

# Springfield City Library

## Action Plan, FY12 & 13

### Goal 1. Success in Education, Work and Life

*The Library will build strong programs and collections to promote success for Springfield residents in education, work, and life.*

**Objective 1.** The Library will define, design and provide collections, programs, and services that support the changing cultural and educational needs of Springfield Adults and Seniors:

- 1a. Respond to societal changes with information to help Adults and Seniors manage and improve their lives.

**Activities**

- Review Federal 2010 Census Data, as it becomes available, and prepare a community information needs assessment by April 2012, with a focus on changes in the various neighborhoods.
- Analyze current collection plans by department and location and adjust as appropriate to respond to new demographics and usage patterns by June 2012.
- Continue weeding the Indian Orchard branch collection.
- Evaluate and weed collection at Forest Park by at least 10%.

- 1b. Provide access to collections in ever-increasing formats to further educational opportunities and meet the needs of the Adult and Senior community.

**Activities**

- Evaluate current Central Library print reference collections; reduce by at least 50% by April 2012.
- Evaluate Branch print reference collections and reduce by at least 75% by June 2012.
- Provide access to databases by adding bibliographic records to the online catalog.
- Compile quarterly report on Return Of Investment on electronic databases (cost vs. uses)
- Compile historical data on online databases use (June 2009-December 2011) to establish benchmark usage of individual databases by January 2012; determine databases to promote to targeted audiences and increase by 15% by January 2013. Continue revising data throughout process to measure use and revise strategy.
- Develop, implement and publicize an e-Reader loan program for the general public by the end of September 2011.
- Develop a strategy for increasing the accessibility of digital and technological resources available for the public and implement as funding allows by March 2012.
- Research new approaches to reference and information service delivery (e.g., iPads and roaming reference). Complete this activity during October 2011. Implement appropriate additional changes in phases by May 2011.
- Continue to introduce RFID technology to increase access to library materials, with a focus on Sixteen Acres and Central Library during FY12.

- 1c. Provide programs, activities, and opportunities for Springfield Adults and Seniors.

**Activities**

- Provide up to 8 public training on issues on health and wellness in collaboration with Baystate Medical Center's Health Sciences Library, the Springfield Health Department and other health agencies and organizations.

- Continue to offer Book Discussions Groups, Author programs and other book-related programs, such as Knit Lits.
- Provide programs that promote technology literacy, such as the High Tech Series.
- Pilot/implement at least two new programs for new audiences, as resources allow, by January 2012.
- Continue the LIYM (Library in Your Mailbox) program and expand base of LIYM volunteers.
- Promote use of the Talking Book Program of the Perkins School for the Blind in an attempt to meet the reading needs of City residents who cannot use regular print materials.
- Continue collaborative programming with Senior Centers.

**Objective 2.** The Library will continue to define, design, and provide programs and collections that promote literacy and academic success for Springfield Youth, and contribute to the growth and development of Springfield Families and Children:

- 2a. Provide literacy-based programming for pre-school and school-aged children and their families and caregivers.

**Activities**

- Expand use of the Early Childhood Resources Center for the Western Region of Massachusetts for early childhood professionals and Springfield families.
- Increase Outside-of-School Programs in all locations (include metrics from City Strategic Plan).
- Evaluate use of current Homework Center at Indian Orchard and consider establishing Homework Centers to two new locations.
- Develop programs and services to assist students, with a focus on Level 4 Schools (underachieving, based on MCAS performance).
- Participate in “Reading Success by 4<sup>th</sup> Grade” activities.
- Continue story hours and other reading enrichment programs for pre-school and school-aged children.
- Participate in Family Child Care Language and Literacy Project.
- Increase participation in Summer Reading Programs at all locations by at least 10%.

- 2b. Offer programs, activities, information and reading opportunities for Springfield Teens for their social, educational and civic development.

