-Fi enabled laptops and other devices. Spring 2016.

Expand and enhance the user-friendliness and search capabilities of the library’s website by:

- Standardizing the site’s interface and navigation. Ongoing
- Improving the method for adding content for all library staff. Ongoing.
- Maintaining a calendar function to allow multiple calendars for easy and automatic updating by library departments. Ongoing.
- Offering credit card payment for donations to the library. Spring 2013.
- Add common forms to website such as job applications and public forms for patrons to fill out on a computer and print or e-mail. Spring 2013.

Provide methods for library patrons to participate in local history and other projects by:

- Providing a “Wikipedia” method for patrons to post their memories and stories of local events. Winter 2014.

Provide patrons with current and new hardware, and software, technologies, and electronic services by:

- Surveying patrons and evaluating day-to-day feedback regarding use of existing services. Ongoing. Every Fall.
- Participating in evaluations and trials of new database projects. Ongoing.
- Create a Smart Lab which should include such items as a VHS to DVD converter, Flat panel television, digital video camera, digital camera, green screen, 3-D printer, editing software, mixing station, and other similar equipment. Fall 2016.
- Replace failing laser scanners with CCD scanners that can read smart phone barcodes. Fall 2014.
- Mobilize library by establishing apps that allow patrons to place items on hold, view and interact with our website, check out items. Fall 2017.

Literacy Services

Provide support for English language learners in the community who need to improve their speaking, reading, and writing skills and to help them meet their academic, professional, and personal goals by:

- Offering three ESL classes in the 15 week fall and 16 week spring sessions and the 8 week summer session and recruiting a minimum of 40 students to enroll each session. Ongoing.

- Offering an ESL book group for non-native speakers of English that will meet weekly during the class sessions to discuss a specific book or short story. Ongoing.
- Scheduling classes on beginning computer use for the ESL students. Fall 2014 and ongoing.
- Offering a citizenship preparation class as needed and tutoring students ready to become naturalized citizens. Spring 2013 and ongoing.
- Providing a scheduled time for ESL learners to drop-in the literacy office to access Mango Languages using lap top computers and headsets. Fall 2014 and ongoing.
- Offering a beginner English Conversation class for students to practice pronunciation and listening skills. Fall 2013 and ongoing.
- Providing writing activities via a literacy blog to students who have computer access. Ongoing.
- Recruiting and training tutor volunteers to the West Warwick Literacy Program. Ongoing.
- Representing the library at literacy programs held in the state and to other state literacy agencies. Ongoing.
- Promoting the ESL Program at the local schools and applicable area businesses. Ongoing.

Outreach Services

Establish a library presence in the greater community by:

- Presenting at least five book talks and other presentations to community groups. Ongoing.
- Maintaining the Outreach Service by which library staff brings materials on a regular schedule to seniors and other residents of at least six housings and individual homes. Ongoing.
- Coordinate with housings to transport patrons to the library for borrowing or socialization purposes. Spring 2013.
- Arrange and lead a monthly book discussion with patrons from all residences at either the library or the senior center. Spring 2014.
- Offer computer classes to assist in the use of resources available on the library's website either at the library or via a mobile classroom. Fall 2014.

Special Services and Programs

Develop the library's role as the center of the educational, cultural, and civic life of the community by:

- Presenting at least six annual programs in the form of lectures, concerts, dramatic presentations, and discussion groups. Ongoing.

- Maintaining and enhancing the adult book discussion groups. Ongoing.

C. Community

GOAL: To provide community awareness of Library services and programs.

Objectives and Strategies

Increase awareness of the library and its role by:

- Continuing current efforts, including press releases and articles for newspapers, suggested reading lists, book talks and appearances before local community and civic groups. Ongoing.
- Developing cooperative relationships and projects with other town and community agencies, including town departments, the West Warwick Senior Center, the Recreation Department, and the Police Department's DARE program. Ongoing.
- Participating in national and statewide promotions such as the American Library Association's (ALA) National Library Week, and efforts by the Rhode Island Library Association (RILA) to educate and inform government officials and the general public about libraries. Ongoing.
- Writing and issuing a library Annual Report with usage statistics and details about collections, services, and programs during the preceding year. Ongoing.

Make the Library a vital information center and liaison between the community and other local agencies for adults and their families by:

- Form a partnership with the Pawtuxet Valley Historical and Preservation Society, Rhode Island Historical Society, Rhode Island Archives, etc. for an exchange of information. Ongoing with a push by Fall 2013.
- Develop and maintain contacts with local and state government agencies. Ongoing with a push by Fall 2013.

GOAL: To increase the Library's presence in the community

Objectives and Strategies

- Resume at least half day Saturdays Fall 2015.
- Return full Friday and Saturday hours. Fall 2016.
- Return Wednesday evening hours. Fall 2017.
- Enhance physical and virtual access. Ongoing.
- Create a PR packet for Library to help employees promote programs and services. Fall 2014.

GOAL: To maintain a safe and welcoming environment for Library patrons and staff.

Objectives and Strategies

- Continue to explore ways to make the library safe and secure for both patrons and staff, through technology and planning. Ongoing.
- Work towards increasing the repair budget and capital expense budget to provide the library with sufficient funds to maintain the building and facilities, including the replacement of the library boiler, replacement of all library windows and sills, replacement of all emergency exit doors, carpet replacement, and regular lawn and garden maintenance by professional landscapers. Fall 2016.
- Maintain open communication with the Town regarding the library's short and long term capital needs. Ongoing.
- Ensure efficiency and improved public service by upgrading the library's theft detection system, which may include RFID tagging. Fall 2016.
- Increase signage and other finding aids for patrons. Ongoing.

