

2018 RPL Updated Master List Strategic Plan Dashboard - Approved at the January 23, 2019 Board Meeting

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Location	Goal / Strategy		System wide Summary	ADMINISTRATION	MAIN CIRC	MAIN TS	MAIN YS (Updated)	MAIN LIB IT	MAIN ADULT SVS (Updated)	EARL CHILD LIT	BELMONT (Updated)	BROAD ROCK (Updated)	EAST END (Updated)	GINTER PARK (Updated)	HULL STREET (Updated)	NORTH AVENUE (Updated)	WESTOVER HILLS (Updated)	WEST END (Updated)	Graphic Artist (Updated)
1	GOAL 1: Children will enter school ready to learn, and will have resources to help the succeed academically	Green		N/A	N/A	N/A	N/A	N/A	N/A	N/A	BE outreach to preschool centers in the community (those not associated with Richmond Public Schools). Richmond Prep and Ms. Babs Nursery School.	N/A	EE Partnered with local tutoring groups, schools, and after-school programs to increase library participation, visibility, and opportunities for encouraging literacy and academic success.	GP On hold due to staffing.	HS Outreach storytimes to head start programs, pre-k, evening "family friendly" storytimes inclusive of siblings and working parents	NA Maintaining our Homework Help afterschool program for RPS students. We are aiming to express the different library subscriptions with all students such as World Book and ABC Mouse.	N/A	WE Baby and Toddler storytimes have increased participation.	Assists with developing handouts and electronic promotional information to promote RPL youth programs.
1.1	Strategy 1: Strengthen partnership with Richmond Public Schools	Yellow	At every opportunity RPL works with RPS. Need a consistent primary point of contact to better interface with RPS.	Director serves on COR/RPS action.	N/A	N/A	Meet with Media Specialist with RPS to strengthen partnerships for events and promotions. Will also strengthen our work together on summer reading. Point of contact Michelle Johnson. Also meeting with Head Start and VPI to make connection for preschools. Working with Maymont School as well for storytime.	N/A	N/A	N/A	BE staff involvement in reading aloud to students and leadership in parent education at Maymont Preschool Learning Center (RPS) Also, classroom presence at Amelia Street School.	BR Whenever possible, attend area school events and collaborate with area teachers and media specialists.	EE In steady contact with the media specialists at Chimborazo, George Mason, Woodville, and Bellevue Elementary, as well as the new media specialists at MLK and Armstrong and Anna Julia Cooper. Attended many back to school programs, and have invited the media specialists to serve on the advisory group.	GP On hold due to staffing.	HS Reach out and communicate with counterparts at RPS- Swansboro and Blackwell SMS. Inform them of programs, services and materials available for children and families.	NA Continue to invite and engage surrounding schools to library programs. Consistently making sure that our presence is at all school events. Continue to making visits to the surrounding schools whenever they have programs and events such as Career Day and Back to School Night. Contacted surrounding schools to ensure that the Branch's library link is located on the school's webpage. Implemented the LIT Chicks and BMER Book Club programs at Overby-Sheppard Elementary School.	WH Children's Associate visits local elementary schools for various events throughout the year (i.e., BTS Nite and Literacy Night). Keeps email correspondence with Middle and High school librarians and art teachers.	WE Continues partnership with Mary Munford. Including Back to School Nights, Spooky Saturday, and Literacy Night. Working to strengthen a partnership with Thomas Jefferson High.	Continues to provide RPL materials and displays for BTS nights and RPS outreach events.
