

GREENVILLE PUBLIC LIBRARY
STRATEGIC PLAN
2014-2019

BACKGROUND INFORMATION

Greenville Public Library is located in the village of Greenville in the Town of Smithfield, Rhode Island. It is one of two public libraries in the Town, the other being East Smithfield Public Library.

This strategic plan was begun in April and completed in September of 2013. It is the result of five focus groups, responses to questionnaires, and a Library Trustee retreat

We wish to thank: Bryant University for donating a room for the all-day Trustee retreat; Jill Pfitzenmayer, Ph.D., a staff member of the Rhode Island Foundation, who volunteered her time facilitating the Trustee retreat and goal setting; and Viola McKenna of Smithfield who entered the data from the paper questionnaires into Survey Monkey for analyzing.

Focus groups consisted of: Caregivers at Greenville and East Smithfield Libraries, Seniors, Teens, and Staff.

There were two questionnaires. One was given to all focus group participants asking them to rank in order of priority their top five library services. There were thirteen possible choices. Ranking in order of highest first were: Basic Literacy, General Information, Commons, Current Topics and Titles, and Life Long Learning.

The second questionnaire featured 22 questions and was available both on-line via the Library's website and on paper in the building. 287 surveys were completed and information compiled for this strategic plan.

Census information for the Town of Smithfield was compared for 2000 and 2010. The following data were obtained for this survey:

	<u>2010</u>	<u>2000</u>	<u>Difference</u>	<u>Percentage</u>
Population of Smithfield:	21,430	20,613	817	4.0%
Median Family Income	\$72,085	\$55,621	\$16,464	29.6%
College Degrees	6,172	5,164	1,008	19.0%
White Residents	19,929	20,066	-137	-0.7%
Residents of Color	1,501	547	954	174.4%
Children (under 18 yrs.)	3,625	4,019	-394	-9.8%
Seniors (55 yrs. and over)	5,410	5,318	92	1.7%

We can see that population is slowly rising and ages are increasing. There are less children and much higher incomes, in spite of the worst recession since the Great Depression.

Library Usage

According to the 2012 annual report to the Rhode Island Office of Library and Information Services, **Greenville Library**:

- Served a population of 21,430 in a 14,575 square foot building
- Had \$1,066,094 in revenues and expended \$1,044,453.
- Expended \$102,620 on print and media collections
- Had a print and media collection totaling 88,268 items
- Loaned out 193,669 items
- Had contacts, excluding web site hits, totaling 356,644 (total of checkouts, visits, reference requests, computer use and program attendance).
- Had 6,971 registered card holders (32% of the service area population)
- Provided a total of 2,856 public service hours for the year

On a **Smithfield** per capita basis:

- Operating revenue = \$49.74
- Expenditures from all sources= \$48.73
- Collections = 4.1 items
- Checkouts= 9
- Contacts= 16.6

State-wide averages from 2012 RI OLIS annual reports

- Served a population of 29,831 in a 18,540 square foot building
- Had \$1,024,283 in revenues and expended \$978,842.
- Expended \$78,918 on print and media collections
- Had a print and media collection totaling 103,224 items
- Loaned out 155,660 items
- Had contacts, excluding web site hits, totaling 337,662 (total of checkouts, visits, reference requests, computer use, and program attendance.)
- Had 7,243 registered card holders (33% of the service area population)
- Provided a total of 2,856 public service hours for the year

State-wide on a per capita basis:

- Operating revenue = \$34.33
- Expenditures from all sources= \$32.81
- Collections = 3.5 items
- Checkouts= 5.2
- Contacts= 11.3

A Look Back Three Years

Using data for 2010, 2011, and 2012 we find:

- Operating Revenues from the town of Smithfield remained the same at \$729,849, while grants and other income sources varied.
- Personnel Expenditures increased \$15,655
- Collection Expenditures increased \$20,368
- Total Operating Expenditures remained flat. There were capital expenditures for a renovation of the circulation and reference areas of the building (2012) and expenditures related to the rental house. These were not operational in nature.

Material holdings have remained flat due to storage within the building being at capacity, which requires an almost equal number of materials be weeded as are purchased annually.

- Book holdings have decreased by 2,625
- Magazine holdings in paper format have decreased by 2,879
- Audio materials have declined as older formats are removed, such as cassette tapes to make room for CDs. Total Audio collection size has dropped by 5,116 items.
- Video materials have increased slightly by 279 items. Again, videocassettes have been removed to make room for DVDs and Blu-Rays.
- Materials available in digital format have increased, which includes e-books, e-audios, and e-magazines.

Services

- The number of programs increased by 46, while attendance decreased slightly by 61. If viewed by program target audience the view is positive. Both Children's and Adult program attendance have increased, by 20 and 700 respectively.
- Checkouts per capita have fallen slightly from 9.4 to 9.
- Reference transactions dropped 13,235.
- The Library continues to be a net lender of materials via Interlibrary Loan.

The Present Facility

The current library building is inadequate for the types of materials and activities that need to be offered to a community the size of Smithfield. The entire building is slightly less than 15,000 sq. ft. with the majority of public services taking place on the main level (10,000 sq. ft.), while two meeting and program rooms reside on the lower level (4,575 sq. ft.). The lower level is used for children's programs as well as an after-school center and adult computer instruction. The two rooms are also booked for public events and library programs.