D. Building and Grounds

GOAL: Determine how to best utilize existing space for all users.

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- Reuse, repurpose, and renovate library spaces both inside and out to better meet the competing needs and demands for their use. Ongoing.
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- Report the availability of training for the Reference Staff in such areas as computer software, public service, e-books, etc. to the Director to keep current with new and emerging technologies. Ongoing.
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- Expand and strengthen the library's children's collection of materials which reflect the diverse ethnic and cultural backgrounds represented in West Warwick by purchasing at least 25 titles per year on Hispanic, Asian, and African-American themes, and by purchasing at least 10 bilingual or non-English titles per year. Ongoing.
- Evaluate and develop non-book collections in all formats:
 - Maintain a DVD/video collection of titles for children, which include popular entertainment as well as educational and informational videos based on current selection policy. Ongoing.
 - Continue to develop the children's audio book collection by purchasing at least ten new titles per year, with a special emphasis on award-winners. Ongoing.
- Evaluate both children's circulating and reference science and geography materials for currency and relevancy. Annually.
- Write a grant proposal for the development of materials that promotes early literacy and early math and science skills. June 2014.
- Consolidate the juvenile reference mobile shelving unit. Winter 2015.
- Evaluate the collection of beginning reading materials, adding phonics books and other appropriate materials as needed. Ongoing.

Young Adult Collections

- Using standard review and selection tools, purchase at least 100 paperback fiction and non-fiction titles per year covering genres of interest to young adults. Ongoing.
- Strengthen the library's collection of non-fiction informational materials for young adults by purchasing at least 10 per year in each of the following subject areas: health, social issues, college preparation, career, art and animation. Ongoing.
- Continue to develop collections in fantasy and science fiction for young adults that reflect current trends by purchasing at least 10 titles in each genre per year. Ongoing.
- By analyzing circulation patterns, conducting formal surveys, and informal discussion with teens, evaluate the circulating collection of young adult magazines for relevancy and popularity. Ongoing. Every Fall.
- Survey young adults annually to determine their interests in music, books, entertainment and other areas of popular culture. Ongoing. Every Fall.
- Develop a graphic novel collection development policy for the growing young adult graphic novel collection. Winter 2013.

ESL/Literacy Collections

- Expand and strengthen the library's collection of literacy materials to reflect the cultural background represented in the literacy program by purchasing at least 3 titles per year with Hispanic, Asian, or European themes. Ongoing

Special Collections

- Acquire multi-media equipment and technologies and make available for in-house or regular lending such as e-readers, digital camcorders, iTouchs, and other new, relevant technology. Fall 2015.
- Develop special lending collections to meet the needs of the local community and library users. Fall 2016.

B. Services and Programs

GOAL: To provide services designed to meet the informational and educational needs of all library users, and programs that will enhance the cultural and civic life of the community. Library users will receive comprehensive, efficient, fair, and enthusiastic service in all areas of the library.

General Services

- Reinvent and restore the Reader's Advisor position to better serve the current needs and demands of patrons. Fall 2016.
- Create an Information Area near the public entrance stocked with a library maps and brochures and flyers concerning library services and programs. Fall 2014.
- Establish a public bulletin board for non-library or non-educational local programs, events, and interest. Spring 2015.
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- Create an online book discussion group with scheduled times for live discussions (chat), email capabilities and a blog on the library's website where anyone can post comments and relevant observations. Fall 2017.
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- Subscribe to several more museum passes. Possible candidates are: Plymouth Plantation, Boston Museum of Science, RISD, Gilbert Stuart's House, Southwick's Zoo, and the Boston Aquarium. Summer 2017.

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- Make annual contact with community groups, youth organizations, day cares, and nursery schools to schedule their visits to the library and librarian visits to them onsite. Ongoing.
- Offer tutoring by volunteers for early learners in primary grades during the summer. Ongoing.
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- Continuing regular communication with middle and high school teachers through classroom visits and conducting library tours. Ongoing.
- Establishing connections and co-sponsoring services and programs with DARE, the alternative high school program, and other youth service groups in the community. Ongoing.
- Continuing to develop programs on topics that highlight materials in the Young Adult collection. Ongoing.
- Coordinating the purchase and display of school summer reading materials. Ongoing.
- Create an inviting environment at least one day a week for teens to socialize, use gaming systems, and more. September 2013.
- Present programs for separate teen groups: younger teens grades 5 to 7 and older teens grades 8 to 12. Winter 2013.

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Provide library users with in-library and remote access to information resources available in on-line and computerized formats by:

- Maintaining the speed and reliability of the library's Internet access, upgrading as advised by Ocean State Libraries. Ongoing.
- Maintaining wireless connections throughout the library. Ongoing.
- Independently or through Ocean State Libraries, subscribing to online databases of journals and other reference sources that cover the broad range of human knowledge. Ongoing.
- Providing directly, or through a link on the library's home page, free public access to electronic local, state, and federal government services and information. Ongoing.
- Providing a regular schedule of computer classes in the Computer Lab. Ongoing.
- Having the Computer Lab open all the time the library is open. Ongoing.
- Improving remote patron access to databases. Ongoing.
- Establishing a "Download Bar" where patrons can load electronic materials onto personal or library-owned devices. Fall 2015.
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- Improving the method for adding content for all library staff. Ongoing.
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- Providing a “Wikipedia” method for patrons to post their memories and stories of local events. Winter 2014.