1.1.a	Strategy 1.1.a: Action: Branch libraries will develop relationships and collaborations with neighborhood schools' principals and media specialists	Green	Summer Reading Program materials distributed through neighborhood schools and media centers.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BE outreach and support to students/families at RPS locations, John B. Cary and Amelia St. School, giving special attention to home school connections. Unsuccessful attempts to connect with Fox Elementary, another local RPS school.	BR Regular collaboration with Barbara Haas, librarian at Boushall Middle School, YAVA collaboration with school personnel.	EE Working on a series of programs to promote literacy efforts at Anna Julia Cooper; active at MLK Middle this fall and are looking to incorporate new programs such as a reading club; and also partnering with Armstrong High to promote some career-focused events for local high school students.	GP On hold due to staffing.	HS Contacted library media specialists at Swansboro and Blackwell Elementary/Pre-k centers/Oakgrove-Bellemeade. Promoted summer reading in classrooms and at school assemblies, distributed logs to Blackwell/Oakgrove Bellemeade Librarian to encourage elementary participation. Regularly represent the library at back school functions, signing families up for library cards and promoting library services and resources.	NA Aiming towards building and re-connecting with surrounding school's principals and media specialist in order to maintain a health relationship. Our goal is to provide support to media specialist and as a resource for RPS counselors.	WH Children's Associate has reached out and provided programming/workshops to teachers and Admin. At Lunnhaven and Lucille Brown and Huguenot. Introductory email sent to all media specialists in surrounding community.	WE Elementary contact is strong and ongoing. Reaching out to staff at Thomas Jefferson High School to present programs introducing online resources and college prep materials to students, staff, and parents.	N/A
1.1.b	Strategy 1.1.b: Action: Collaborate with communities in schools to establish a link to each elementary school in Richmond Public Schools	Green	Youth Services Associates, LCSM's at all branches develop relationships and partnerships, where possible at RPS neighborhood elementary schools.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BR Relationships established with the Communities in Schools programs at G.H. Reid, Greene, and Broad Rock Elementary Schools. We still need to establish relationships with other schools in our area.	EE Established contacts with all schools in the service area, via email, phone, and attendance at meetings and events.	GP On hold due to staffing.	HS Working diligently to connect with and preserve connections with key RPS educators (particular focus on Blackwell, Oakgrove-Bellemeade & Swansboro).	NA On each individual school page on the Richmond Public Schools website, a link of the closest library branch should be present. A brief description of the library branch should be detailed.	WH Contributes to local neighborhood association publications and social media including local PTAs.	WE Reaching out to Thomas Jefferson High to reintroduce the library to students in the community. Staff turnover is part of the issue when establishing a strong connection.	N/A
1.1.c	Strategy 1.1.c: Develop a targeted program for all second grade students to get library cards as they transition to third grade (when learning to read transitions to reading to learn).	Yellow	Electronic Library Card now available through online catalog. All received library cards. Science Museum declined Library Card access trial.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BE Coordinating efforts to get library cards for school groups.	BR Waiting for plans from RPL admin and youth services.	EE Partnered with Peter Paul Development and a few other local organizations to provide library cards particularly for second graders. Seen some success at back to school nights, being able to register students for the cards while their parents are with them.	GP On hold due to staffing.	HS Back to school night library card sign ups at Blackwell and Swansboro.	NA Have all 2nd grade students get a library card as an outreach initiative. It would be great for this to happen during the Free Library Card Replacement Month (September).	WH Plans to contact Administration and second grade teachers in community to offer field trip or on site visit to each classroom sharing library events and services information and signing kids up for library cards.	WE Waiting for plans from RPL Admin and Youth Services.	Waiting for timeframe and plans from Admin to design a "Ripple" youth card and campaign launch.
1.1.d	Strategy 1.1.d: Action: Revive School Board member attendance at Richmond Public Library Board meetings	RED	Not formally in place.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	EE Invited Cheryl Burke, 7th District School Board Representative, to attend.	N/A	HS Will reach out to school board members.	NA Aiming to extend invitations to local School Board Members in hopes of their attendance for RPL Board Meetings.	N/A	WE LCSM attends monthly meetings by Councilman Addison which includes the local School Board member. Branch hosted a meeting in the spring and the School Board member attended.	N/A
1.2	Strategy 2: Capitalize on the success of existing programs for children offered by Richmond Public Library	Green	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BE Coordinates and publicizes its children's program efforts through print, word of mouth, RPL outlets and social media.	BR Growing preschool program and a booming school-age program based on Homework Help, STEM, and art. We have a shortage of teen involvement so the new Teen Associate is building programming and relationships for tweens who will soon become teens (and hopefully continue to come to the library).	EE Used contacts at Virginia Repertory Theater, Children's Museum of Richmond, Blue Sky Fund, Peter Paul Development, and other long-standing system-wide partnerships in order to create stand-alone programming for this location.	GP On hold due to staffing.	HS Focusing on programs that have been successful, such as LEGO Club and evening storytimes, outreach storytimes.	NA Strive to find more paths of advertisements to increase the participation of existing programs. Also, looking forward to find better mechanisms to enhance the concept of existing programs.	WH Promoting events on Facebook and Nextdoor has increased visibility and attendance. Wide variety of programming being offered for all youth ages.	WE Monthly STEM, Art, and LEGO programming has increased attendance. Offering programs at 4:30P seems to be a good fit, as well as repeating on the same day each month.	Developed and distributed a BTS flyer highlighting RPL resources and programs for Elementary students as well as a Fall Teen flyer focusing on events for Middle School and High School ages.