**Activities**

- Increase programming for teens at all library locations.
- Continue and expand Teen Advisory groups to help with teen page on library website, program and collection development.
- Increase outreach to teens through school visits, collaborate with other groups dealing with teens, use of social media to reach and seek input from teens.
- Involve teens in planning spaces and services that will meet their needs and attract other teens.
- Develop ways for teens to work off their fines so they are not prohibited from using library resources.
- Implement the federal Learning Labs in Libraries planning and design grant, if awarded, to plan services and spaces to serve this age group.
- Make available games and technologies in teen spaces.

- 2c. Strengthen and provide collections in a variety of formats that continue to support the information and reading needs of Springfield Youth and families.

**Activities**

- Evaluate current collections and use patterns. Produce a relative use report at least annually and inform selectors of the findings and their ramifications.
- Continue to promote graphic novels and other popular teen materials.
- Continue to purchase materials to support the Springfield School curriculum.
- Establish with colleagues in Springfield Public Schools and other schools serving Springfield students a study committee to improve school required summer reading lists (content and timeliness), focusing on level 3 and 4 schools. January 2012-May 2012.

**Objective 3.** The library will continue to meet the needs of adults with low literacy skills for reading, writing, and other necessary lifelong learning skills:

3a. Continue to pursue funding for the Read/Write/Now Adult Learning Center.

**Activities**

- Meet or exceed all five-performance standards set by the Mass Dept. of Education for Adult Basic Education programs: attendance, educational gains, goal attainment, rate of pre & post testing and average hours attended.
- Apply for a United Way grant to expand the capacity of Read/Write/Now to reach more of the audience waiting to participate in this program's services.

3b. Promote partnerships with Community agencies that support adult literacy.

**Activities**

- Continue to participate in coordination of adult basic education services in Springfield through Adult Basic Education Partnership, Literacy Works of Hampden County, and editing and publishing Springfield Adult Basic Education Directory, which is also posted on the Library website.
- Recruit and train new volunteers to assist in Read/Write/Now classes.
- Evaluate and improve current collections for Adult new learners.

3c. Develop programs and services to meet the needs of ESOL learners.

**Activities**

- Implement a 2 year Conversation Circles grant to provide opportunities for ESOL students and graduates to practice and improve their English language skills.

3d. Expand adult literacy services to meet the needs of Springfield residents.

**Objective 4.** The library will define and design programs that enhance workforce development and career opportunities that meet the needs of local businesses and support the economic vitality of Springfield:

4a. Provide the hardware, software, and technology skill training needed by those seeking new work and career opportunities.

**Activities**

- Train job seekers in identifying and applying for positions (written and online) and interviewing skills
- Develop and provide online job searching and application skills in FY11 and FY12.
- Provide services that enhance skill and resources required to identify career opportunities and job seeking skills by implementing an LSTA-funded Job Training and Resources grant by October 2011.
- Host a series of workshops to improve workplace readiness for local job seekers in FY11 and FY12.
- Develop programs to promote awareness of local career opportunities by October 2011.

**Activities**

- Train job seekers in identifying and applying for positions (written and online).
- Collaborate with other organizations (e.g., FutureWorks) to train in interviewing skills.
- Complete LSTA funded Job Training and Resources grant by October 2011.
- Develop programs to promote awareness of local career opportunities by October 2011.
- Collaborate with Community Advocacy Board and Mason Square Branch Advisory Committee to offer a job fair or other job seeking or career exploration activities at the Mason Square Branch Library by December 2012.

- Follow-through on recommendations of advisory committee recommendations for extending the impact of the LSTA-funded jobseekers grant completed in September 2011, FY12-13.

4b. Provide services that enhance skills and resources required to identify career opportunities and job seeking skills.