Provide patrons with current and new hardware, and software, technologies, and electronic services by:

- Surveying patrons and evaluating day-to-day feedback regarding use of existing services. Ongoing. Every Fall.
- Participating in evaluations and trials of new database projects. Ongoing.
- Create a Smart Lab which should include such items as a VHS to DVD converter, Flat panel television, digital video camera, digital camera, green screen, 3-D printer, editing software, mixing station, and other similar equipment. Fall 2016.
- Replace failing laser scanners with CCD scanners that can read smart phone barcodes. Fall 2014.
- Mobilize library by establishing apps that allow patrons to place items on hold, view and interact with our website, check out items. Fall 2017.

Literacy Services

Provide support for English language learners in the community who need to improve their speaking, reading, and writing skills and to help them meet their academic, professional, and personal goals by:

- Offering three ESL classes in the 15 week fall and 16 week spring sessions and the 8 week summer session and recruiting a minimum of 40 students to enroll each session. Ongoing.

- Offering an ESL book group for non-native speakers of English that will meet weekly during the class sessions to discuss a specific book or short story. Ongoing.
- Scheduling classes on beginning computer use for the ESL students. Fall 2014 and ongoing.
- Offering a citizenship preparation class as needed and tutoring students ready to become naturalized citizens. Spring 2013 and ongoing.
- Providing a scheduled time for ESL learners to drop-in the literacy office to access Mango Languages using lap top computers and headsets. Fall 2014 and ongoing.
- Offering a beginner English Conversation class for students to practice pronunciation and listening skills. Fall 2013 and ongoing.
- Providing writing activities via a literacy blog to students who have computer access. Ongoing.
- Recruiting and training tutor volunteers to the West Warwick Literacy Program. Ongoing.
- Representing the library at literacy programs held in the state and to other state literacy agencies. Ongoing.
- Promoting the ESL Program at the local schools and applicable area businesses. Ongoing.

Outreach Services

Establish a library presence in the greater community by:

- Presenting at least five book talks and other presentations to community groups. Ongoing.
- Maintaining the Outreach Service by which library staff brings materials on a regular schedule to seniors and other residents of at least six housings and individual homes. Ongoing.
- Coordinate with housings to transport patrons to the library for borrowing or socialization purposes. Spring 2013.
- Arrange and lead a monthly book discussion with patrons from all residences at either the library or the senior center. Spring 2014.
- Offer computer classes to assist in the use of resources available on the library's website either at the library or via a mobile classroom. Fall 2014.

Special Services and Programs

Develop the library's role as the center of the educational, cultural, and civic life of the community by:

- Presenting at least six annual programs in the form of lectures, concerts, dramatic presentations, and discussion groups. Ongoing.

- Maintaining and enhancing the adult book discussion groups. Ongoing.

C. Community

GOAL: To provide community awareness of Library services and programs.

Objectives and Strategies

Increase awareness of the library and its role by:

- Continuing current efforts, including press releases and articles for newspapers, suggested reading lists, book talks and appearances before local community and civic groups. Ongoing.
- Developing cooperative relationships and projects with other town and community agencies, including town departments, the West Warwick Senior Center, the Recreation Department, and the Police Department's DARE program. Ongoing.
- Participating in national and statewide promotions such as the American Library Association's (ALA) National Library Week, and efforts by the Rhode Island Library Association (RILA) to educate and inform government officials and the general public about libraries. Ongoing.
- Writing and issuing a library Annual Report with usage statistics and details about collections, services, and programs during the preceding year. Ongoing.

Make the Library a vital information center and liaison between the community and other local agencies for adults and their families by:

- Form a partnership with the Pawtuxet Valley Historical and Preservation Society, Rhode Island Historical Society, Rhode Island Archives, etc. for an exchange of information. Ongoing with a push by Fall 2013.
- Develop and maintain contacts with local and state government agencies. Ongoing with a push by Fall 2013.

GOAL: To increase the Library's presence in the community

Objectives and Strategies

- Resume at least half day Saturdays Fall 2015.
- Return full Friday and Saturday hours. Fall 2016.
- Return Wednesday evening hours. Fall 2017.
- Enhance physical and virtual access. Ongoing.
- Create a PR packet for Library to help employees promote programs and services. Fall 2014.

GOAL: To maintain a safe and welcoming environment for Library patrons and staff.

Objectives and Strategies

- Continue to explore ways to make the library safe and secure for both patrons and staff, through technology and planning. Ongoing.
- Work towards increasing the repair budget and capital expense budget to provide the library with sufficient funds to maintain the building and facilities, including the replacement of the library boiler, replacement of all library windows and sills, replacement of all emergency exit doors, carpet replacement, and regular lawn and garden maintenance by professional landscapers. Fall 2016.
- Maintain open communication with the Town regarding the library's short and long term capital needs. Ongoing.
- Ensure efficiency and improved public service by upgrading the library's theft detection system, which may include RFID tagging. Fall 2016.
- Increase signage and other finding aids for patrons. Ongoing.

D. Building and Grounds

GOAL: Determine how to best utilize existing space for all users.