1.2.a	Strategy 1.2.a: Early literacy story times - continue to build research-based content and assess outcomes of these programs	Green	Early Literacy is a focus of story time. American Library Association "Every Child Ready to Read" is our curriculum focus.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BE Has a strong program of early literacy storytimes/programs for babies, toddlers and preschoolers, based on research-based content. Sources currently are Mind in the Making and Every Child Ready to Read.	BR We have 2 in-house storytimes each week, a language acquisition playgroup, three outreach preschool story times at Summer Hill preschool each week. We also have a Spanish language early literacy program in collaboration with the Health Dept. and Southwood Communities.	EE Seeing increasing success with Book Babies program, augmenting the very-well attended regular story times. Homeschool groups, day care, and CHAT attend regular sessions, and are expanding to include off-site story times.	GP E.L. St. are offered once a week to the community	HS Outreach storytimes increased to reach underserved south side children in head start, daycare, and summer camp programs.	NA Due to the stagnant advancement of Mind in the Making training, the Children's Associate is implementing early literacy by conducting sounds and letter of the week during Pre-School Storytime.	WH Two weekly storytime offered following ECCR: Explain, example, empower format. Additional Saturday and evening storytime offered bi-weekly.	WE Weekly storytimes for babies and toddlers; added a monthly bilingual storytime (SP) that is well received.	N/A
1.2.b	Strategy 1.2.b: Deepen opportunities for expanded programs for of all ages to include STEAM (Science, Technology, Engineering, Art, Math), parent workshops, and other targeted education opportunities.	Green	1 week every 8 weeks program to promote STEAM resources and programs during story times. Main Library is developing a Digital Maker Space with a family/teen focus. Coding partnerships with Coder Dojo and Code VA continue.	N/A	N/A	N/A	N/A	N/A	MAIN Staff are working to build a digital media lab that will allow for access to technology as well as programming for all ages.	N/A	BE Offers a regular program of STEAM based experiences for children and families. Asides during storytimes provide parent education in early literacy. Also Preschool Projects, Legos and Stern programs for elementary age students.	BR We have monthly science and art activities for school aged children. We have parent workshops on special education and homeschooling planned.	EE Provides LEGO club opportunities, Chess classes, and is pursuing coding classes.	GP On hold due to staffing.	HS Read/ Play/ Code, LEGO engineering & robotics program, Hour Of Codethons, free code camp, Family-oriented evening storytime.	NA Provide monthly STEAM programs geared to children 5-17 years old. Practice the repetition of using the same themes of the STEAM program throughout the entire month in order to unify children programs for each month.	WH Monthly STEM programming offered for school age children and new "Little Scientists" STEM programming launching in the fall. Parent workshops offered twice a year.	WE Continued month STEAM programming for elementary ages, including Spring Break "STEM Camp." Participating in "Hour of Code" programs, including teens. Developing programs to include 3D printing basics.	N/A

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1.2.c	Strategy 1.2.c: Summer Challenge- Evaluate and enhance the summer reading Challenge, a component of the Library's role in reducing summer learning loss	Green	2018 RPL provided SRP to the community. Statistics provided in Bibliostat Report.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BE Staff supported the Summer Reading Challenge by encouraging participation and having parents/caregivers complete program evaluation forms. Staff also participated as adult readers. SPR materials were distributed to local schools and child care centers. The Branch provided a First Book connection to Richmond Prep. Connected with Ms. Bab's Nursery School with Mind in the Making Summer Intervention.	BR Working hard to support and promote the program at our branch, though numbers are less than impressive. Most of our opinions on the SRP are not solicited, but the Youth Associate does try to share them with the committee.	EE Promoted the Summer Reading Program at the branch and also distributed materials with local daycares and other potential partners. Also cultivated relationships with local vendors, gaining their support and increasing the likelihood that we will be able to leverage them for greater branch effectiveness for future marketing of the program. The Storytelling Festival was a great success as a kickoff event.	GP Successful SRP with weekly program information. Posted to Nextdoor and Widescreen Wednesdays program added.	HS Summer schools, summer camps, and daycare programs heavily attended this summer (2018) after adjusting the times and days of the week for programs. 40+ children came to every event. Participation in the reading program was low. I would like to work on a summer reading program tailored to daycares and summer camps.	NA Children's Associate implemented the Summer Bingo card within different weekly programs in hopes of completion. We have attempted to invite and collaborate with summer groups and schools in hopes of programs based on their availability.	WH Children's Associate participates in the planning committee and provides both patron and staff feedback to committee. Program promoted on local social media and through local schools.	WE Great participation in Summer Reading 2018, adults and children with some teens. Many completions; patrons enjoyed the Bingo format.	Worked with the Summer Reading team to develop the SRP program. Executed concepts into the promotional materials including the simplified Bingo Card.	
