

North Kingstown Free Library  
Strategic Planning Report  
Approved by the Board of Trustees  
July 9, 2018



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## Executive Summary

The North Kingstown Free Library (NKFL) was established in 1899 and serves North Kingstown and surrounding communities, offering comprehensive collections and a wide variety of services and programs. NKFL also houses the North Kingstown archives, making it a historical and cultural center for the town. In order to honor its rich educational, historical, and cultural heritage, NKFL embarked on a process to develop a strategic plan for the next five years.

NKFL appointed a Strategic Planning Task Force (the Task Force) that included Trustees, library administration, library staff, and a representative of the Friends of the Library. Empower Success Corps (ESC) was retained as consultant to the process.

The NKFL Strategic Planning Committee met seven times between February and July 2018 and has:

- Identified the Task Force's key concerns;
- Conducted an internal environmental analysis;
- Conducted an external environmental analysis;
- Conducted a strength-weakness-opportunity-threat (SWOT) exercise;
- Conducted an internal survey on NKFL core values and developed a list of core values;
- Reviewed and modified the NKFL vision statement;
- Reviewed and provided recommendations for modifications to the mission statement;
- Developed and revised a list of strategic initiatives; and
- Developed high-level tactics to meet each of these strategic initiatives.

The four strategic initiatives endorsed by the Task Force are:

***Raise sufficient and diverse financial support to ensure NKFL's operational health over the next decade.***

***Reimagine the facility and grounds to capitalize on NKFL's location and appeal to a wide range of patrons.***

***Establish NKFL as a valued partner and resource for individuals, families, businesses, other libraries, and the Town of North Kingstown.***

***Establish NKFL as a premier place to work and volunteer in the state of Rhode Island to attract a diverse talent pool.***

This report presents the research, surveys, discussions, and decisions of the Task Force, along with justification for each of the strategies. Also listed are high-level tactics associated with each strategy.

The NKFL Board of Trustees approved this report and the strategic initiatives at its meeting on July 9, 2018. The next step will be for the Task Force to develop specific action plans, timeframes, and success measures for each strategy.



## Background

The North Kingstown Free Library (NKFL) engaged Empower Success Corps (ESC) to provide strategic planning services for a three to five year strategic plan. The ESC consultants worked with the NKFL Director and Deputy Director, the Strategic Planning Task Force, and the Board of Directors throughout this project.

Maggie Browne, Deputy Director, was tasked with facilitating the process. The members of the Strategic Planning Task Force (the Task Force) were:

Lori Vernon, Chair of the Board of Trustees	Nancy Harrington, President, NKFL Friends
Cyndi Desrochers, NKFL Director	Robyn Levine, Trustee
Maggie Browne, NKFL Deputy Director	Georgene Luttmann, NKFL Tech Coordinator
Jenn Boettger, NKFL Young Readers Coordinator	Elizabeth Suvvari, Trustee
Tom Frawley, NKFL Reference Coordinator	Tricia Suvvari, NKFL Library Technician
Rini Georgekutty, Trustee	

The Strategic Planning Task Force met seven times between February and July 2018. Ms. Browne provided regular updates to the Board of Trustees.

The work was accomplished in three phases: Environmental Analysis, Strategic Planning, and Strategy and Implementation.

## Phase One – Environmental Analysis

Phase One was an environmental analysis, that is, identification of factors that are influencing the library; and eliciting feedback from internal stakeholders and from the community at large. The Task Force first identified a number of ‘pain points’ for NKFL, which included:

1. Facilities: Need to address aging physical plant, lack of meeting space, need for security plan, need for space re-design.
2. Personnel: Need for additional staffing/coverage, need to provide for professional development, need for staff training/educational opportunities, need for updated employee manual/training materials, Need for updated job descriptions and consistent annual performance evaluations. Need for orientation and clarity of role/expectations of Trustees.
3. Revenue: Need to ensure consistent revenue streams.
4. Stakeholder coordination: Need to clarify expectations, communication, and coordination among key internal stakeholders: staff, management, Trustees, Friends, union.
5. Outreach: Need to increase outreach including presence at community events, interaction with town leadership, coordination with other libraries, and possibly decentralized services.
6. Archives: Need to decide how to address the historical archives: curating and maintenance.
7. Technology: Need to maintain and update the three-year technical plan.
8. Non-users: Need to obtain input from non-users in order to increase library visibility/use.