Plans for an enlarged building, adding about 12,000 sq. ft. to the existing structure, have been drawn up and are awaiting a Town bond issue. The space is necessary for

additional programs, meetings, tutoring, computers, quiet study, and flexible space to adapt to future community needs and technologies. There are also plans to expand parking and allow egress to Route 116.

Focus Group and Survey Results

The focus groups and surveys provided valuable information for creating goals and objectives:

- Most respondents use the Library on a weekly basis
- The staff was found to be friendly and helpful. Consulting with staff was the second highest ranked reason for coming to the Library.
- Print material is still the most used and most wanted, with requests for e-books increasing as more people, of all ages, obtain e-readers such as Kindles, Nooks, and iPads.
- Responses to improvements were for more books and media, adult programs, and hours of operation, in that order.
- Caregivers expressed happiness with the structured and well-planned programs offered for children.
- People expressed a preference for programs being advertised in print materials, especially the Library's newsletter.
- Seniors expressed a desire to have more programs given by professors, such as creative writing. And they enjoy group activities like knitting and quilting.
- All ages expressed the need for computers and high speed Internet connections at the Library.
- Many indicated a need for the Library to collaborate with other agencies to broaden programs and services it can offer.
- Most respondents were not aware of all the material available in electronic format.
- The Library was ranked most important when compared to other tax-supported agencies and services in the Town.
- The majority of respondents to the survey were white women with college degrees, between the ages of 35 and 65, who own their own homes.

How to Interpret the Plan

The goals are numbered and the objectives are lettered. The objectives are followed by an [S] for short term (1-2 year time frame), [M] for medium term (2-3 year time frame) and [L] for long term (3-5 year time frame).

GOALS AND OBJECTIVES 2014-2019

Mission Statement

The Greenville Public Library is a comfortable and welcoming community, media, and virtual center where people of all ages can meet, learn, browse and borrow materials free of charge. Reading literacy for people of all ages is a major function of the Library.

Goals and Objectives

1. Prepare a business plan for the Library
 - a. Determine competition—Create a list of agencies and businesses offering services offered by the Library. [S]
 - b. Prepare a questionnaire to determine who doesn't use the Library— Questionnaire will be answered by enough people for an accurate statistical sampling. [S]
 - c. Create cost analysis of media and programs—Assign cost and use to each service offered. [M]
 - d. Determine adequate budget for programs and media based on results of survey and cost analysis. [M]
 - e. Work with East Smithfield Public Library to develop at least four joint programs and services annually. [L]

2. Offer more relevant programs and media
 - a. At least 25% of programs will be offered out of the building [L]
 - b. Increase program and media budgets by at least 5% annually for 5 years. [L]
 - c. Create a senior space in the building [M]
 - d. Determine and remove outmoded media [S]
 - e. Prepare surveys to determine what programs and media non-library users in town would like [S]
 - f. Establish maker spaces for user creations [S]
 - g. Expand the hours of operation to comply with user requests [L]
 - i. Open at 9 a.m. Monday through Saturday
 - ii. Remain open Friday and Saturday until 6 p.m.

3. Strengthen community support for library
 - a. Improve marketing [S]
 - b. Educate community officials about library output and need for funding.[S]
 - c. Share usage statistics with community officials on a quarterly basis via a print newsletter mailed to their homes and made available on the Library's website. [M]
 - d. Develop a newsletter for the entire town and publish quarterly [S]
 - e. Insert the newsletter in the *Observer* or *Your Smithfield Magazine* [S]
 - f. Have the community newsletter on the Library website. [S]
 - g. Advertise Library events and services at least on a monthly basis in the *Observer*

- and *Your Smithfield Magazine*. [S]
 - h. Offer at least two monthly programs that promote reading via on-line and in-house book clubs [S]
 - i. Enroll at least 100 people in these clubs [M]
 - j. Provide new families in Smithfield with information about Library programs and services [S]
4. Expand the Library's physical plant and parking lot.
- a. Request the Town Council have the Library's Expansion bond on the ballot in 2014. [S]
 - b. Review the size and scope of the current expansion plan and update as necessary [M]
 - c. Do monthly press releases for the public to keep them up to date on needs and costs. [M]
 - d. Petition the state for parking lot egress at 9 Pleasant View Ave. [M]
 - e. Establish a time line for moving tenants and removing rented house. [M]
 - f. Consider interior renovations to current facility to maximize and better utilize spaces until an addition is completed. [S]
5. Strengthen governance and staffing
- a. Trustee Development
 - i. Groom a Trustee to be the Treasurer.[S]
 - ii. Develop a recruitment process that brings in one new Trustee each year until at least 12 slots are filled. [L]
 - b. Staff Development
 - i. Update job titles and job descriptions to fit staffing needs [S]
 - ii. Cross train staff as necessary [S]
 - iii. Prepare for senior staff retirements [M]
6. Promote art and music appreciation in Smithfield
- a. Have at least two music events annually [M]
 - b. Have at least two art openings with refreshments annually [M]
7. Diversify funding sources
- a. Evaluate additional funding sources and compile a list [M]
 - b. Utilize the services of a development person to develop a strategy for increasing funding for Library operations. [M]
 - c. Diversify funding so that 20% of the operating budget is obtained from grants and revenue enhancing services. [L]
 - d. Explore additional charitable giving programs for the Library [L]
 - e. Partner [M]
 - i. Identify agencies and businesses in Smithfield that can work with the Library to present services at a reduced cost.
 - ii. Explore partnering with a book distributor to purchase multiple copies of best sellers from, who will buy them back as used books.