

WEST WARWICK PUBLIC LIBRARY  
FIVE-YEAR LONG-RANGE PLAN  
2018-2022  
(July 1, 2017 – June 30, 2022)

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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

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**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 2018.

##### 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of the philosophy and discipline of professional library practices, weed all collections, using CREW Guidelines, of outdated and/or physically deteriorating materials.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, DVDs and BluRays. Ongoing.
- Create and maintain a Playaway audiobook collection.
- Increase Adult Nonfiction books in the following areas – local authors and topics, finance, medical, spiritual, test-prep and travel.

### Adult Reference Collection

- Using standard professional sources, identify and fill in gaps in the reference collection, putting an emphasis on electronic materials and resources. Ongoing.
- Assess and expand Reference's local history collection. Ongoing.
- Organize the Rhode Island Collection in the "Book Store" style to allow for easier location of materials by patrons. Summer 2017.
- Enhance the local information on the library's Website. Create an interactive blog and photo archive of local history that could be enhanced and built upon by patrons. Spring 2018.
- 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. Ongoing.
- Begin digitizing microfilm, sending out a minimum of 10 reels per year. Beginning 2017 and Ongoing.
- Digitize the vertical files on local information and publish them on our website. Ongoing.
- Complete the digitization of the Ward Smith glass photographic plates for easier public access to this unique local collection. Fall 2018.
- Weed the non-circulating books in the Reference collection to reflect their use and currency. Ongoing.
- Continue to update the Business collection with new titles for entrepreneurs and job skills. Ongoing.
- 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.
- Create an area on the library's website that is specific to local information and organizations. Fall 2018.

### 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/BluRay 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.
- Develop digital media literacy resources and materials, particularly promoting early literacy and early math and science skills. June 2018
- Consolidate the juvenile reference collection into a mobile shelving unit. Winter 2019.
- 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 50 per year in each of the following subject areas: health, social issues, college preparation, career, art and animation. Ongoing.
- Continue to update and build the Biography section with current people of interest for teens by purchasing at least 25 titles per year. Ongoing.
- Continue to develop collections in fantasy and science fiction for young adults that reflect current trends by purchasing at least 20 titles in each genre per year. Ongoing.
- Survey young adults annually to determine their interests in music, books, entertainment and other areas of popular culture. Ongoing. Every Fall.
- Incorporate hardcover books in the Teen collection, particularly Teen book award nominations. Ongoing.
- Develop a graphic novel collection development policy for the growing young adult graphic novel collection.
- Establish a special technology collection with at least 30 titles for teens grades 6 through 12. Starting Fall 2018.

### ESL/Literacy Collections

- Maintain and update the current collection based on availability of appropriate, updated material and the current needs of the students/patrons who use the materials, including audio CDs for listening, dictation, and pronunciation practice.

- Expand the collection to include fictional works and periodicals in the native languages of the students, when available, in order for the students to maintain their native language literacy and have opportunities to read for pleasure.
- Provide instructional, consumable basic texts for use by beginning and intermediate students during the class. Funding dependent with donations accepted from students to defray costs.

### Special Collections

- Create a budget and make it a priority to maintain, archive and preserve the library's local history collection, Winter 2018

## **B. Services and Programs**

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**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

- Establish an Information/Welcome Desk in the library's entrance lobby. Winter 2019.
- Set up a public fax station in addition to the staff assisted station. Fall 2018.
- Set up a second scanning station on the second floor. Spring 2018.

### Adult Services and Programs

- 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. Ongoing.
- Continue to review museum pass usage and adjust membership to reflect the community's needs. Ongoing.
- Transform the library into a creative space for emerging adult and adult residents of West Warwick by developing an increasing range of community focused creative activities. Ongoing.

### Children's Services and Programs

- Make laptops and e-book readers available for use in the library. Ongoing.
- Start a "1000 Books before Kindergarten" initiative with outreach to doctor's offices, day cares and community events. September 2019.
- Align with community groups for cooperative family programming. Fall 2018.

- Offer sensory friendly programs for children and their families. Fall 2018.
- Present an annual workshop for day care providers on sharing books with children. October 2018.
- Continue cooperative efforts with the school department through regular visits, meetings and collaborations. Ongoing
- Make annual contact with community groups, youth organizations and day cares to schedule 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 with regular children's librarian visits as staffing allows. September 2018.
- Increase outreach to at-risk parents by expanding services and workshops. Ongoing
- Continue to offer regular after school programming for children ages 5 to 10. Ongoing.
- Offer programming which focuses on early literacy and early math and science. Ongoing
- Offer book discussion groups for children throughout the year. Ongoing.
- Continue to create an inviting and interactive early literacy environment for families with young children through the addition of toys and other manipulatives. Ongoing.
- Use the Makerspace model for programming for school age children age 5 to 9. Spring 2018

#### Young Adult Services and Programs

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 West Bay Community Action, 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. Ongoing.