Objectives and Strategies

- Review the Jackson-Kenney Report's recommendations. Ongoing.
- Reuse, repurpose, and renovate library spaces both inside and out to better meet the competing needs and demands for their use. Ongoing.
- Use the Mini Lab for computer classes and teaching so all public computers may be available during all hours the library is open. Spring 2015.
- Create "spaces" or areas within the library such as a multi-media space (Smart Lab), audio-visual browsing, video chat, gaming, and other such necessary spaces due to the evolutions in technology and communication. Fall 2017.
- Create seating areas for use by single or multiple persons both inside and outside the library for leisure reading, quiet group discussions, studying, or wireless internet use ("Wireless Garden" outside). Spring 2016.
- Develop a long-term building plan, to include a possible addition and/or renovations and internal upgrades. Spring 2015.

E. Staff and Staffing

GOAL: The West Warwick Public Library will have a knowledgeable and service-oriented staff, in sufficient numbers to provide quality public service, stationed where they can most effectively interact with the public or where they can perform their support duties most efficiently.

Objectives and Strategies

Ensure a high level of competence and enthusiasm in the staff by:

- Creating a standard orientation packet for new employees. Spring 2013.
- Developing standard training procedures in all departments. Spring 2013.
- Conducting a study of job descriptions and salary levels in order to establish fair and equitable pay ranges for all positions. Beginning Fall 2012.
- Conduct personnel reviews on a more regular basis. Beginning Spring 2013.
- Increase internal communication by establishing standards for communicating amongst staff on various issues. Spring 2013.

Encourage both professional and paraprofessional training and development by:

- Offering ongoing training through quarterly full-staff meetings. Ongoing.
- Offering opportunities each year for at least two staff members other than the Director and Assistant Director to attend professional and library-based offsite training programs. Ongoing.
- Report the availability of training for the Reference Staff in such areas as computer software, public service, e-books, etc. to the Director to keep current with new and emerging technologies. Ongoing.
- Report the availability of educational and skills training for staff as it pertains to their library-related duties. Ongoing.

Ensure sufficient and effective placement of staff by:

- Adding one or two part-time Children's Library Assistant positions in order to provide service at peak times and to ensure adequate coverage all hours that the library is open. Fall 2014.
- Restoring the Circulation Assistant position to ensure adequate coverage of the Circulation desk as well as allowing the Head of Circulation to attend to other duties. Fall 2016.
- Restoring at least one part-time Reference Assistant position to allow Librarians to adequately attend to other duties. Fall 2015.
- Reinvent and restore the Reader's Advisor position to encompass the changing needs and demand of our patrons and community. Fall 2017.

F. Planning

GOAL: Establish a method of identifying library user and community needs and adapting collections, services and programs to respond to them in a timely fashion.

Objectives and Strategies

Continue to be aware of and responsive to community needs by:

- Create and conduct a comprehensive community study that will aid the library in reviewing and renewing the library's mission, administrative and staffing structures, and ways of responding to service priorities as well as collecting data to enable the library to develop new programs and services to meet changing community needs. Fall 2016.

G. Budget and Finances

GOAL: To work toward establishing greater financial stability for the Library.

Objectives and Strategies

Secure annual town and state appropriations that are adequate for the operation of a full-service library by:

- Preparing and presenting to town officials as accurate an assessment as possible of the library's projected operating expenses. Ongoing.
- Advocating effectively for the library throughout the year. Ongoing.
- Preparing an Annual Report containing information on the library's income and expenses. Ongoing.
- Submitting all reports and meeting all standards required by the State. Ongoing.

Secure supplementary funds for the provision of specific programs and services, and for addition to the general fund for help in keeping yearly appropriation requests reasonable by:

- Writing at least two annual grant proposals for a specific service, program, or collection project. Ongoing.
- Establish a self-sustaining Friends Group to help supplement programs, services, technology, and the purchase of new library furniture. Ongoing.
- Raising funds for the library through direct mail and online each spring as well as through methods such as book raffles, auctions, book/author events, dinners, dances, and the whole range of fundraising activities. Ongoing.

III. APPROVAL

Approved by the Library Board of Trustees October 15, 2012

WEST WARWICK PUBLIC LIBRARY
FIVE-YEAR LONG-RANGE PLAN
2013-2017

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I. MISSION

The mission of the West Warwick Public Library is to provide the citizens of West Warwick and all other users with access to a variety of resources that meet their informational, educational, recreational, research, and cultural needs and interests.

The Board, Administration, and Staff of the library will strive to fulfill this mission over the next five years by meeting goals, objectives, and strategies in the areas of Collection, Services and Programs, Promotion of the Library to the Community, Building and Grounds, Budget and Finance, Staff and Staffing, and Planning.

II. GOALS AND OBJECTIVES

A. Collections

GOAL: To continue to establish, maintain, and increase the use and breadth of the Library's collection of materials, in a variety of formats, representing the broad range of human experience, knowledge, philosophy and imagination.

Objectives and Strategies

Collection Development Policy

- Library staff will review and revise the Library's Collection Development Policy for Board Approval. Spring 2013.

Adult Circulating Collections

- Using standard review and selection tools, and responding to library users' requests, purchase and make available titles covering a wide variety of genres in fiction, non-fiction, large print, and all audio-visual materials. Ongoing.
- Mindful of the philosophy and discipline of professional library practices, weed all collections of outdated and/or physically deteriorating materials. Ongoing.
- Continue to develop and maintain all collections in a wide variety of formats, including audio books, compact discs, e-books, and DVDs. Ongoing.
 - Review all VHS and weed. Replace with DVD as needed. VHS tapes will no longer be collected.
 - Review all audio books on tape and weed. Replace with CDs as needs. Audio books on tape will no longer be collected.
- Increase Adult Nonfiction books in the following areas – employment, computer programs, test study guides, i.e. GED, ASVAB, LSAT, etc. April 2014.
- Use the CREW Guidelines for weeding. Ongoing.

