

Springfield City Library - FY 2027 12-Month Strategic Work Plan

Strategic Focus Area: Focus and enhance programming and services

Mission: Connecting Springfield's diverse neighborhoods with access to resources, services, and spaces that help every resident learn, create, and belong.

Vision: A city that celebrates its cultures and is strengthened by access to lifelong learning, connection, and curiosity. A library that listens and responds to local needs and helps every resident grow and thrive.

Goal	Project(s)	Action Steps
Collections	Increase access and browsability of Spanish collection	1. Weed Spanish Language collections across all locations 2. Reclassification project for Spanish books from 800s to new call number 3. Separate Dewey 800s books in english from books in other languages
Collections	Increase access and browsability of New Materials	1. Increase speed that new materials are available for the public 2. Increase number of materials identified as 'new' 3. Create reader's advisory content to promote new materials 4. Increase new Library of Things materials 5. Create method for patron requests for new and Library of Things materials
Collections	Expand multilingual collections	1. Increase Spanish language collections at all branches 2. Find Book vendors that support other relevant languages to support this area of the collection 3. Increase other relevant language collections at branches with demand 4. Create reader's advisory content for the world languages collection
Collections	Increase access and browsability of multilingual collections	1. Weed Adult World Language (excluding Spanish) collection across all locations 2. Reclassification project for books in languages other than English from 800s 3. Separate Dewey 800s books in English from books in other languages
Information Services	Reference services assessment and tools	1. Assess activity, needs, and number of current reference desks

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Goal	Project(s)	Action Steps
Programming	Expand multilingual programs	1. Recruit bilingual and multilingual volunteers and program presenters 2. Increase bilingual/multilingual programs and programs offered only in Spanish or other community languages, storytimes in multiple languages across the system with volunteer readers 3. Increase bilingual/multilingual promotion for programs where speaking English fluently isn't a requirement to participate (ie henna, reading to a therapy dog in language of choice, programs where participants mainly copy what the instructor shows them, etc)
Programming	Community Responsiveness	1. Review Strategic Plan survey responses and retreat materials for desired content/timing 2. Review Program Evaluation Forms for community feedback 3. Identify desirable times, themes, and areas of programming focus for Teams
Programming	Expand Programming for Tweens and Teens	1. Ensure that youth librarians have support at their branches (Staff coverage, etc) to plan and execute programming 2. Design survey specifically for tweens and teens and identify areas of interest with each group 3. Identify outreach opportunities separately for tween and teens, in addition to schools
Programming	Program Evaluation Form	1. Collect examples 2. Draft questions to help us understand community needs and interests 3. Introduce and train staff
Programming	Teams	1. Increase Team meetings to more frequently brainstorm programs, assess program evaluations, and coordinate around common goals 2. Hold Team retreats for realigning programming expectations and practices 3. Work with management/Supervisors to ensure team members can be off desk regularly for meetings 4. Ask Teams to create list of Team training topics/areas to cover with new library staff

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Goal	Project(s)	Action Steps
Programming	Program Budgeting	1. Create Team and/or Branch budgets 2. Implement budgets and create guidelines/expectations for program planners
Services	Library in Your Mailbox (LIYM) services for all residents	1. Form a study committee of 2-3 people from Borrowers' Services, Reference, and Children's 2. Research promising practices, feasibility, cost including staff time, and public interest in expansion to new audiences 3. Bring recommendations of next steps to library administration
Services	Increase accessible and multilingual access to library services	1. Survey all staff and volunteers on languages spoken/signed fluently, add languages spoken question to volunteer applications 2. Add languages spoken/signed to staff name badges (and volunteer name tags where relevant) 3. Train all staff in using Language Line interpretation, AAC Boards, JAWS and other accessibility tools 4. Identify community organizations that can support staff language learning
Staff Training	Public Service Guidelines	1. Patron Experience Team meet to determine goals and draft guidelines 2. Patron Experience Team discuss Guidelines with Director's Office 3. Introduce and train staff
Staff Training	Intranet	1. Create Intranet page for staff training resources 2. Review Intranet for missing content