**Activities**

- Continue offering a "Finding Job Ads Online" program twice a year, as part of the regular Hi!Tech series in 2012.
- Coordinate a second Career Spotlight in the Spring of 2012 at the branches. This will feature local working professionals and trades people who will talk about a "day in the life" of their work, the requisite training, compensation, etc.
- Conduct a program on starting up a small business in collaboration with representatives from the Small Business Administration.
- Work with a volunteer to provide assistance with resume writing.

4c. Develop career centers at Library locations to provide career-oriented materials and programs by December 2011.

**Activities**

- Determine which locations have space for Career Centers.
- Provide career-oriented materials and programs.

## **Goal 2. Celebrate Springfield!**

*The Library will be an advocate for the City and the community with programs and collections that celebrate the rich culture, people, history and achievements in Springfield.*

**Objective 1.** The Library will conduct programs, exhibits, and events focusing on Springfield’s community, diversity, culture, and history.

**Activities**

- In collaboration with the “Spirit of Springfield” organization, prepare and submit a grant proposal to MassMutual to implement a series of events to celebrate the City’s rich history and culture.
- Work with groups throughout the City to discover interesting and entertaining features to highlight in citywide events.
- Plan and carry out events featuring ethnic customs, music, entertainment and foods.
- Celebrate Springfield’s Neighborhoods during National Library Week (April 8 – 14) and its theme “You Belong @ Your Library.”
- Celebrate Día de los niños, Día de los libros (Day of the Child, Day of the Book) in at least two branches, April 2012. Expand celebration to 4 locations in FY13.
- Complete design and distribution of series of brochures focusing on each library building’s history (“Springfield City Library...Part of Springfield’s History, Part of Springfield’s Future”) in celebration of the City of Springfield’s 375<sup>th</sup> anniversary, by March 2012. Maintain and expand brochures, as appropriate, upon significant building changes and anniversaries.

**Objective 2.** The Library will enrich and support Springfield’s arts, cultural, and business communities.

**Activities**

- Apply for grants and donations to support arts and cultural programs.

- Form staff study group to discuss and research the interest in and feasibility of hosting a writer-in-residence at the Library. Involve community representative(s) in discussion. Contact other libraries for replicable programs, recommendations, and staff and budget considerations. Complete work and prepare a recommendation by June 2012. If positive, submit a grant proposal to Springfield Cultural Council for underwriting, October 2012. If funded, plan programs for 2013 by February 2013.

**Objective 3.** The Library will develop and promote collections that showcase local history and achievements.

**Activities**

- Identify, acquire and promote materials by local authors.
- Assign a special item code to materials by local authors, affix local author labels to the book spines and add subject headings in the catalog to help identify local authors. Add bibliographic records to the OCLC catalog when no records of local authors existed.
- Collaborate with Springfield Museum of Local History to increase awareness of and access to local history materials
- Seek opportunities to digitize historical photographs and other materials and make the images available on the Library website or in the C/W MARS Digital Treasures Site.

## **Goal 3. Community Leadership**

*The Library will strengthen its relationships with local leaders to inspire community members to use Springfield resources to start a business, advance their education, and explore new careers.*

**Objective 1.** The Library will develop and maintain community collaborations with City departments, schools, cultural, and social service organizations:

- 1a. Maintain active and collaborative relationships with a variety of community-based organizations and institutions that serve youth.

**Activities**

- Facilitate partnerships between Level 4 schools and selected library locations.
- Participate in Springfield Parent Academy by offering programs to increase awareness of library programs and services.
- Participate in Health and Human Services Teen Pregnancy Initiative.
- Continue partnership with Sumner Avenue School.
- Establish networks with schools being attended by students who would normally be attending Forest Park Middle School while it is under renovation, FY12-13.

- 1b. Increase partnerships with the public and private sectors to address community needs.

**Activities**

- Provide 6 trainings in the use of the Foundation Center databases and other resources in order to further non-profit organizations' success.
- Offer new workshops for the arts community on grant seeking and proposal writing, collaborating with NEFA, MCC, SCC, Creative Springfield and other entities by April 2012.