Adult Reference Collection

- Using standard review and selection tools, continue to purchase reference and research titles which provide the most up-to-date and accurate information available in a wide range of subject areas. Ongoing.
- Using standard professional sources, identify and fill in gaps in the reference collection. Ongoing.
- Assess and expand Reference's local history collection. Ongoing.
- Enhance the local information on the library's Website. Create a blog of local history that could be enhanced by patrons. Winter 2016.
- Looking to transition much of the reference collection to digital formats, critically review Reference materials that are currently available through one of the library databases. Determine need to maintain a print copy. Spring 2014.
- Add at least two more databases to our electronic reference collection. Summer 2015
- Increase the number of online databases that are offered in the library according to patron need i.e. Learn-a-Test, Ebsco Science, etc. Spring 2016.
- Digitize the vertical files on local information and publish them on our website. Spring 2017.
- Complete the digitization of the Ward Smith glass photographic plates for easier public access to this unique local collection. Summer 2015.
- Update and replace VHS tapes with DVD's. Summer 2016.
- Weed the non-circulating books in the Reference collection to reflect their use and currency. Spring 2016.
- Establish a small business book collection to be located in part of the Reference section. Winter 2017.
- Create an area in the Reference Department where patrons have access to community information, organization contacts and local events. Winter 2013.
- Develop files of local organizations and local events both town and state wide. Spring 2013.
- Identify and acquire regularly published local/state reports and documents. Ongoing.
- Inventory current Rhode Island Collection. Use Providence Public Library's Rhode Island index to determine what we might add that specifically features West Warwick. Ongoing.

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- Expand the collection of materials for infants and toddlers by adding at least 25 titles per year. Ongoing.

- Expand and strengthen the library's children's collection of materials which reflect the diverse ethnic and cultural backgrounds represented in West Warwick by purchasing at least 25 titles per year on Hispanic, Asian, and African-American themes, and by purchasing at least 10 bilingual or non-English titles per year. Ongoing.
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- Offering three ESL classes in the 15 week fall and 16 week spring sessions and the 8 week summer session and recruiting a minimum of 40 students to enroll each session. Ongoing.

- Offering an ESL book group for non-native speakers of English that will meet weekly during the class sessions to discuss a specific book or short story. Ongoing.
- Scheduling classes on beginning computer use for the ESL students. Fall 2014 and ongoing.
- Offering a citizenship preparation class as needed and tutoring students ready to become naturalized citizens. Spring 2013 and ongoing.
- Providing a scheduled time for ESL learners to drop-in the literacy office to access Mango Languages using lap top computers and headsets. Fall 2014 and ongoing.
- Offering a beginner English Conversation class for students to practice pronunciation and listening skills. Fall 2013 and ongoing.
- Providing writing activities via a literacy blog to students who have computer access. Ongoing.
- Recruiting and training tutor volunteers to the West Warwick Literacy Program. Ongoing.
- Representing the library at literacy programs held in the state and to other state literacy agencies. Ongoing.
- Promoting the ESL Program at the local schools and applicable area businesses. Ongoing.

Outreach Services

Establish a library presence in the greater community by:

- Presenting at least five book talks and other presentations to community groups. Ongoing.
- Maintaining the Outreach Service by which library staff brings materials on a regular schedule to seniors and other residents of at least six housings and individual homes. Ongoing.
- Coordinate with housings to transport patrons to the library for borrowing or socialization purposes. Spring 2013.
- Arrange and lead a monthly book discussion with patrons from all residences at either the library or the senior center. Spring 2014.
- Offer computer classes to assist in the use of resources available on the library's website either at the library or via a mobile classroom. Fall 2014.

Special Services and Programs

Develop the library's role as the center of the educational, cultural, and civic life of the community by:

- Presenting at least six annual programs in the form of lectures, concerts, dramatic presentations, and discussion groups. Ongoing.

- Maintaining and enhancing the adult book discussion groups. Ongoing.

C. Community

GOAL: To provide community awareness of Library services and programs.

Objectives and Strategies

Increase awareness of the library and its role by:

- Continuing current efforts, including press releases and articles for newspapers, suggested reading lists, book talks and appearances before local community and civic groups. Ongoing.
- Developing cooperative relationships and projects with other town and community agencies, including town departments, the West Warwick Senior Center, the Recreation Department, and the Police Department's DARE program. Ongoing.
- Participating in national and statewide promotions such as the American Library Association's (ALA) National Library Week, and efforts by the Rhode Island Library Association (RILA) to educate and inform government officials and the general public about libraries. Ongoing.
- Writing and issuing a library Annual Report with usage statistics and details about collections, services, and programs during the preceding year. Ongoing.

Make the Library a vital information center and liaison between the community and other local agencies for adults and their families by:

- Form a partnership with the Pawtuxet Valley Historical and Preservation Society, Rhode Island Historical Society, Rhode Island Archives, etc. for an exchange of information. Ongoing with a push by Fall 2013.
- Develop and maintain contacts with local and state government agencies. Ongoing with a push by Fall 2013.

GOAL: To increase the Library's presence in the community

Objectives and Strategies

- Resume at least half day Saturdays Fall 2015.
- Return full Friday and Saturday hours. Fall 2016.
- Return Wednesday evening hours. Fall 2017.
- Enhance physical and virtual access. Ongoing.
- Create a PR packet for Library to help employees promote programs and services. Fall 2014.

GOAL: To maintain a safe and welcoming environment for Library patrons and staff.