1.3	Strategy 3. Strengthen partnership with City's Office of Community Wealth Building.	Green	RPL and OCWB coordinate efforts whenever possible in programs and resources for unemployed, under employed, families and early literacy.	N/A	N/A	N/A	N/A	N/A	MAIN LCSM invited to attend CWB Friday talks and a retreat to discuss how to create programs to eradicate poverty.	N/A	BE LCSM served in the past on a committee associated with this effort.	BR LCSM has a working relationship with Travis Woods, the director of the OCWB office in Southside. We are working on plans to collaborate in the near future.	N/A	N/A	N/A	N/A	N/A	N/A	WE No current programs.	Assisted and provided OCWB with requested materials focused on Early Literacy.
1.3.a	Strategy 1.3.a: The Richmond Library Director will serve on the City's Early Childhood Cabinet, the new policy and planning cabinet under the office of Community Wealth Building. The Early Childhood Cabinet will determine specific outcomes and services be provided by the library related to Early Childhood outcomes for Richmond City.	Green	Library Director serves on these committees.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1.3.b	Strategy 1.3.b: Expand RVA Reads to reach a majority of children ages four to five years of age in the City of Richmond. RVA Reads will reach all classes in Richmond Public Schools preschool centers by developing strategies to reach all classes that are housed in individual schools.	Green	RVA Reads has returned to RPL. Active in all RPS Headstarts and many childcare centers are providing books and resources to support early childhood literacy.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	EE Fostering outreach and collaboration with all RPS locations within the branch jurisdiction. Additionally, the Branch has regained an active status with various local groups involved with home-schooling.	N/A	N/A	NA Currently aiming to make connections with Richmond Public Schools that have a pre-school program. From there, we are strategizing the most effective way to be of resource to them.	N/A	WE Would like to participate in RVA/Reads. Staff will volunteer to participate in the One Richmond One Book/Read to Them Initiative.	N/A
1.3.c	Strategy 1.3.c: Provide parenting education and early literacy skill classes in partnership with the Office of Community Wealth Building's Kellogg Foundation grant.	RED	Program and Gilpin and Creighton Court have wound down after the funding stopped. RPL parent resource educator retired summer 2016 and the position became unfunded.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	EE Interested in providing better early literacy programming. Looking forward to working with the Main Early Literacy Coordinator in that capacity in the near future.	N/A	HS Efforts to support this at this branch have had zero attendance in spite of efforts to promote. This sort of program may work better with a captive audience, perhaps in partnership with a re-entry program. Consider partnering with the OAG to connect returning citizens with these resources.	NA Provide monthly parenting classes. Establish a parenting resource center at North Avenue.	WH Has not participated in this program, but does offer two parenting workshops annually using non-profit organizations such as Advocates in Parenting (AIP).	N/A	N/A	
1.3.d	Strategy 1.3.d: Assess the results of summer interventions and determine the feasibility of continuing these programs in cooperation with the Office of Community Wealth Building.	Yellow	Data is complete and available in Kellogg Foundation Report. No current summer intervention program with OCWB. OCWB focus is on employment.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	GP Data from 2018 Summer Success program turned in to Literacy Outreach Coordinator.	HS Participating in summer early intervention efforts at Foundations of Learning.	N/A	WH No formal RPL Summer Intervention program was implemented at the Branch during Summer 2018.	WE No current summer programs with OCWB.	N/A	
2	GOAL 2: Residents will have access to technology needed for school, work and life.	Green	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	EE Supplies 20 PC stations in the computer lab; additionally, this branch provides a brisk faxing business as well as a considerable amount of photocopying and scanning. Staff are trained in using most hardware and software available to patrons.	GP Supplies 17 pc stations for the public as well as faxing capabilities, copying, and scanning. Staff are trained in using most programs and devices.	HS Weekly computer classes and well-trained staff on hand to assist patrons. Hull Street has one of the highest PC use numbers in the system.	NA Provide 29 computers for patrons to use with programs aimed at strengthening computer skills.	N/A	WE Twelve public PCs are available for patron use. Additional iPads and two laptops are available, as needed.	Continues to work with Circulation to provide RPL informational brochures for City employees.	