**Objective 2.** The Library will ensure that Library staff are actively involved in community organizations and are aware of community trends and issues:

- 2a. Continue to develop collaborations with neighborhood and citywide organizations and assign staff liaisons.

**Activities**

- Develop list of current community-based partnerships by March 2012.
- Identify current liaisons and expand as needed by April 2012.
- Provide staff training that will enhance community awareness and participation skills by May 2012.
- Identify and encourage new outreach opportunities for staff.

2b. Establish a library staff speaker bureau to increase outreach and collaborative opportunities by February 2012.

**Objective 3.** The Library will continue to develop a leadership role and presence on citywide collaborations to improve early childhood literacy:

- 3a. Expand use of the Early Childhood Resource Center for the Western Region of Massachusetts by early childhood professionals and Springfield families through outreach and collaborations with neighborhood-based care providers and the Preschool Enrichment Team.
- 3b. Continue to participate in citywide early childhood literacy collaborations and initiatives.

**Activities**

- Represent the library on the Early Literacy Advisory Committee.
- Participate in Early Childhood Literacy Conference Committee.
- Participate in Early Literacy Steering Committee.

**Objective 4.** The Library will develop collaborations and partnerships with local businesses to promote services related to workforce readiness and development:

- 4a. Develop and implement a plan for expanded outreach to the business community by May 2012.
- 4b. Develop a Springfield Success Series to showcase local business leaders to promote awareness of local career opportunities by December 2012.
- 4c. With input from local businesses, ensure that Library programs and workshops related to workforce readiness meet local employer needs.

## **Goal 4. Springfield City Library – A Place for You**

*Enhance the Central Library and neighborhood branch libraries to provide resources, programs, collections, and physical spaces to encourage community, learning, fun, and reflection.*

**Objective 1.** Determine if the Central Library building is adequate to serve as Springfield's library today and in the future.

**Activities**

- Apply for a construction planning and design grant from the MBLC when a grant round is announced for FY12.
- If indicated by a planning and design study, begin planning a new state-of-the-art downtown Library able to meet the future needs of the City of Springfield.
- Rearrange, furnish and improve signage for the ground level entrance and fiction and media areas.

**Objective 2.** Make all library facilities welcoming places for all residents, with a focus on achieving significant enhancements in spaces for teens.

### **Activities**

- Weed all collections; especially print reference, to provide space for other uses.
- Continue analysis of current needs and uses of the various spaces within the current Central Library in order to best match the available room with evolving needs. Recommend changes, in coordination with the Learning Labs project if funded, by September 2012.
- Obtain furniture, equipment and electrical upgrades at all branches.
- Rearrange spaces in libraries.
- Provide flexible and portable furnishings (tables, chairs, etc.) to enable effective use of limited spaces.
- Provide adequate display centers in library facilities to advertise events, services and opportunities available throughout the City and its neighborhoods.
- Establish teen programs and collections to attract this age group.
- Enhance and refurbish the Forest Park Children's area during FY12.
- Apply for a \$100,000 Federal Learning Labs in Libraries teen planning grant by August 15, 2011. If funded, begin planning activities.

**Objective 3.** Work with partner organizations, neighborhood advisory committees, City Facilities and businesses to determine area needs and attempt to address them.

### **Activities**

- Evaluate status of current Branch Advisory Committees by December 2011.
- Determine library role in providing services to businesses through meetings, surveys and participation in business activities.
- Seek grants or City funding to develop responsive and valued services for businesses.

**Objective 4.** Use space at Mason Square Branch Library for more effective storage, maintenance, and service.

### **Activities**

- Centralize storage of supplies. Develop inventory and delivery system.
- Utilize basement for off-site storage of important but less-used reference materials.
- Outfit garage with workshop for in-house repairs.

## **Goal 5. Library Awareness and Advocacy**

*The Library will improve awareness of library programs and resources to attract new library users and build library advocates throughout the City.*

**Objective 1.** Market library resources, ongoing programs, and new initiatives to encourage high levels of attendance and usage.