These ‘pain points’ informed the development of questions used in both the internal and the external surveys.



The ESC consultants also reviewed documents provided by NKFL, including staff organization, utilization statistics, and budget/funding sources.

### Internal NKFL Surveys

The ESC consultants interviewed the Board of Trustees, NKFL staff and administration, and the Friends. The consultants:

- Interviewed each Trustee, the Director, and the Deputy Director individually,
- Conducted three staff focus groups, and
- Implemented an online survey for the Friends.

For each group, the questions included:

- What currently works well that NKFL should keep doing?
- What doesn't work well currently and how should we change it?
- What do we not offer currently that we should start offering?
- What do we offer currently that we should stop offering?
- How could communication be improved among and between employees, supervisors, Trustees, and Friends?
- Who are we not reaching/engaging now and how could we improve that?
- What should the library look like in the future?

The interviewers also asked if there were other comments and asked the interviewees to rank the pain points that the Task Force had identified.

### Results

The interviews resulted in seven overarching themes from all cohorts.

Facility	<ul style="list-style-type: none"><li>• The aging facility is an area of concern although the site itself is seen as a strong positive.</li></ul>
Communication	<ul style="list-style-type: none"><li>• Communication is an area of serious concern.</li></ul>
Human Resources	<ul style="list-style-type: none"><li>• There were comments on human resources and operations.</li></ul>
New Programs	<ul style="list-style-type: none"><li>• There are many ideas for new programs.</li></ul>
Fundraising	<ul style="list-style-type: none"><li>• The library cannot rely on town funding but must develop fundraising and grant writing capabilities.</li></ul>
Technology	<ul style="list-style-type: none"><li>• Technology remains an important focus.</li></ul>
Community Center	<ul style="list-style-type: none"><li>• The library functions as a community center, and that role should be nurtured.</li></ul>





Detail on each of these themes appears in Appendix A.

## External Surveys

The Strategic Planning Task Force, in cooperation with the ESC consultants, developed a survey that was distributed via paper at the library and other community events, and via an electronic survey (e-survey) made available to individuals and leaders of community businesses/organizations. The library posted a link to the e-survey on its website and also distributed the link through other methods, such as the weekly email sent to students by the school department. Town officials, including the Town Manager, Town Finance Director, and Town Council members were invited to participate in the strategic planning process.

**Electronic Survey:** Responses were collected on April 2, at 3:30pm. We logged 531 responses. However, we found that 8 individuals responded more than once to the e-survey; one individual responded 13 times. We eliminated those duplicates from our tally, so the net total was 499 responses.

**Paper Survey:** 166 collected at the library, 6 collected at the senior center for a total of 172.

In total, there were 671 responses. Most respondents were in the “56 and over” age bracket, but the next youngest age groups were also well represented.

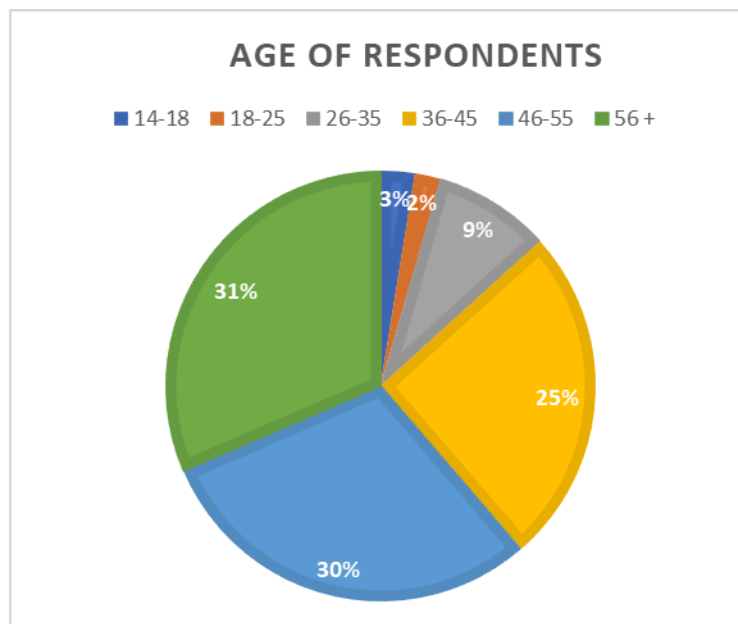


Figure 1 Age Ranges of Respondents to the NKFL External Survey

Most respondents were users of the library: 88%.