- Establish regular programming aimed at younger teens grades 5 to 7 and older teens grades 8 to 12. Fall 2018.
- The Makerspace Studio: Establish a creative space for teens to create and construct projects; use the Mac computers for coding and gaming. Ongoing.
- Implement Makerspace Studio programming for gaming and coding on a regular basis for teens. Beginning Fall 2018.
- Write a grant for Makerspace Studio activities (programs, supplies, etc.). Fall 2019.
- Develop a plan to update and revitalize the Teen Space area including: new furnishings, lounge chairs, and book displays. Starting Spring 2020.
- Establish programs aimed at the middle and high schools in cooperation with the school department. Beginning Fall 2018.

### Electronic Information Services

#### Creative Studio / Archival Projects:

- Reserve and set up area for videotaping interviews in Mac lab (or other suitable location) with lighting, seating, camera placement, etc.
- Complete purchase and installation of hardware and peripherals (scanner, audio input adapter, etc.) needed to allow analog to digital conversion from legacy media formats (VHS videotapes, cassette tapes, vinyl records, etc.)
- Develop workflow for staff, volunteers, and patrons to use for creating their own media or archive to add to our local collections.
- Coordinate with Archive.org for archival digitization requirements and prepare digital collections for upload to Archive.org's repository. This will allow for increased exposure and access to our unique collections and can be easily integrated with our website.

#### Website:

- Rebrand library with "wwpl.org" domain, develop new "logo" identity using "wwpl.org" and eventually convert any and all existing branding.
- Complete conversion of Content Management System (CMS) of website to WordPress allowing for mobile and tablet versions of site to appear on any size device automatically. WordPress will also allow individual departments to easily add and update their own information and design or their website sections.
- Expand available online databases.

#### Network and Server Infrastructure:

- Upgrade wireless network in library to provide better coverage, faster speeds, and access statistics to fulfill state requirements.
- Complete replacement of obsolete hardware (servers and network switches) to maintain state-of-the-art performance and allow for totally remote system administration.

#### Staff and Public computers:

- Replace VDI terminals back to stand-alone PCs (already purchased) and continue to upgrade hardware and software to maintain acceptable performance levels and keep up with changing computing needs. Develop an upgrade budget and schedule to implement these upgrades on a regular basis.
- Expand wifi coverage to outdoor areas of library property and design seating for a “wifi garden” (rear) and “wifi terrace” (entrance) to provide comfortable internet access for anyone at all hours.
- Update OPAC stations to Windows 7 and regularly update IE to increase functionality of the catalogue. Fall 2018
- Streamline the process for patrons to gain access to the computers (ex: easier guest passes).
- Establish wireless printing capability throughout the library. Winter 2020

#### Literacy Services

Continue to 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, civic and personal goals through the following objectives:

- Offer three or more ESL classes in each of the 15-week fall, 16 week-spring and 8-week summer sessions to meet the skills and conversational needs of students at beginning through advanced ESL levels and beginning literacy levels. Ongoing.
- Offer tutoring and small group programs that supplement basic ESL instructional classes, such as a civics practice group for citizenship preparation, and an ESL book group for advanced ESL readers, and opportunities for life skills tutoring (i.e. English relating to driver’s manual and permit tests). Ongoing.
- Offer two programs per year that celebrate student achievement and promote interactions among students outside of class time. Spring, 2017 and ongoing.
- Work with other departments to offer support for and attendance of ESL students within regularly-scheduled adult programs, such as computer programs, craft programs, guest speakers, and appropriate children’s department programs. Ongoing.
- Set-up and maintain a system for weekly out-of-class writing practice through the computer or in manual form, for students interested in increasing English writing skills. Summer, 2017 and ongoing.

- Incorporate 2 or more tutor volunteers into the Literacy Program in a flexible way in order to meet the changing needs of individual students. Ongoing.
- Participate in at least one yearly professional development activity related to adult education that is appropriate for the current student population. Fall, 2017 and ongoing.
- Update materials used for civics instruction and tutoring to reflect recent changes in the government. Summer, 2017 or when available.
- Represent the library for at least one adult education activity yearly that is held locally or in other states. Fall, 2017.
- Promote the ESL program at schools, businesses, and media outlets in order to meet attendance goals and changing needs of the community. Ongoing.
- Develop and maintain a collection of circulating materials available in select languages of the students in order to promote maintenance of literacy skills in students' native languages. Summer, 2017 and ongoing.
- Increase the children's services to coincide with all offered ESL Adult classes. Funding dependent.
- Increase the number of Adult classes by two, offering morning times and Saturday times if populations indicate interest. Staffing and funding dependent.
- Provide a series of computer classes for ESL learners. Staffing and funding dependent.
- Develop a consistent survey/feedback procedure and document for current and prospective students to evaluate the program and give suggestions for changes in programming. December, 2017.
- Establish one half/day per week for individual tutoring and office hours. Staffing, time and funding dependent.
- Incorporate one guest speaker and one additional special program (besides the end-of-term-celebrations into the curriculum.
- Establish a place in the library available for tutoring sessions without disrupting other programming space requirements. Space dependent.

