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| **Library Name, Municipality Springfield City Library, Springfield**  **Director’s Name, Email Molly Fogarty, lfogarty@springfieldlibrary.org** | **YEARS**  **FY24-FY25** |

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| 1. Strategic Priority: Building Equity through Access: *The Springfield City Library empowers residents through equitable, accessible, welcoming services.* |

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| **Objectives (if included in current strategic plan)** | **Actions** | **Timeframe for Activity** | **By Whom** |
| Offer high-quality, in-demand collections reflecting the interests and diversity of Springfield residents. | Provide ongoing training on Collection Development policy and practices  Weed the closed stacks at the Central Library and develop a plan to catalog or digitize all remaining uncataloged stack and reference materials. | FY23-FY25 | O’Connell, Jaquith, Mickelsen, Chasen, Meeks, McKinstry, City of Springfield, interns/volunteers |
| Provide free access to technology and information. | Continue hotspot lending program, transitioning to City and Foundation funding | FY23-FY25 | Bartlett, O’Connell |
| Increase accommodations and expand access. | Create the “Brogan Research Center” to bring together equipment, resources, and special collections for students and reference patrons in the Central Library  Upgrade all library locations to increase visitor capacity to use digital and electronic tools.  Increase accessibility to library card acquisition and use. | FY22-FY25 | Jackson, Houle, Frederick, Tsange, Stefanik, Daly, Customer Experience Team, Bartlett, Destromp, Principal Clerks |
| Create a safe and comfortable environment with inclusive programming, services, and space. | Collaborate with City of Springfield and the Massachusetts Board of Library Commissioners to improve, expand, upgrade, and modernize building conditions, services, and spaces at all library locations.  Explore new areas of programming that reflect community concerns and aspirations. | FY23-FY28 | Fogarty, Jackson, Canosa Albano, Managers, Mitchell, McKinstry |
| Deliver high-quality, user-centered customer service. | Re-establish Customer Experience Team  Develop and deliver a community-focused plan for professional learning.  Revise job descriptions and service roles at all libraries. | FY23-25 | Bartlett, Houle, Wilson, Customer Experience Team, Mickelsen, McKinstry, Principal Clerks,  Fogarty, Canosa Albano, City of Springfield HR team, union designees |
| Embrace and recognize people from all walks of life, backgrounds, and circumstances. | Seek more opportunities for community engagement. | FY22-24 | Canosa Albano, Leadership Team |

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| 1. Strategic Priority: Innovation and Inspiration: *The Springfield City Library encourages curiosity and personal growth by providing innovative programs, services, and resources to enrich lives.* |

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| **Objectives (if included in current strategic plan)** | **Actions** | **Timeframe for Activity** | **By Whom** |
| Cultivate learning and advance knowledge. | Study current onboarding program and consider refinements and additions. Document logistical steps and more in-depth training modules for new staff members.  Acquire new technologies for the use of Springfield residents. | FY23-25 | Canosa Albano, Jackson, McKinstry, Mickelsen, Linina, Houle, Bartlett, Destromp, Meeks, Frederick, Franks, Tsang |
| Spark opportunities for personal enrichment. | Support patron-driven program options. | FY23-24 | Houle, Linina, McKinstry, Hodge-Wetherbe, Chasen |
| Embrace emerging technologies. | Create more makerspace opportunities in Springfield. | FY23-25 | Chasen, Franks, Hodge-Wetherbe, Frederick, Make-It Springfield |
| Encourage creativity and support the arts. | Maintain active involvement in Springfield Central Cultural District. | FY23-25 | Fogarty, designees |
| Transform the way people engage with their community and society. | Reinstate Civic Engagement programs such as Meet the Candidates and ballot initiative panels.  Explore high-interest, consequential topics through facilitiated discussions, in preparation for a Civic Hub grant application. | FY23-25 | Canosa Albano, Civic & Community Engagement Team (staff, community members) |
| Help to navigate a rapidly changing information environment. | Assess and revamp digital training and information literacy offerings.  Diversify funding streams to support expanded programming offerings and special initiatives. | FY23-25 | Higgins, Stapp, Mitchell, Meeks  Fogarty, Canosa Albano, Higgins, McKinstry |

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| 1. Strategic Priority: Growing Connections: *The Springfield City Library strengthens community connections. We are a trusted and respected public resource.* |

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| **Objectives (if included in current strategic plan)** | **Actions** | **Timeframe for Activity** | **By Whom** |
| Experience, express, and celebrate diversity. | Build on popular concert and art exhibit programming by diversifying offerings in musical styles, artistic expressions, and program locations to celebrate Springfield’s rich tapestry of cultures. | FY23-25 | McKinstry, Houle, Linina, New England Public Media, Community Music School of Springfield |
| Expand outreach services to networks and neighborhoods. | Inventory current networks and map potential new partners.  Use outreach van to reach more remote neighborhoods and attend community events. | FY23-24  FY23-25 | Canosa Albano, Medina Nova, Leadership Team, Jackson, community informants |
| Align library services with goals, aspirations, and needs of the community. | Revise library policies to reflect current Mission, Vision, Values, and Strategic  Priorities. | FY23-25 | Fogarty, Canosa Albano, Bartlett, Meeks, Linina, Springfield Library Commission |
| Nurture social enrichment and foster new connections. | Expand services to senior residents and participate in Departement of Elder Affairs and Age and Dementia Friendly City activities. | FY23-25 | Dialessi, Meeks, Hodis, McKinstry, Canosa Albano |
| Partner with community organizations and leaders to advance our shared work. | Work with NEPM (New England Public Media) to create collaborative programming. | FY23-25 | Houle, program team leaders |
| Provide gathering space to connect people with shared interests. | Expand Community Room access to more library programs and community groups by expanding library hours to more evenings. | FY24-26 | Fogarty, Canosa Albano, Jackson |
| Strengthen Springfield pride and build civic identity. | Support the genealogy research community.  Hold annual My Beloved Springfield panel discussions. | FY23-24  FY23-25 | Pysznik, LaBroad, Trabulsi, Friedman, Keane  Canosa Albano, Civic & Community Engagement Team |

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| 1. Strategic Priority: Fostering Success: *The Springfield City Library helps lay the groundwork for an informed and invested community. We contribute to a high quality of life for all Springfield residents.* |

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| **Objectives (if included in current strategic plan)** | **Actions** | **Timeframe for Activity** | **By Whom** |
| Create pathways to education, literacy, and lifelong learning. | Increase collaboration between Library Express at Pine Point and Read/Write/Now Adult Basic Education program. | FY23-24 | Meeks, Read/Write/Now staff |
| Maintain curated, quality collections tailored to the needs and interests of Springfield residents. | (See I.1) | FY23-25 | O’Connell |
| Promote personal wellness and healthy neighborhoods. | (See III.4) |  | Dialessi |
| Empower people with real world skills. | Partner with community organizations to support residents’ legal needs. | FY23-25 | Meeks, Mitchell, McKinstry |
| Support workforce readiness and economic vitality | Build on existing workforce development activities to prepare residents for new careers. LSTA Pathways to Success grant is secured to expand digital and print collections, purchase videoconferencing pod for private interviewing, onboarding, and other job-related activities, and offer expanded programming with community partners. | FY24-26 | Mitchell, Lipshires, Read/Write/Now staff, community partners (SCORE, Valley Venture Mentors, Tech Foundry, City of Springfield, Coalition for an Equitable Economy, Mass. Small Business Development Center Western Office, Black Economic Council of Massachusetts, Inc., Western New England University business school) |