Respondents were asked to rate aspects of the library and its services on a scale ranging from poor to excellent, and in every category, the library was most often rated Good or Excellent. We assigned values



to these ratings with Poor = 1 and Excellent = 4. In every category, NKFL scored better in the older age group than in the younger age groups, as can be seen in the following table.

*Table 1 Average Score by Age Category*

	<u>Under 56 Years</u>	<u>56+ Years</u>
Customer Service	3.6	3.8
Collections	3.4	3.5
Programs	3.2	3.5
Computer Services	3.3	3.5
Policies	3.3	3.5
Facilities	3.4	3.7
Overall Average Score	3.5	3.7

The survey also contained an area for free text and respondents were generally very complimentary of the library, its librarians, and its services. Some key words that appeared often in the free text responses are summarized below.

<b>Key Words</b>	<b>Number of answers containing these key words</b>
Helpful/Friendly Staff	65
Facility/Location/Physical Space	58
Collection/Selection	51
Resource to community / feeling of community	37
Children's area / children's programs	23
Sunday hours	11

In terms of the answers from the respondents who were not current users of the library, the reasons for not using the library varied greatly. However, there was a theme indicating that there should be more advertising or awareness campaigns in order to make the public more aware of NKFL's available services.

Additional information on the external surveys is in Appendix B.

NKFL received an in-depth report of the external survey in the *Interim Report on External Environmental Scan* issued on April 9, 2018.



## Phase Two – Strategic Planning

With the background of the internal survey and the external survey, the Strategic Planning Task Force turned to developing an outlook for the future, beginning with an examination of strengths and weaknesses, and a review of NKFL’s Mission statement and Vision statement.

### SWOT Analysis

The Task Force discussed the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the organization. The results of this exercise are presented in the following figure.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Staff</li> <li>Customer Service</li> <li>Location (site)</li> <li>Digital Resources</li> <li>Collections, History Collection</li> <li>Programs</li> <li>Volunteers</li> <li>Friends</li> <li>Book Nook</li> <li>Passion/enthusiasm</li> <li>Positive organizational culture</li> <li>Building's Atmosphere</li> <li>Personalization</li> <li>Community-centric attitude</li> <li>Outreach</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Lack of meeting space</li> <li>Budget limitations in terms of staffing and facility</li> <li>Communication with town council and town hall staff</li> <li>Lack of skill set and resources (\$) for advocacy</li> <li>Lack of staff empowerment (spirit, Mojo)</li> <li>Building</li> <li>Fines</li> <li>P.R./ website/ social media</li> <li>Underdeveloped fundraising expertise</li> <li>Parking</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Establish bookmobile / outreach</li> <li>Collaborate with other libraries (practice-sharing)</li> <li>Work with Davisville and Willett libraries</li> <li>Collaborate with local organizations and businesses</li> <li>Offer services for tourist population</li> <li>Expand the definition of "collections" to include rentals</li> <li>Engage in community service events</li> <li>Expand grants and fundraising activities, consider crowd-sourcing for revenue</li> <li>Act as a community center</li> <li>Offer support services for home schoolers</li> <li>Function as a resource for home-based businesses</li> <li>Offer support for do-it-yourselfers</li> <li>Expand outreach to group homes</li> <li>Offer maker space</li> <li>Offer equipment/resources</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Reduction of Town funding</li> <li>Falling behind on technology</li> <li>Population going elsewhere (weakness of physical space)</li> <li>Complacency</li> <li>Safety</li> <li>"Store" mentality rather than a home-centered approach</li> </ul>

Figure 2 NKFL SWOT Analysis Results

### Values

The Task Force also conducted an exercise to identify the NKFL core values. An organization’s values reflect what is important and answers the questions of how NKFL guides itself, and what the norms are for how we behave and make our decisions. Once the Task Force had identified a list of ten values, a survey was circulated to staff, Trustees, and the Friends to rank and prioritize the values. The six core values that garnered the most support are listed below:





- *Community:* We create a welcoming atmosphere of tolerance and inclusion. We maintain an attitude of genuine concern and caring and foster a supportive environment. We are a place where people come to feel a sense of belonging.
- *Continuous Learning:* We create a fertile environment for experimentation, creativity, and learning for patrons and staff.
- *Engagement:* We are an active presence in the community. We foster civic involvement, engagement and dialogue.
- *Innovation:* We strive to be inventive and ahead of industry trends and consumer needs.
- *Service Excellence:* We provide outstanding, personalized service. We treat our customers and each other with courtesy, respect, and understanding. Customers and employees feel valued and appreciated.
- *Stewardship:* We are stewards of a robust collection of resources, local history and artifacts. We responsibly manage the library's fiscal and human capital.

## Mission and Vision Statements

The Task Force reviewed NKFL's current mission and vision statements, which are below.

### **NKFL Mission Statement**

The North Kingstown Free Library exists to meet the changing and enduring cultural, educational, informational, recreational and research needs of its users.

### **NKFL Vision Statement**

The vision of the library is to enrich lives, build a sense of community, and provide equal access to culture, entertainment, and education for everyone in the community, regardless of age, race, economic or educational level. The library's first long-range plan, written in 1986, clearly articulated this vision. It said: "The North Kingstown Free Library is the symbolic center of our community. It is a permanent physical space that acts as a meeting place for the exchange of information and ideas, as a gateway to resources and services which are available to assist our citizens in living and enriching their daily lives, as a repository of our collective culture and history, and as an embodiment of the democratic ideals that have shaped our society: freedom, equality, and plurality. Indeed, now, as in years past, we are guided by the strong vision embodied in this early long-range plan and by our enduring commitment to provide the highest quality service to our community, service that has always been marked by mutual support and respect – of the townspeople for the library and of the library for the townspeople.

The Task Force discussed the merits of revising the mission statement and the vision statement. The Task Force felt that the Vision Statement, in particular, could be made more concise while keeping with the spirit of the library. The recommended revisions are below

### **Revised Mission Statement**

The North Kingstown Free Library provides a robust collection of resources, services, and educational programs to meet the changing and enduring cultural, education, informational, recreational and research needs for all.

### **Revised Vision Statement**



The vision of the North Kingstown Free Library is to enrich lives, build a sense of community, and provide equal access to culture, entertainment and education for everyone.

## Phase Three – Strategies and Implementation

Building on the environmental surveys and the discussion of vision and mission, the Task Force turned to strategy development. The Task Force reviewed the following definitions as they discussed strategies:

**Strategy:** *What* we want to accomplish to achieve our mission and vision.

**Tactic:** *How* we will achieve it, i.e. specific steps need to achieve the strategies.

**Action Plan/Work Plan:** Plans for *specific* actions and timing to implement the tactics and how to measure/evaluate progress.

### Strategy Development

The Task Force discussed nine strategic issues that emerged from the discussions during the meetings, SWOT and environmental analysis. The nine strategic issues identified were: address deficiencies in the amount and diversity of funding; address maintenance and configuration of facility and grounds; serve as a community center, enhance external communications and relationships, enhance internal communications and culture; encourage creativity, innovation, and technology adoption; capitalize on unique populations; deliver services in the community; and regain a forward-thinking attitude. Upon review and discussion, the Task Force distilled the issues into four overarching strategic initiatives for the next five years (in no particular order):

#### ***Strategy 1: Raise sufficient and diverse financial support to ensure NKFL's operational health over the next decade.***

*Facts, assumptions, and values that support this strategy:*

- Desire to expand staffing, programs, collections and services, and to ensure proper maintenance of the facility and grounds.
- Need to support facility upgrade as described in the 'facility' strategy.
- Need to ensure continued town budget allocations.

#### ***Strategy 2: Reimagine the facility and grounds to capitalize on NKFL's location and appeal to a wide range of patrons.***

This strategy resulted from combining the draft strategies of optimizing the NKFL facility, transforming NKFL into a center for the community, and becoming an innovation hub.

*Facts, assumptions, and values that support this strategy:*

- Desire to serve existing and potential patrons and provide state-of-the-art and high demand services.
- Expand programs, collections, and services and ensure maintenance of facility and grounds.
- Be responsive to the evolution of library technology and services.
- Desire to enhance revenue sources.
- Respond to the threat of falling behind on technology.
- Embody the values of community, innovation, engagement, innovation, and continuous learning.