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Goal	Project(s)	Action Steps
Staff Training	All Staff Training Program	1. Review survey results and re-assess staff needs and interests re: training 2. Implement regularly scheduled all-staff trainings about library services, i.e. ILL, LIYM, RWN, etc. 3. Implement periodic trainings for professional development in all library work areas 4. Explore options for incentivizing and increasing participation in training

Goals

Programming will be better targeted to user needs, supported by improved approaches that enhance the quality, usability, and accessibility of Library resources and services. Efforts should focus on making the Library easier to use and ensuring resources and services are more accessible and attractive to the entire community, with particular attention to developing more responsive programs and services for tweens and teens.

Programming: Ensure quality and consistency of programs and that services are aligned with community needs and interests.

Tweens and Teens: Expand programs and resources for tweens and teens.

Multilingual Programming: Explore additional multilingual programming.

Collections: Continue collection quality improvements and enhance tracking.

Staff Training: Support and increase staff training options to support improved and expanded services.

Outcomes

Higher program attendance and greater service utilization

- Service and program utilization across all categories increases, and community satisfaction with these services is improved.
- Community attends and rates library programs as successful, impactful, and innovative.
- Visits to the Library increase, and those who come stay longer and utilize more physical & digital resources.
- Satisfaction and use of the library collection increase.
- Users attest to the Library being a key service and resource cornerstone of the community.
- Increase/maintain a high level of community members believing that the Library helps make Springfield a better place to live.
- Staff have access to the training, professional development, and resources they need to thrive as SCL team members.

Springfield City Library - FY 2027 12-Month Strategic Work Plan

Strategic Focus Area: Increase awareness, appreciation, and support of the Library across the entire City

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Goal	Project(s)	Action Steps
Accessibility	Market accessible spaces	1. Create a Social Story for each branch 2. List accessibility resources and equipment for each branch on our web page (identified by the Services Team) 3. Train staff on accessibility requirements
Branding	Branding Elements	1. Update and document brand/style guidelines 2. Update social media scheduling tool 3. Train Staff on guidelines and tools 4. Integrate into onboarding training 5. Establish regularly scheduled follow-up trainings 6. Expand training formats
Marketing	e-Newsletter	1. Review tools for sending library newsletters for efficiency and access 2. Create expectations and guidelines for newsletter content 3. Train staff 4. Reinstate monthly newsletter featuring programs, resources, and services across the system
Multilingual Marketing	Multilingual Marketing Plan	1. Collect examples of Language Action Plans 2. Make plan for what gets translated and in what languages, timelines, workflows, etc.
Multilingual Marketing	World Languages Collections	1. Market relevant collections in languages other than English 2. Create Aspen Lists in various community languages other than English
Social Media	Social Media	1. Create social media 'street team' to help create video content

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Goal	Project(s)	Action Steps
Staff Communication	Engaging Staff	1. Collect examples of Internal Communication Plans (top/down, down/up, lateral) 2. Create Internal Communication Plan that outlines what is to be communicated by whom in order to increase staff knowledge
Staff Communication	Staff Meetings & Action Teams	1. Establish more regularly scheduled meetings for existing groups, i.e. Managers, Leadership, All Staff, Teams. 2. Identify action plan projects that would benefit from having an assigned action team 3. Create action teams for these projects with members from different departments and branches

Goals

Marketing: Seek increases in overall marketing investment

Branding: Update branding elements like the website and signage

Staff Communication: Enhance staff communication and collaboration opportunities

Multilingual Marketing: Increase multilingual marketing in common languages other than English spoken in Springfield

Social Media: Strengthen and evolve social media presence to boost community engagement

Outcomes

A community more aware of the Library's offerings and its positive impact on Springfield

- Overall awareness of Library resources and services is increased, and it is more recognized as serving the entire City.
- Increased community and political support for the Library, leading to continued strong financial support.
- More residents are positively and consistently impacted by library services.
- Increase in community engagement with the Library.
- Service utilization across all categories increases, and the user base expands to more residents.
- Social media followers are increased along with engagement with the Library's content and accounts.
- Engaged staff help promote library resources, services, and spaces.