#### Outreach Services

Establish a library presence in the greater community by:

- Presenting at least one book talk 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.
- Recruiting volunteers to assist in deliveries and promotion of the program in the community. Ongoing.

- Coordinate with housings to transport patrons to the library for borrowing or socialization purposes. Spring 2019.
- 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 2020.
- Expand into a wider Outreach presence by promoting the library in the community through presentations and/or information sessions about library programs and services. Winter 2018.

### **C. Community**

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

#### **Objectives and Strategies**

##### Marketing:

- Continue current efforts, including press releases and articles for newspapers, suggested reading lists, book talks and appearances before local community and civic groups. Ongoing.
- Develop 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.
- Participate 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.
- Write and issue a library Annual Report with usage statistics and details about collections, services, and programs during the preceding year. Ongoing.
- Continue the development of a dynamic and engaging social media presence. Ongoing.

##### Outreach:

- Form partnerships 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 2019.
- Develop and maintain contacts with local and state government agencies. Ongoing.
- Establish cooperate relationships with community health, arts, social service, and other local agencies. Ongoing.

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

#### **Objectives and Strategies.**

- Return full Friday hours. Fall 2018.

- Return full Saturday hours. Fall 2020
- Enhance physical and virtual access. Ongoing.

**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 carpet replacement, parking lot repaving, and regular lawn and garden maintenance by professional landscapers. Ongoing with the above completed by 2021.
- Maintain open communication with the Town regarding the library's short and long term capital needs. Ongoing.
- Create clear and concise signage and other finding aids for patrons. Ongoing.

**D. Building and Grounds**

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

**Objectives and Strategies**

- Reuse, repurpose, and renovate library spaces both inside and out to better meet the competing needs and demands for their use. Ongoing.
- Increase the use the Mini Lab for adult library programs. Ongoing.
- Use the Mini Lab for computer classes and teaching so all public computers may be available during all hours the library is open. Ongoing.
- Use the Mini Lab for adult library programming whenever possible. Ongoing.
- 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.
- Develop a long-term building plan, to include a possible addition and/or renovations and internal upgrades. Spring 2019.

**E. Staff and Staffing**

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**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 :

- Develop standard training procedures in all departments. Ongoing.
- Establish fair and equitable pay ranges for all positions. Fall 2019.
- Conduct personnel reviews on a more regular basis. Beginning Fall 2018.
- Increase internal communication by establishing standards for communicating amongst staff on various issues. Ongoing.

Encourage both professional and paraprofessional training and development:

- Offer bi-annual full-staff meetings. Beginning Fall 2018.
- Offer 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:

- Restore 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 2019.
- Reinvent and restore the Reader's Advisor position to encompass the changing needs and demand of our patrons and community. Fall 2020.
- Restore the Part-time Custodian position to insure better coverage on nights and weekends. Fall 2019
- Add one or two part-time Youth Department assistants to provide coverage at peak times such as afternoons, evenings and Saturdays to enable professional Youth Librarians opportunities to plan and present programs in and out of the building. Fall 2018

## **F. Planning**

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**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 research and respond to community needs:

- 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 2020.

## **G. Budget and Finances**

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**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:

- Prepare and present to town officials as accurate an assessment as possible of the library's projected operating expenses. Ongoing.
- Advocate effectively for the library throughout the year. Ongoing.
- Prepare an Annual Report containing information on the library's income and expenses. 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:

- Write at least two annual grant proposals for a specific service, program, or collection project. Ongoing.
- Continue to support the WWPL Friends Group and help them find ways to supplement programs, services, and technology. Ongoing.
- Raise 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.
- Conducting outreach and actively pursuing donations and sponsorships by local businesses and corporations. Winter 2018
- Coordinating with the Board of Trustees, WWPL Association and investment manager to create goals, strategies, policies and procedures for growing and more efficiently utilizing the WWPL Endowment Fund. Winter, 2018

## **III. APPROVAL**

Approved by the Library Board of Trustees September 11, 2017