***Strategy 3: Establish NKFL as a valued partner and resource for individuals, families, businesses, other libraries, and the Town of North Kingstown.***

This strategy resulted from combining the draft strategies of establishing NKFL as a key community partner, focusing on unique populations, and considering a decentralized service model.

*Facts, assumptions, and values that support this strategy:*

- Be responsive to patron feedback regarding awareness of NKFL services.
- Cultivate a stronger connection and partnership with the Town.
- Attract new patrons.
- Be responsive to the evolution of technology and service models.
- Take advantage of the opportunity for learning/sharing with other libraries.
- Embody the values of innovation, community, and engagement

***Strategy 4: Establish NKFL as a premier place to work and volunteer in the state of Rhode Island to attract a diverse talent pool.***

This strategy resulted from combining the draft strategies of establishing NKFL as a premier workplace and transforming the NKFL culture to encourage excellence.

*Facts, assumptions, and values that support this strategy:*

- Desire to expand staff; and develop staff, Trustees and volunteers to improve internal empowerment and engagement.
- Desire to better equip staff to serve patrons.
- Desire to foster a creative, proactive, can-do culture.
- Embody the value of service excellence.

## **Tactical Plans over the Next Five Years**

The Task Force developed high-level tactics for the five-year timeframe based on each strategy and based on criteria including:

- Congruence with Vision, Mission, and Core Values;
- Degree to which NKFL has the capability and potential to deliver (supported by SWOT analysis);
- Potential to enhance existing programs/services;
- Potential to achieve with existing resources or through collaboration;
- Market demand from a large customer base;
- High appeal to groups capable of providing current and/or future support;
- Extent to which similar services are provided by other sources;
- Ability to discontinue with relative ease if necessary;
- Benefits outweigh (or equal) costs;
- Political implications; and
- Required for compliance with town, state, or other regulations/mandates.

The Task Force identified high-level tactics for each strategy, keeping in mind that a particular tactic might address more than one strategy. These tactics are listed below under each strategy. Strategies and tactics are listed in no particular order. Priorities, sequence and timeframes will be assessed and established as part of the development of detailed work plans after-approval of the strategies and high-level tactics by the Trustees.



***Strategy 1: Raise sufficient and diverse financial support to ensure NKFL's operational health over the next decade.***

**Tactics:**

- a. Engage a fundraising expert to support NKFL in developing a fundraising plan to include some or all of the following: direct a capital campaign the proceeds of which will support Strategy 2, grow the NKFL's endowment to increase flexible income via interest on the endowment, attract naming and planned giving opportunities, conduct fundraising events, and attract sponsorships. Coordinate these efforts with the NKFL Friends.
- b. Launch a public relations campaign and/or work directly with the Town Council to advocate for increases to NKFL town funding.
- c. Engage, develop from within, or access Town resources to submit and attract grants to support identified/prioritized programs and initiatives.
- d. Ensure that appropriate NKFL personnel participate in advocacy efforts with RILA and other professional organizations advocated for increased state funding.
- e. Identify funding sources and other resources (e.g. personnel, training) required to accomplish Strategy 1 tactics.

***Strategy 2: Reimagine the facility and grounds to capitalize on NKFL's location and appeal to a wide range of patrons.***

**Tactics:**

- a. Conduct a feasibility study for expansion/renovation/reconfiguration of the current facility and grounds. Potentially include picnic tables, benches, webcam, equipment/services for technology needs.
  - i. Coordinate this effort with the Town as appropriate.
  - ii. Coordinate with the Friends as appropriate.
  - iii. Prioritize and implement construction/renovation plans with consideration for urgency of needs, available resources, etc.
  - iv. Explore Champlin Foundation support for the feasibility study and/or construction.
- b. Launch a capital campaign (via Strategy 1a) to raise funds to support the expansion/renovation/reconfiguration of the current facility and grounds.
- c. Participate in the Town's asset management activities as feasible/appropriate.
- d. Identify funding sources and other resources (e.g. personnel, training) required to accomplish Strategy 2 tactics.