2.1	Strategy 2.1: Establish a staff position focused on technology coordination including management of library computers, staff training, and social media outreach.	Green	Staff positions for Technology filled. Developing a Digital Maker Space and programs, adding an education television studio and channel.	N/A	N/A	N/A	N/A	N/A	MAIN Nan Agaram managing second floor lab, training, and social media.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
2.2	Strategy 2.2: Review and enhance computer training and technology skills for both staff and patrons.	Green	IEE continues for staff to build library and technology knowledge base. Computer training basic and advanced is offered by library partners and staff. Developing a Digital Maker Space at Main and a Tech Petting Zoo.	N/A	MC Processed and issued library cards to City Employees who were required to take Excel classes through the Universal Online Classes using the library online database.	N/A	N/A	N/A	MAIN New technology classes in the works for 2019.	N/A	N/A	BR We have 25 public computers with a full suite of office software. We also possess the expertise and willingness to help our patron access and make the most of these tools. We offer 1:1 help with technology (and many other topics) through our new but thriving Book a Librarian program. Patrons make an appointment with a staff member and work on virtually anything, together.	EE Partnered with CapUp and offers Tech Training sessions each week. Would be interested in expanding those classes, but lost a partnership with Goodwill due to their funding situation.	GP Offering Modern Mondays as well as Homework Help provided via the literacy lab volunteers.	N/A	NA Staff members offer one-on-one computer assistance twice a week with patrons. We have seen a positive impact of patrons by conducting one-on-one sessions rather than the normal classroom setting. We also have a specialized resume class offered twice a month which entails creating a resume and cover letter.	N/A	WE Ongoing Tech Tuesdays provide an open forum for patrons to work with individual staff addressing questions on computers, tablets, etc.	N/A	

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2.2.a	Strategy 2.2.a: Develop standard technology expectation for library staff and provide training to improve knowledge base.	Green	In 2018 RPL will develop a training and evaluation program based on ALA / Tech Soup core competencies for all library staff.	N/A	N/A	N/A	N/A	N/A	MAIN Digital Literacy position filled and ready to support staff system wide.	N/A	BE Staff takes advantage of training offered through RPL and City of Richmond.	BR All staff are now able to help patrons with most computer tasks. We all have access to online courses to improve our tech skills, but there is no formal improvement plan.	EE Staff currently cross-trained in most skills.	GP All staff have opportunities for training when available.	HS Staff trained on very basic technology, try to give as much time as possible to learning opportunities to branch staff, but minimal staffing negatively impacts these efforts. A system wide minimum standard still needs to be established for hiring purposes and training goals.	NA Each staff member is expected to offer and understand minimal technology. It is suggested that staff members learn basic computer skills and learn of further skills based on experience while working.	WH All staff have opportunities for training when available.	WE Staff are encouraged to expand their knowledge of software and online applications through online webinars (i.e., WebJunction). Also provide time for staff to attend training at other library locations as schedule allows.	N/A	
2.2.b	Strategy 2.2.b: Determine priorities for improvements in equipment and services	Green	Library IT has replaced computer workstations on a schedule of two locations per year. In this way patron workstations are replaced before end of usable life in 5 years.	N/A	MC Participated in updating the library cash register system and training staff on the new system.	N/A	N/A	N/A	MAIN Digital media lab to launch Spring 2019.	N/A	BE Staff meets on a regular basis to discuss matters related to library services, both system wide and branch-based. Staff meetings offsite report meeting notes to other Branch staff.	BR LCSM reports facilities information through FacilitiesDude application. We are at the mercy of the budget.	EE Work in progress in some areas identified at the Branch; working on collaboration with IT.	GP Relay information to IT as issues or problems present themselves.	HS Recommendations made.	NA Ensure that the appropriate staff understand the needs of equipment that the branch needs. We meet regularly in order to ensure effective delivery of services and exceptional customer satisfaction.	WH Relay information to IT as issues or problems present themselves.	WE Monthly staff meetings are held to disseminate Operations information; staff are open to input.	N/A	