- Create standard templates for recurring programs so that staff can make simple edits and create their own flyers. Design templates using style guide criteria for common temporary signs ("out of order") and provide via Public Folders, Intranet, or other means. By May 2012.
- Complete trial period with company selling email marketing software by October 2011; present recommendation for purchase or alternate company by November 2011. Software features should include ability of patrons to opt-in to receive all or selected mailing lists; ability of staff to add addresses currently on file and other address maintenance features; ability of recipients to share email messages through social media; accessibility of reports on patron use; appropriateness of number of email addresses and messages per subscription; accommodation of bimonthly newsletter; helpfulness of tech support. Implement use of email marketing software by February 2012.
- Visit all departments and branches to review program planning and publicity process. Establish consistency and understanding; revise process based on feedback as needed. Complete by May 2012.

**Objective 2.** Develop the Library's website to strengthen its role as Springfield's gateway to information.

### **Activities**

- Develop an interactive web environment, including mobile services for Smart Phones, iPads and other technologies as they emerge.
- Develop the library website as a digital branch offering access to information 24/7.
- Develop e-Government services through the library website.

**Objective 3.** The library will increase its visibility and outreach to ensure all Springfield knows about services and resources available to the community

**Activities**

- Publish a Library Director's Blog during FY12.
- 3a. Develop materials and procedures to ensure that new City residents are informed about library services.
  - 3b. Conduct celebrations marking the 100<sup>th</sup> anniversary of the Central Library during FY12.
  - 3c. Distribute library cards and information about services and events at schools, City Departments and community groups.
  - 3d. Utilize local access TV to reach new audiences in FY12.

**Objective 4.** Coordinate library volunteers to assist with initiatives and spread the word about library services and roles.

**Activities**

- Identify appropriate activities that could be performed by volunteers.
- Develop job descriptions and contracts for volunteers.
- Work with staff to identify potential candidates as volunteers.
- Interview, select, orient, train, and evaluate work of volunteers.

**Objective 5.** Train library staff, Friends, users, volunteers and others about library needs and ways to assist in achieving financial and service goals for libraries locally, statewide and nationally.

**Activities**

- 3 sessions introducing library issues and how to advocate for library services.
- Attend Library Legislative Day in Boston.
- Attend local Library Legislative events.
- Promote library programs and events to local and state officials.
- Newsletters and/or Fact sheets on library needs and issues.

## **Goal 6. Institutional Effectiveness**

*The Library will focus on effective services and programs and develop metrics that demonstrate library contributions to Springfield.*

**Objective 1.** Continue to advocate for strong financial support from the City of Springfield and develop additional financial resources to meet and support community needs:

- 1a. Actively work with city leadership and potential funders to promote the library to develop a better understanding of the potential the library offers to the community.

**Activities**

- Conduct a return of investment study of the value of public library services by November 2011.
- 1b. Research and identify local, regional, state and federal foundations and organizations that will support library programs and services.

**Activities**

- Submit an FY12 LSTA proposal by March 2012 to accomplish some of the priorities identified in the library's plan.
- Annually complete requirements for automatic renewal of a Massachusetts Cultural Council Grant.
- Submit a grant to the Springfield Cultural Council.
- Submit Mass Mutual Grant ("Celebrate Springfield") by September 30, 2011, in collaboration with the Spirit of Springfield and other partners.
- Investigate funding to establish a parking lot and/or park at Liberty Branch.

1c. Continue to work with the Springfield Library Foundation and the Friends of the Library in fundraising efforts.

**Activities**

- Continue to work with the Springfield Library Foundation Funding to fund Library Materials purchases.
- Work with the Library Foundation Funding to ensure adequate funding for Mason Square.
- Continue to investigate and establish a Friends of the Library Bookstore in Downtown Springfield.
- Continue to work with the Friends of the Library to fund the Summer Reading Club and other Library Programs.