***Strategy 3: Establish NKFL as a valued partner and resource for individuals, families, businesses, other libraries, and the Town of North Kingstown.***

**Tactics:**

- a. Develop a process/procedure to evaluate investments, significant purchases, programs and services, including current and potential new programs/services. This procedure should:
  - i. Include an assessment of the criteria used to evaluate strategies and tactics, the extent to which in-kind services are available, availability of similar programs services at other libraries or elsewhere in the community, the number of individuals served, and return on investment.
  - ii. Include development of outcome measures and a process for ongoing evaluation.
  - iii. Be coordinated with NKFL Friends.
  - iv. Be coordinated with the current process.
- b. Enhance NKFL marketing, public relations, and communications. This may include:



- i. Implementing consistent branding, identification, imagery, logos, and signage.
  - ii. Enhancing the website.
  - iii. Social media.
  - iv. Other media sources.
  - v. Staff presence at community events.
  - vi. Creating a patron orientation.
- c. Enhance focus on relationship-building and advocacy, to include:
- i. Increased participation/presence, communication with the Town Council and Town Manager.
  - ii. Creating a platform/process for robust collaboration with other RI libraries.
  - iii. Seeking opportunities to increase collaboration with Davisville Free Library and Willett Free Library.
  - iv. Seeking opportunities to increase collaboration and coordination with other entities, businesses, and libraries to expand services and programs available in North Kingstown
  - v. Specifying responsibility for particular relationships/initiatives in appropriate staff job descriptions/Trustees expectations.
- d. Expand existing or introduce new programs and services. Many ideas were suggested as part of the strategic planning process and have been recorded for consideration.
- e. Identify funding sources and other resources (e.g. personnel, training, space, equipment) required to accomplish the Strategy 3 tactics.

***Strategy 4: Establish NKFL as a premier place to work and volunteer in the state of Rhode Island to attract a diverse talent pool.***

Tactics, which may apply to staff, Board, Friends, and volunteers:

- a. Designate an individual to be responsible for overseeing NKFL HR function, in coordination with Town HR Director and potentially a committee of the Trustees if deemed appropriate/desirable: Responsibilities should include
  - i. Developing or revising policies and procedures, new employee orientation, staff handbook, job descriptions, performance evaluation, and training.
  - ii. Creating recruitment and performance evaluation processes that assess and require applicant compatibility with/demonstration of NKFL Core Values.
  - iii. Coordinating/engaging with union, other libraries and Town as appropriate.
- b. Engage in Board Development activities to include:
  - i. Creating/revising Board orientation, handbook, and roles and responsibilities/expectations – e.g. to include expectation for Board member involvement in fund-raising, board recruitment, designated committees, and being an active user of the library.
  - ii. Assessing the need for standing and ad hoc Board committees – e.g. human resources, fund-raising, facilities finance – creating expectations and implementing accordingly.
  - iii. Developing a process and schedule for proactive recruitment of Board members.
- c. Enhance NKFL culture to include:
  - i. Promoting and cultivating positivity.
  - ii. Increasing comfort with “risk-taking”/experimentation/tolerance for “failure” (within appropriate limits/guidelines).
  - iii. Engaging in team-building activities and events.
  - iv. Cultivating humor, fun, and esprit de corps.
- d. Encourage and support professional development, including:



- i. Increasing recognition and rewards.
- ii. Providing voluntary training and enrichment opportunities.
- e. Enhance internal communication to include:
  - i. Developing a process/vehicle to promote communication and sharing among team members.
  - ii. Developing a process/vehicle to solicit and vet input from staff and patrons.
  - iii. Creating forums for introduction and interaction between staff members, Friends, Board, etc.
- f. Identify funding sources and other resources (e.g. personnel, training, space, equipment) required to accomplish the Strategy 4 tactics.

### Work Plan

A work plan detailing specific tasks, responsible parties, sequencing and due dates will be developed pending Board approval of the strategies and tactics.





## Appendix A – Internal Survey

This Appendix provides detail on the key themes from the NKFL internal surveys.

### Facility and Grounds

- The facility need renovation and reconfiguration of the space.
- There are concerns about facility age, layout, furnishings, parking, phone system, meeting/programming/quiet space.
- The site is ideal and is a strong positive for the library, although the grounds need to be better maintained.