2.3	Strategy 2.3: Update the Integrated Library System to meet customer expectations for a user-friendly interface with the library catalogue.	Green	RFP process complete and SIRSI SaaS selected as future ILS. Contract negotiations ongoing and implementation when complete. Target February 2019.	N/A	N/A	N/A	N/A	N/A	MAIN Upgrade pending.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2.4	Strategy 2.4: Redesign the library's website to provide easy access to information about the library and library services, usable on multiple devices	Checked Flag	November 15, 2018 Completely redesigned Library website launched. Compatible with all devices and many expanded services.	N/A	MC Provided information for the Get A Library Card Page and assisted in developing the Frequent Asked Questions page on the library website.	N/A	N/A	N/A	MAIN New website set to launch November 2018.	N/A	N/A	BR Staff member Laura Price is a member of the website committee.	N/A	GP Staff have access to download to the calendar for the website and report problems when they arise.	HS Second redesign underway.	NA There are two staff members who are responsible for the input of programs and events on the library website periodically. Whenever we receive feedback of needed changes to the webpage, we promptly inform Max Longton.	N/A	N/A	Provide images and information as requested from the website committee.	
2.5	Strategy 2.5: Collaborate with community partners to expand classes for public in technology skills.	Green	Ongoing with partners like Coder Dojo, Code VA, AARP, and Senior Connection for computer training and assistance.	N/A	N/A	N/A	N/A	N/A	MAIN A host of technology classes are in planning for 2019, from basic computer skills to coding.	N/A	BE Offered technology classes through the city's Office on Aging and Persons with Disabilities. Recently completed a patron survey to determine what technology classes will be offered in the near future. VCU professor/patron will volunteer to teach these classes.	BR Collaborated with the University of Richmond and Goodwill to provide these services in the past but are not currently doing so.	EE Partnered with Goodwill, AAGHS, CapUp, etc.	GP Offering GED Classes on Mondays and Wednesdays and Modern Mondays as well.	HS Most partners do not want to do this for free. We need to improve connectivity/hardware and make room in the budget to accommodate quality classes at the Branches. Doing our best to provide technology skill-building opportunities with the knowledge set and equipment on hand. Providing 1-on-1 tech help sessions once a week (about 15 people visit these sessions a month).	NA Worked with the Office on Aging and Goodwill Industries in the past. We have noticed that patrons retain information when in an one-on-one setting, and most agencies/community partners offer classroom settings.	WH Plans to work with the office of aging for possible programming.	WE Working with Office on Aging to schedule computer classes for winter and spring, FY19. Developing basic computer information for in-house programs.	N/A	
3	GOAL 3: Residents will have access in their communities to resources and information for lifelong learning in our community.	Green	N/A	N/A	N/A	N/A	N/A	N/A	MAIN Operating hours has been extended during the week and Sunday hours will be added shortly.	N/A	BE The Branch is open 6 days a week for the community. The drop box remains open 24/7 for patron convenience.	N/A	N/A	GP Expanded Branch hours to benefit our community.	N/A	NA Extended hours on Mondays starting in September to open at 10 a.m. instead of 12 p.m. We are hoping for more later nights once we become fully staffed.	N/A	N/A	Provide signage for RPL libraries and bookmarks with extended hours.	