Objectives and Strategies

- Continue to explore ways to make the library safe and secure for both patrons and staff, through technology and planning. Ongoing.
- Work towards increasing the repair budget and capital expense budget to provide the library with sufficient funds to maintain the building and facilities, including the replacement of the library boiler, replacement of all library windows and sills, replacement of all emergency exit doors, carpet replacement, and regular lawn and garden maintenance by professional landscapers. Fall 2016.
- Maintain open communication with the Town regarding the library's short and long term capital needs. Ongoing.
- Ensure efficiency and improved public service by upgrading the library's theft detection system, which may include RFID tagging. Fall 2016.
- Increase signage and other finding aids for patrons. Ongoing.

D. Building and Grounds

GOAL: Determine how to best utilize existing space for all users.

Objectives and Strategies

- Review the Jackson-Kenney Report's recommendations. Ongoing.
- Reuse, repurpose, and renovate library spaces both inside and out to better meet the competing needs and demands for their use. Ongoing.
- Use the Mini Lab for computer classes and teaching so all public computers may be available during all hours the library is open. Spring 2015.
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E. Staff and Staffing

GOAL: The West Warwick Public Library will have a knowledgeable and service-oriented staff, in sufficient numbers to provide quality public service, stationed where they can most effectively interact with the public or where they can perform their support duties most efficiently.

Objectives and Strategies

Ensure a high level of competence and enthusiasm in the staff by:

- Creating a standard orientation packet for new employees. Spring 2013.
- Developing standard training procedures in all departments. Spring 2013.
- Conducting a study of job descriptions and salary levels in order to establish fair and equitable pay ranges for all positions. Beginning Fall 2012.
- Conduct personnel reviews on a more regular basis. Beginning Spring 2013.
- Increase internal communication by establishing standards for communicating amongst staff on various issues. Spring 2013.

Encourage both professional and paraprofessional training and development by:

- Offering ongoing training through quarterly full-staff meetings. Ongoing.
- Offering opportunities each year for at least two staff members other than the Director and Assistant Director to attend professional and library-based offsite training programs. Ongoing.
- Report the availability of training for the Reference Staff in such areas as computer software, public service, e-books, etc. to the Director to keep current with new and emerging technologies. Ongoing.
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- Adding one or two part-time Children's Library Assistant positions in order to provide service at peak times and to ensure adequate coverage all hours that the library is open. Fall 2014.
- Restoring the Circulation Assistant position to ensure adequate coverage of the Circulation desk as well as allowing the Head of Circulation to attend to other duties. Fall 2016.
- Restoring at least one part-time Reference Assistant position to allow Librarians to adequately attend to other duties. Fall 2015.
- Reinvent and restore the Reader's Advisor position to encompass the changing needs and demand of our patrons and community. Fall 2017.

F. Planning

GOAL: Establish a method of identifying library user and community needs and adapting collections, services and programs to respond to them in a timely fashion.

Objectives and Strategies

Continue to be aware of and responsive to community needs by:

- Create and conduct a comprehensive community study that will aid the library in reviewing and renewing the library's mission, administrative and staffing structures, and ways of responding to service priorities as well as collecting data to enable the library to develop new programs and services to meet changing community needs. Fall 2016.

G. Budget and Finances

GOAL: To work toward establishing greater financial stability for the Library.

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Secure annual town and state appropriations that are adequate for the operation of a full-service library by:

- Preparing and presenting to town officials as accurate an assessment as possible of the library's projected operating expenses. Ongoing.
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- Submitting all reports and meeting all standards required by the State. Ongoing.

Secure supplementary funds for the provision of specific programs and services, and for addition to the general fund for help in keeping yearly appropriation requests reasonable by:

- Writing at least two annual grant proposals for a specific service, program, or collection project. Ongoing.
- Establish a self-sustaining Friends Group to help supplement programs, services, technology, and the purchase of new library furniture. Ongoing.
- Raising funds for the library through direct mail and online each spring as well as through methods such as book raffles, auctions, book/author events, dinners, dances, and the whole range of fundraising activities. Ongoing.

III. APPROVAL

Approved by the Library Board of Trustees October 15, 2012

WEST WARWICK PUBLIC LIBRARY
FIVE-YEAR LONG-RANGE PLAN
2013-2017

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I. MISSION

The mission of the West Warwick Public Library is to provide the citizens of West Warwick and all other users with access to a variety of resources that meet their informational, educational, recreational, research, and cultural needs and interests.

The Board, Administration, and Staff of the library will strive to fulfill this mission over the next five years by meeting goals, objectives, and strategies in the areas of Collection, Services and Programs, Promotion of the Library to the Community, Building and Grounds, Budget and Finance, Staff and Staffing, and Planning.

II. GOALS AND OBJECTIVES

A. Collections

GOAL: To continue to establish, maintain, and increase the use and breadth of the Library's collection of materials, in a variety of formats, representing the broad range of human experience, knowledge, philosophy and imagination.

Objectives and Strategies

Collection Development Policy

- Library staff will review and revise the Library's Collection Development Policy for Board Approval. Spring 2013.