Springfield City Library - FY 2027 12-Month Strategic Work Plan

Strategic Focus Area: Elevate emphasis on outreach services and partnerships, and expand those efforts across the City

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Goal	Project(s)	Action Steps
Connections	Strengthen existing educational partnerships	1. Maintain regular communication with current educational partners including local schools, colleges, adult education providers, and workforce training organizations. 2. Schedule recurring check-ins or collaborative planning meetings with partner organizations. 3. Identify opportunities for co-sponsored programming, outreach, and resource sharing.
Connections	Enhance Workforce & Career Pathway Partnerships	1. Collaborate with educational institutions and workforce organizations to connect patrons with career and training opportunities. 2. Host informational sessions, career workshops, and resource fairs with educational partners. 3. Develop referral pathways between the library and educational/workforce agencies. 4. Join Living Local 413, https://www.livinglocal413.org, a nonprofit organization that empowers local businesses, entrepreneurs, professionals, and civic leaders across Western Massachusetts — through regional connection, local action, and hybrid programs designed to make our communities thrive.
Outreach	Strengthen Community Partnerships	1. Create a spreadsheet of community partners including organization name, contact, name of event, date, and Library staff name. 2. Build and maintain relationships with local organizations, neighborhood groups, nonprofits, schools, shelters, workforce agencies, and cultural organizations. 3. Participate in community meetings, events, neighborhood festivals, and collaborative initiatives, such as National Night Out to better engage with youth and families. 4. Identify opportunities for co-sponsored programming and shared outreach efforts. 5. Develop list of essential community/neighborhood council meetings and identify which locations are already attending meetings, identify representation gaps, and assign library representatives to participate.

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Goal	Project(s)	Action Steps
Outreach	Expand Outreach to Underserved Residents	1. Increase outreach efforts to populations that may face barriers accessing library services, including: Seniors, Immigrant and refugee communities, ESOL learners, people with disabilities, low-income residents, Individuals experiencing homelessness, residents with limited digital access 2. Attend neighborhood events and provide off-site library engagement opportunities: remote library services to senior living facilities and income-based housing 3. Relaunch LIYM for residents unable to come to the library in person
Outreach	Develop & Support Volunteer Engagement	1. Identify meaningful volunteer opportunities for youth, adults, and community members. 2. Analyzing current volunteer usage and its effectiveness; refocus volunteer program to effective tasks/job descriptions 3. Recruit volunteers to assist with library programs, events, outreach activities, and special initiatives. 4. Recognize and celebrate volunteer contributions. 5. Create a mailing list for on-call volunteer opportunities such as helping at large events
Outreach	Improve Internal Coordination & Outreach Tracking	1. Develop a centralized method for tracking outreach activities, partnerships, volunteer involvement, and community engagement efforts. 2. Encourage staff across branches and departments to share outreach opportunities and best practices. 3. Regularly assess outreach effectiveness and identify gaps in service.
Staff Training	Provide Regular Outreach & Engagement Training	1. Offer staff training opportunities focused on: Community outreach strategies, Partnership development, Public engagement and communication, Trauma-informed and customer-service practices, Cultural competency and inclusive engagement, Event planning and community programming 2. Encourage staff participation in webinars, conferences, workshops, and professional development opportunities related to outreach and engagement.

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Goal	Project(s)	Action Steps
Staff Training	Relationship-building & Mentorship	1. Update orientation packet and include community contacts in orientation/training practices.