### Communication

- Each cohort (Trustees, coordinators and staff, and Friends) cited communication as a serious issue. Each felt that they need to get to know the others better.
- Communication among admin, coordinators, staff, Trustees and Friends needs to be improved.
- There is a deep appreciation of the staff on the part of the Board and Trustees.
- Communication among all parties needs to be open and honest.
- The culture does not foster listening to new ideas or concerns, a sense of empowerment, or a can-do attitude.
- Some suggestions for improvement were:
  - Invite the Trustees to the quarterly staff meetings
  - Create opportunities for feedback
  - Hold events where all parties can meet

### Human Resources

- Standard operating procedures, or policies and procedures are needed, especially for socially sensitive issues.
- Staff turnover has been a problem.
- Clear processes should exist for introducing and implementing new services or changes to services.
- There should be training and continuing education opportunities for staff, including orientation.
- The Board needs orientation materials, greater clarity of expectations, and ongoing training.

### New Programs/Outreach

There were many ideas for new programs, so some of the ideas may have been missed in this list. However, the creativity and sheer number of ideas points to a need for prioritization and process for implementation

- More tech support, 'drop-in'. Internship for tech support by students.
- Make the library into more of a community meeting space; draw in more young people, idea of a coffee shop or food truck.
- Provide education relating to local politics; forums for discussion.
- Add more programs for science, technology, engineering and math.
- Consider adding programs including: GED, citizenship, ESL, Business and Labor, more promotion of local authors.
- Science-based programming, Tech programs for patrons and staff, foreign language, promote e-readers, expand young reader programs to nights and weekends
- CPR/defibrillator training for staff/patrons



- Grant writing training for staff
- Equipment rental, fax services, patron orientation, Create Maker's space
- Traveling booth to community events staffed by volunteers

#### Fundraising and Grant Writing

- All cohorts recognized that the library needs financial resources beyond those provided by the town.
- Some staff expressed an interest in training for grant writing in order to raise more funds.
- There was a general acknowledgement that a capital campaign would be needed for physical improvements to the library.
- There should be efforts to engage the private sector in sponsorship opportunities or other support activities.

#### Technology

- Technology must remain a strong focus for the future.
- The website needs to be updated / reconfigured in terms of layout, speed, content, functionality, and general usability.
- Many of the new program ideas were technology – oriented.
- The library could make better use of social media as an outreach tool.

#### Community Center

- The library could develop into a community center.
- The library should explore working with Willett and Davisville in terms of a branch relationships as is the case in other areas of the state.
- The location of NKFL lends itself to a central role in statewide programs.



## Appendix B – External Survey

The survey asked the question: “How could we improve the library or its services?” The responses varied widely and had less uniformity than the ‘value’ question. Also, some comments were specific to individual incidents and some addressed situations in which the respondent felt that the staff was rude. All these responses were provided to the library.

Some of the more common suggestions were:

- Reduce late fees
- Renovate the bathrooms
- Improve the space/furniture
- Add programs, including adult programs and additional times for children’s programs
- Improve the selection of books, e-books, DVDs, and periodicals. Have more current material. Add a suggestion box for requests.
- Expand hours.
- Add a café or coffee shop.
- Advertise the library more/get the word out.
- WiFi connectivity could be improved.

There were a great many comments, some of which said “the library is great the way it is”. There were some comments that suggested minor improvements such as:

- Add signs that post the length of loans and the late fees.
- Stools for older folks to sit on when they are scanning the lower shelves.
- Provide more opportunity for local writers to speak/showcase their work.
- Add more cultural/arts/music events.



## Appendix C – Internal Materials Received from NKFL

1	Budget Narrative
2	Bylaws
3	Library Board of Trustees 2017 Contact Info
4	Library Board of Trustees 2017
5	Organization chart 2018a
6	Programming Strategic Planning Committee Info
7	Finance Report
8	Zero Based Budget Report
Job Descriptions	
9	Assistant Librarian Ref ILL.2
10	Assistant Librarian Ref ILL
11	Community Outreach Coordinator
12	DeputyDirector 0917
13	Fiction & Readers Advisor Coordinator
14	Lib Aide
15	Lib Clerk
16	Lib Technician
17	LibAssocCirc
18	Library Director
19	Local History Reference Librarian
20	Reference & Non-Fiction Coordinator
21	Sr Lib Clerk
22	Technology Coordinator
23	YA YR Librarian
24	Young Readers and Teen Coordinator