Adult Circulating Collections

- Using standard review and selection tools, and responding to library users' requests, purchase and make available titles covering a wide variety of genres in fiction, non-fiction, large print, and all audio-visual materials. Ongoing.
- Mindful of the philosophy and discipline of professional library practices, weed all collections of outdated and/or physically deteriorating materials. Ongoing.
- Continue to develop and maintain all collections in a wide variety of formats, including audio books, compact discs, e-books, and DVDs. Ongoing.
 - Review all VHS and weed. Replace with DVD as needed. VHS tapes will no longer be collected.
 - Review all audio books on tape and weed. Replace with CDs as needs. Audio books on tape will no longer be collected.
- Increase Adult Nonfiction books in the following areas – employment, computer programs, test study guides, i.e. GED, ASVAB, LSAT, etc. April 2014.
- Use the CREW Guidelines for weeding. Ongoing.

Adult Reference Collection

- Using standard review and selection tools, continue to purchase reference and research titles which provide the most up-to-date and accurate information available in a wide range of subject areas. Ongoing.
- Using standard professional sources, identify and fill in gaps in the reference collection. Ongoing.
- Assess and expand Reference's local history collection. Ongoing.
- Enhance the local information on the library's Website. Create a blog of local history that could be enhanced by patrons. Winter 2016.
- Looking to transition much of the reference collection to digital formats, critically review Reference materials that are currently available through one of the library databases. Determine need to maintain a print copy. Spring 2014.
- Add at least two more databases to our electronic reference collection. Summer 2015
- Increase the number of online databases that are offered in the library according to patron need i.e. Learn-a-Test, Ebsco Science, etc. Spring 2016.
- Digitize the vertical files on local information and publish them on our website. Spring 2017.
- Complete the digitization of the Ward Smith glass photographic plates for easier public access to this unique local collection. Summer 2015.
- Update and replace VHS tapes with DVD's. Summer 2016.
- Weed the non-circulating books in the Reference collection to reflect their use and currency. Spring 2016.
- Establish a small business book collection to be located in part of the Reference section. Winter 2017.
- Create an area in the Reference Department where patrons have access to community information, organization contacts and local events. Winter 2013.
- Develop files of local organizations and local events both town and state wide. Spring 2013.
- Identify and acquire regularly published local/state reports and documents. Ongoing.
- Inventory current Rhode Island Collection. Use Providence Public Library's Rhode Island index to determine what we might add that specifically features West Warwick. Ongoing.

Children's Collections

- Expand the collection of materials for infants and toddlers by adding at least 25 titles per year. Ongoing.

- Expand and strengthen the library's children's collection of materials which reflect the diverse ethnic and cultural backgrounds represented in West Warwick by purchasing at least 25 titles per year on Hispanic, Asian, and African-American themes, and by purchasing at least 10 bilingual or non-English titles per year. Ongoing.
- Evaluate and develop non-book collections in all formats:
 - Maintain a DVD/video collection of titles for children, which include popular entertainment as well as educational and informational videos based on current selection policy. Ongoing.
 - Continue to develop the children's audio book collection by purchasing at least ten new titles per year, with a special emphasis on award-winners. Ongoing.
- Evaluate both children's circulating and reference science and geography materials for currency and relevancy. Annually.
- Write a grant proposal for the development of materials that promotes early literacy and early math and science skills. June 2014.
- Consolidate the juvenile reference mobile shelving unit. Winter 2015.
- Evaluate the collection of beginning reading materials, adding phonics books and other appropriate materials as needed. Ongoing.

Young Adult Collections

- Using standard review and selection tools, purchase at least 100 paperback fiction and non-fiction titles per year covering genres of interest to young adults. Ongoing.
- Strengthen the library's collection of non-fiction informational materials for young adults by purchasing at least 10 per year in each of the following subject areas: health, social issues, college preparation, career, art and animation. Ongoing.
- Continue to develop collections in fantasy and science fiction for young adults that reflect current trends by purchasing at least 10 titles in each genre per year. Ongoing.
- By analyzing circulation patterns, conducting formal surveys, and informal discussion with teens, evaluate the circulating collection of young adult magazines for relevancy and popularity. Ongoing. Every Fall.
- Survey young adults annually to determine their interests in music, books, entertainment and other areas of popular culture. Ongoing. Every Fall.
- Develop a graphic novel collection development policy for the growing young adult graphic novel collection. Winter 2013.

ESL/Literacy Collections

- Expand and strengthen the library's collection of literacy materials to reflect the cultural background represented in the literacy program by purchasing at least 3 titles per year with Hispanic, Asian, or European themes. Ongoing

Special Collections

- Acquire multi-media equipment and technologies and make available for in-house or regular lending such as e-readers, digital camcorders, iTouchs, and other new, relevant technology. Fall 2015.
- Develop special lending collections to meet the needs of the local community and library users. Fall 2016.

B. Services and Programs

GOAL: To provide services designed to meet the informational and educational needs of all library users, and programs that will enhance the cultural and civic life of the community. Library users will receive comprehensive, efficient, fair, and enthusiastic service in all areas of the library.

General Services

- Reinvent and restore the Reader's Advisor position to better serve the current needs and demands of patrons. Fall 2016.
- Create an Information Area near the public entrance stocked with a library maps and brochures and flyers concerning library services and programs. Fall 2014.
- Establish a public bulletin board for non-library or non-educational local programs, events, and interest. Spring 2015.
- Set up a public fax station rather than staff assisted. Fall 2015.

Adult Services and Programs

- Create an online book discussion group with scheduled times for live discussions (chat), email capabilities and a blog on the library's website where anyone can post comments and relevant observations. Fall 2017.
- Develop another craft group, i.e. crochet, painting, paperwork, etc. Winter 2014.
- Increase the number of computer classes by 5 for individuals and groups. Winter 2013.
- Provide more services to meet Senior Citizens' needs and interests by putting a suggestion box at the Reference Desk and at the Senior Center. Winter 2015.
- Schedule basic classes in library research for specific topics: genealogy, job hunting, business, writing a research paper, finding medical information, etc. Ongoing.