Goals

Elevate and optimize the Library's emphasis on partnerships and outreach services to help meet the community's educational and enrichment needs. Extend those efforts beyond the walls of the Library when appropriate and seek to reach a broader cross-section of the community.

Connections: Enhance connections with educational entities, community organizations, and local businesses.

Outreach: Increase outreach efforts and multilingual communication to reach underserved residents.

Staff Training: Support staff training and time to develop and sustain outreach and engagement initiatives.

Outcomes

A more robust ecosystem of connections and collaboration across Springfield

- The number and quality of partnerships within the City are increased/improved.
- Greater overall awareness of how the Library resources and services impact and support the whole of Springfield.
- Increase in community engagement with the Library from all regions of the City.
- More residents are positively and consistently impacted by Library services wherever they live in the City.
- The Library is seen as "THE" place in which to turn for local information about what is happening and where resources, services, and solutions can be found across Springfield.
- Service utilization across all categories increases, and the user base expands to more residents.

Springfield City Library - FY 2027 12-Month Strategic Work Plan

Strategic Focus Area: Improve the access to and quality of the Library's facilities

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Goal	Project(s)	Action Steps
Improved Storage Utilization	Supply Storage	1. Identify and optimize program and branch supply storage at branches 2. MS garage and storage cleanup. Identify and organize maintenance storage. Surplus is organized, maximizing utilization. 3. Maintenance items at branch locations - identify what should be at branches and what should be at MS garage
Infrastructure	Incident and Issue Tracking Solutions	1. Explore software options to track facility issues 2. Select software solution 3. Implementation of software 4. Train staff
Infrastructure	Central Renovation	1. "No" Log Data Collection (services and spaces requested but unable to be provided due to the building or infrastructure) 2. Condition Assessment 3. Develop/hire a consultant to develop a building program 4. Apply for next round of MBLC'S MPLCP
Infrastructure	Needs Assessment	1. Facilities conduct a needs assessment for all locations
Library Hours	Needs/Wants/Capacity Assessment	1. Conduct Use Count surveys to measure visitors by hour and day to establish high-use times at each location FY27 2. Conduct internal review of open hours; adjust as feasible
Signage	Expand signage	1. Research internal digital signage needs and options to assess cost vs budget needs 2. Research exterior digital signage needs and options to assess cost vs budget needs 3. Research internal wayfinding signage needs and options to assess cost vs budget needs, including identifying core identifiers for interior areas (Children's Room, Circulation, etc.) to be translated to community languages 4. Update collection signage for World Languages collections to reflect relevant language

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Goal	Project(s)	Action Steps
Study and Meeting Spaces	Identify expansion opportunities	1. Research stand-alone study pods and identify best options 2. Assess space at all branches to determine where one or more pods could fit 3. Create study/meeting space expansion plan and budget
Youth in Library	Evaluate Youth spaces in all branches	1. Research the need for separate youth spaces. 2. Assess the need for and use of Youth Spaces in all branches. Assess the way youth use the library. 3. Present formal proposal policy update for both Children and Teen Spaces as needed.

Goals

Develop continued plans to address the quality and accessibility of the Library's facilities, including the evaluation of open hours, adjusting and expanding those as possible to align with community needs.

Library Hours: Explore expansion or adjustment of hours to better align with community needs.

Infrastructure: Develop a plan to address facility infrastructure issues.

Study and Meeting Spaces: Enhance and expand study and meeting spaces.

Multilingual Signage: Expand multilingual signage at all branches.

Outcomes

Highly used and pleasing library facilities that are available when and where residents need them

- Community increases usage and satisfaction with the Library.
- Visits to the Library increase, and those who come stay longer and utilize more resources.
- Users experience a larger array of library services and resources on each visit.
- Users attest to the Library and its facilities being a key service and resource cornerstone of the community.
- Increase/maintain a high level of community members believing that the Library helps make Springfield a better place to live.