**Objective 2.** The Library will refine its assessment program to demonstrate its contributions to and impact on the Springfield Community.

2a. Establish assessment priorities that address contributions to the community, user satisfaction, efficient processes, and stewardship of library funds.

**Activities**

- Participate in City and Divisional Strategic Planning efforts.

2b. Establish assessments that measure activities related to City of Springfield Strategic Priorities

**Objective 3.** Provide training that enhances the staff's ability to deliver excellent service and emphasize continuous learning as a core value.

3a. Create a library orientation program for all new employees.

3b. Provide access to ongoing training workshops for all staff.

**Activities**

- Ensure that staff attend workshops, classes and conferences.
- Provide staff training on security and safety in the Fall of 2011.
- Train security personnel and staff in effective ways to relate to teens.
- Offer Spanish language training to staff to assist them in serving this community.
- Provide New Technology training for staff (e-Readers, iPads, etc.).

3c. Improve internal communications.

**Activities**

- Ensure that all departments and branch teams hold regular staff meetings.
- Pursue implementation of a library intranet.
- Publish regular updates for library staff.
- Conduct meetings of all library staff twice a year to update them on developments and obtain their feedback and ideas.
- Explore different uses of Youth Services Roundtable time to incorporate more professional development opportunities, considering changing monthly meetings to every other month with a focus on teens, programs, or adults during off-months. Implement beginning January 2012.

- 3d. Expand the existing teams (customer service, signage, teens, website/emerging technologies, programming and promotion) by beginning teams on reference services and delivery.

**Objective 4.** Provide the technological infrastructure needed to support library operations and utilize technology for the most efficient and cost-effective delivery of library services:

- 4a. Develop annual requests for technology equipment and enhancements in the annual City budget narrative and the library's capital needs request.

**Activities**

- Have the Website/Emerging Technology Team to develop list of technology needs.
  - Monitor software for upgrades and new applications and provide staff training for new software.
  - Continue a technology "toy box sampler" to offer library users and staff the opportunity to learn and be aware of the newest technology and integrate into library services as appropriate.
  - Implement and promote use of self-checkout technology after the C/W MARS system has migrated to Evergreen open source software. Target is for at least 50% of circulation activity to be done via self-check at locations outfitted with this capability.
  - Utilize technology solutions to replace in-person meetings to help implement team structures for the successful planning of key initiatives related to strategic priorities.
- 4b. Investigate local, regional, state and national funding opportunities for new technology, and include new technology applications and equipment in the FY13 annual budget request.
- 4c. Utilize open source solutions, e.g., floating collections, to improve access to services and collections after the C/W MARS migration to the Evergreen system.
- 4d. Utilize technology solutions to facilitate processes that will support staff team structures to successfully plan and implement key initiatives related to strategic priorities.

**Objective 5.** Apply CIS (Continuous Improvement Springfield) principles to evaluation of current procedures, operations, service models and staffing patterns:

- 5a. Continue to evaluate and improve Technical Services workflow to improve access to the Library's collections in support of all strategic initiatives.

**Activities**

- Analyze and develop baseline targets for average number of circulations for each type of material during its first year of circulation, altering selection patterns with the goal of increasing those averages from FY11 to FY12.
- Continue to streamline processes to ensure that in times of normal receipt, the average number of days from receipt of materials to item creation is not more than 5, and average handling times requiring complex cataloging is not more than 30.
- Continue to improve collection access by adding bibliographic records for at least 100 currently uncatalogued or partially cataloged materials such as documents, stack materials, scores, etc. by June 2011.
- Develop and implement a formal schedule, along with necessary documentation and training, for database maintenance projects to increase the accuracy of the catalog and improve customer service.
- Continue participation in the development of emerging functionality for migration to open source software.
- Evaluate all selection procedures with the goal of improving both selection effectiveness and efficiency, making procedural changes by June 2012.
- Determine baseline of "good enough" cataloging for all material types (e.g., shorter call numbers and contents notes) to improve patron access and streamline cataloging by February 2012.
- To increase the accuracy of the catalog and improve customer service, implement a formal schedule for database maintenance, along with necessary documentation and training, by June 2012.