- Invite local businesses, Chamber of Commerce, and RI Small Business Association to share their knowledge with interested patrons. Spring 2015.
- Establish another monthly adult Book Discussion group focusing on a specific genre or topic. Examples: mystery, general nonfiction, books made into movies. Fall 2015.
- Subscribe to several more museum passes. Possible candidates are: Plymouth Plantation, Boston Museum of Science, RISD, Gilbert Stuart's House, Southwick's Zoo, and the Boston Aquarium. Summer 2017.

Children's Services and Programs

- Make laptops and e-book readers available for use in the library. Summer 2013.
- Start a "1000 Books Before Kindergarten" initiative with outreach to doctor's offices, day cares and annual events. September 2013.
- Present an annual workshop for day care providers on sharing books with children. Beginning Fall 2012 and ongoing.
- Make annual contact with community groups, youth organizations, day cares, and nursery schools to schedule their visits to the library and librarian visits to them onsite. Ongoing.
- Offer tutoring by volunteers for early learners in primary grades during the summer. Ongoing.
- Increase outreach to low income housing through librarian visits as staffing allows. Spring 2014.
- Increase outreach to at-risk parents by expanding services and workshops based on the Mother Goose Ask Why model. Ongoing.
- Continue to offer regular after school programming for children ages 5 to 10. Ongoing.
- Use library laptops in an Afterschool Homework Center. Fall 2013.
- Offer programming which focuses on early literacy and early math and science. Fall 2014.
- Offer book discussion groups for children throughout the year. Ongoing.
- Create an inviting and interactive early literacy environment for families with young children through the addition of toys and other manipulatives. Fall 2013.

Young Adult Services and Programs

Having established a strong service commitment to young adults during the time covered by the previous five-year plan, continue to develop services and programs specifically for adolescents and teens and other youth service providers by:

- Continuing regular communication with middle and high school teachers through classroom visits and conducting library tours. Ongoing.
- Establishing connections and co-sponsoring services and programs with DARE, the alternative high school program, and other youth service groups in the community. Ongoing.
- Continuing to develop programs on topics that highlight materials in the Young Adult collection. Ongoing.
- Coordinating the purchase and display of school summer reading materials. Ongoing.
- Create an inviting environment at least one day a week for teens to socialize, use gaming systems, and more. September 2013.
- Present programs for separate teen groups: younger teens grades 5 to 7 and older teens grades 8 to 12. Winter 2013.

Electronic Information Services

Provide library users with in-library and remote access to information resources available in on-line and computerized formats by:

- Maintaining the speed and reliability of the library's Internet access, upgrading as advised by Ocean State Libraries. Ongoing.
- Maintaining wireless connections throughout the library. Ongoing.
- Independently or through Ocean State Libraries, subscribing to online databases of journals and other reference sources that cover the broad range of human knowledge. Ongoing.
- Providing directly, or through a link on the library's home page, free public access to electronic local, state, and federal government services and information. Ongoing.
- Providing a regular schedule of computer classes in the Computer Lab. Ongoing.
- Having the Computer Lab open all the time the library is open. Ongoing.
- Improving remote patron access to databases. Ongoing.
- Establishing a "Download Bar" where patrons can load electronic materials onto personal or library-owned devices. Fall 2015.
- Upgrading patron workstations on a regular cycle and budgeting accordingly. Ongoing.
- Adding four more public computers to the Reference Department. Winter 2014.
- Updating and expanding the number of laptops to be used for a portable computer classroom. Winter 2016.
- Improving the ease of use for the printer station by installing a barcode scanner. Fall 2014.

- Create a “Wi-Fi Garden” where a hub is anchored outside in a seating area so that patrons may use their Wi-Fi enabled laptops and other devices. Spring 2016.

Expand and enhance the user-friendliness and search capabilities of the library’s website by:

- Standardizing the site’s interface and navigation. Ongoing
- Improving the method for adding content for all library staff. Ongoing.
- Maintaining a calendar function to allow multiple calendars for easy and automatic updating by library departments. Ongoing.
- Offering credit card payment for donations to the library. Spring 2013.
- Add common forms to website such as job applications and public forms for patrons to fill out on a computer and print or e-mail. Spring 2013.

Provide methods for library patrons to participate in local history and other projects by:

- Providing a “Wikipedia” method for patrons to post their memories and stories of local events. Winter 2014.

Provide patrons with current and new hardware, and software, technologies, and electronic services by:

- Surveying patrons and evaluating day-to-day feedback regarding use of existing services. Ongoing. Every Fall.
- Participating in evaluations and trials of new database projects. Ongoing.
- Create a Smart Lab which should include such items as a VHS to DVD converter, Flat panel television, digital video camera, digital camera, green screen, 3-D printer, editing software, mixing station, and other similar equipment. Fall 2016.
- Replace failing laser scanners with CCD scanners that can read smart phone barcodes. Fall 2014.
- Mobilize library by establishing apps that allow patrons to place items on hold, view and interact with our website, check out items. Fall 2017.

Literacy Services

Provide support for English language learners in the community who need to improve their speaking, reading, and writing skills and to help them meet their academic, professional, and personal goals by:

- Offering three ESL classes in the 15 week fall and 16 week spring sessions and the 8 week summer session and recruiting a minimum of 40 students to enroll each session. Ongoing.

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