3.1	Strategy 3.1: Consider establishment of a staff position dedicated to developing and managing partnerships to better serve customers and engage the community.	Green	Outreach Librarian position created to promote the library and better engage the community. Great American Read and 100 Days met this objective.	N/A	N/A	N/A	N/A	N/A	MAIN Full time Community Engagement LCSM.	N/A	N/A	N/A	N/A	GP Branch staff have areas of expertise that involves working with different partners.	N/A	NA Always receiving feedback from patrons in order to facilitate programs the community wants. Extensively research and utilize the opinions of the patrons of the community to find out what they expect from the Branch.	WH Staff at the branch have areas of expertise that involves working with different partners and community needs/services.	N/A	Provides Community Engagement Manager with displays and materials for partnerships and community events.	
3.2	Strategy 3.2: Each branch library will develop a neighborhood specific community action plan to address unique needs/interests of their customers	Yellow	In progress, not complete. By June 2018 formal neighborhood branch plans will be complete.	N/A	MC Maintain spreadsheets for circulation, patron count and program statistics. Enter circulation data system wide.	N/A	N/A	N/A	MAIN Newly focused effort on organized adult programming will hopefully help Main connect to customers in the Downtown area.	N/A	BE Developing Neighborhood Plan.	BR We do not have a formal Neighborhood Action Plan yet, but the manager and Children's Associate are active in the community.	N/A	Ongoing-work with WMC, public schools, BCA and Ginter Park Assoc.	HS Neighborhood plan developed in 2016, currently under review/After spending a great deal of time involved in community discussions about gentrification and the DHR historic District expansion, working closely with historians, Councilperson Robertson, and community leaders to create a Historic Blackwell "living museum".	NA Developing approved formal plan Storytimes (outreach) at preschool centers. Black Male Emergent Readers (BMER)-Meet two times a month starting in September and ending in May. Lit Chicks Read Tool Girls Book Club-Meet two times a month starting in September and ending in May. Fiction Focus Senior Club-Meet two times a month starting in January and ending in November.	WH Planning to offer more adult programming and reach out to area organizations, WHLAG, and businesses for partnering opportunities. Programming/Services survey planned for Fall 2018.	WE Developing a Neighborhood Plan for the Branch to include outreach to community members of all ages. Will renew outreach at St. Stephens Market in Spring 2019.	Work with Branches as requested to develop promotional materials for site specific events.	
3.3	Strategy 3.3: Communicate effectively what the library offers as a center of learning.	Green	New website, social media, development of a mascot, national library week, and other media activities have improved the overall communication strategy of the library to the community.	N/A	MC distributed information packets that include Check it out, information on hoopla, overdrive, summer reading.	N/A	N/A	N/A	MAIN Digital City, new Coding and computer classes, digital media lab.	N/A	BE Posts/updates its programs and learning opportunities for the public using Facebook and Instagram and RPL outlets. Also currently utilizing LibCal to post onto the RPL website.	BR The LCSM regularly attends area festivals and events to share what the library offers. We have printed activity calendars and actively promote library events and offerings at every chance.	EE Works with Peter Paul, Robinson Theater, Blue Sky Fund, all local schools, and other East End organizations, in order to communicate. Also, the LCSM regularly attends and reports at local civic association meetings, posts articles highlighting programs and new books on the Church Hill People's News, and regularly contributes to other East End newsletters.	GP ongoing	HS Outreach efforts and regular attendance at community meetings increase and improve visibility of Hull Street's value to the community. Social media, community newsletters and Nextdoor utilized to reach neighborhood.	NA Our book displays and programs are reflective of what patrons want and need.	WH Utilizing LibraryAware, Nextdoor, Neighborhood association publications, and local social media to advertise library services and programs.	WE Online calendar is current; working with Nan to post special programs; Posts to Nextdoor reach many members of the West End community. Continue to post flyers in the community and create hand-outs for in-house distribution.	Creates and distributes system wide materials promoting library, Friends, and Foundation events. Working with contract designer on developing a quarterly newsletter to launch in January 2019.	