- Continue participation in the development of emerging functionality, including local database preparation and staff training, for migration to open source software.
- Begin revisions of cataloging documentation to incorporate new procedures based on Evergreen software by June 2012.
- Explore new RDA cataloging standards and determine feasibility of implementation by April 2012.

5b. Develop a comprehensive approach to library programming for all ages, including base programs (story times, Hi-Tech, vacation week programs) and accompanying budgets and target attendance. A program team will map additional programs so that financial staffing, publicity and evaluation concerns are streamlined, by January 2012.

5c. Evaluate workflow in Circulation and Delivery areas in all locations.

**Activities**

- Pursue rearrangement, equipment and furnishings to provide more ergonomic, safe and effective work environments.
- Explore possibility of acquiring automated sorting equipment for use in circulation/delivery.

5d. Establish ROI data for service desks to determine most cost-effective distribution of staff and space by April 2012.

5e. Establish ROI data for all library service outlets.

5f. Evaluate all activities to ensure they further the library's 6 organizational priorities: Customer service orientation; communications; commitment to the workplace team; creativity / innovation; collaboration; and continuous process improvement.

**Activities**

- Work with City Human Relations Department and the SOLE and AFSCME unions to provide flexibility to adapt work duties and responsibilities as new technologies and ways of doing things develop.



# Springfield City Library

## A Brighter Future for Springfield Today

### Strategic Plan 2011 – 2016

#### *Mission*

Building connections ● Broadening horizons ● Strengthening community  
*The community source for literacy, technology and information*

#### *Vision*

- Working toward a brighter future for Springfield *today* –
- Celebrating community, culture and history
  - Promoting success for Springfield residents in education, work and life

#### *Values*

A welcoming place for all  
Responsive, quality customer service  
A strong partner in the Springfield community

#### *Strategic Priorities*

##### **Goal 1) Success in education, work and life**

The library will build strong programs and collections to foster success for Springfield residents in education, work and life.

##### **Focus on:**

- A. Adult literacy
- B. Career opportunities and workforce development
- C. Health and wellness
- D. Literacy and academic success for children
- E. Local businesses and economy
- F. Technology literacy

##### **Goal 2) Community leadership**

The library will strengthen its relationships with local leaders to inspire community members to use Springfield City resources to start a business, advance their education and explore new careers.

##### **Focus on:**

- A. Presence and leadership on collaborations to address city-wide concerns
- B. Early childhood literacy and education
- C. Workforce readiness and development
- D. E-Government services

**Goal 3)**

**Springfield City Library - A place for you**

The library will continue to enhance the central and neighborhood branches to provide resources, programs, collections and physical spaces to encourage community, learning, fun and reflection.

**Focus on:**

- A. Local community culture, outreach and programs
- B. Local businesses and partners

**Goal 4)**

**Celebrate Springfield!**

The library will be an advocate for the City and the community with programs and collections that celebrate the rich culture, people, history and achievements in Springfield.

**Focus on:**

- A. Community, diversity, culture, history
- B. Fun programming

**Goal 5)**

**Library awareness and advocacy**

The library will expand efforts to improve awareness of library programs and resources, to attract new library users and to build library advocates.

**Focus on:**

- A. Welcoming and empowering signage
- B. Attracting new library users
- C. Library advocacy
- D. Outreach to newcomers
- E. Strong, active volunteer engagement

**Goal 6)**

**Institutional effectiveness**

The library will continue its focus on effective services and programs and will develop metrics that demonstrate library contributions to Springfield.

**Focus on:**

- A. Programs and events
- B. Assessment