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3.3.a	Strategy 3.3.a: Develop a communications plan including resources needed and timeline for implementation.	Green	Communication Plan developed in 2016. Work in progress to implement objectives. Library Aware, a promotional communication platform, implemented allows librarians to effectively create and develop communication and program.	N/A	N/A	N/A	N/A	N/A	MAIN Staff have been part of the Communications Committee to address some of our communication needs.	N/A	N/A	BR Does not have its own communications plan. We follow the system wide plan.	EE Communications committee disbanded in early 2018.	GP Ongoing. Working on a plan.	N/A	NA Established the connections and networks that will ensure that our programs and events are advertised on a monthly basis. We create a general monthly newsletter, children's newsletter, and corresponding individual flyers for each of our programs. Our programs are advertised in many ways such as the Northside Vibes newspaper, three community based websites along with the RPL site, etc.	WH In process of creating calendar timeline for implementation.	WE Following guidelines established by Communications Committee and Administration.	Work with Branches, committees, and support groups to collect information and images for quarterly newsletter.	
3.3.b	Strategy 3.3.b: Develop new ways to connect to families and students (social media, presence at local events) to ensure opportunities for community input and engagement.	Green	RPL expanded outreach in 2018 with creation of an Outreach Librarian. 100 Days Great American Read, National Library Week, Holiday Parade with Ripple, and strong attendance at local events and activities.	N/A	N/A	N/A	N/A	N/A	MAIN Full time Outreach-Engagement LCSM. Staff member in place managing Facebook and posting events. New Coding classes and other adult programming will help engage the greatest community.	N/A	BE Requested Foundation funding to create a teen area for Belmont Library in order to welcome students and plan according to their needs. Funding not available to this plan.	BR Staff often participates in community events. LCSM attends District 8 and 9 Council member meetings.	EE Very active at local events, maintaining relationships with a wide variety of groups in order to best reach families where they are.	GP Ongoing. Library has a presence at almost every event in the surrounding community.	HS Regularly represent library at community events/festivals (bike to work day, Hull Street Festival, Broad Appetite, MakerFest, etc.); improving library's social media presence to facilitate 2-way communication.	NA LCSM regularly attends local community events and invites the community organizations and groups to the library to hold their meeting.	WH Attend community events and also encourage WHLAG to be a steady presence as well when staff are not available.	WE Attend local community events to promote Library resources and programs. Member of Westhampton Merchants Association and attending monthly meetings. Distribute flyers to the neighborhood. Hosted Richmond300 event for community input.	Provide display items and promotional materials as requested.	
3.4	Strategy 3.4: Evaluate methods to provide workforce development support to meet community needs.	Green	Ongoing at every location access to the Internet and staff to assist patrons with tasks of communicating with prospective employers and employment tools. Strong partnership with AARP to provide one-on-one job help.	N/A	N/A	N/A	N/A	N/A	MAIN Job Seekers area, new computer classes, Tech Thursdays, and partnership with Homeward are all working towards this goal.	N/A	BE Plans for events/posts relevant information related to job interviews and hiring. Branch sponsored a job fair and reserves its meeting room space for job interviews, on a regular basis. Branch is a site for GED classes through Richmond Public Schools, Adult Education Office.	BR Shares workforce information from the OCWB, Goodwill, and Resource Employment Centers. We have a career corner where we concentrate community job information and provide computer, resume, and job application support in our Book a Librarian Program.	EE Partnered with many local workforce development organizations.	GP On hold due to staffing.	HS Free online coding training utilized to provide teens and adults an opportunity to build 21st Century job skills, seeking programs that encourage and support entrepreneurship and small business development based on community requests.	NA Continue to have Tech Tuesday and Job Shop Friday programs in order to supply the basic information and tools for people who are actively seeking employment.	WH Coming up with a plan to offer computer and employment classes at the Branch.	WE Offer weekly technology afternoons for one-on-one assistance; staff available to assist patrons with online job searching, applications, etc. Continually post job information on community boards within the library.	N/A	
3.5	Strategy 3.5: Continue to expand Sunday afternoon library access.	Green	FY19 City Council added funding to provide Sunday hours at Ginter Park and Main. Target to open Main at Ginter Park is January 2019.	N/A	N/A	N/A	N/A	N/A	MAIN Sunday hours on the way pending hire of several new staff.	N/A	BE Needs 3 PT LA III total 7 FTE.	BR Opened 1-5P each Sunday. Although it is important and very much supported by staff, it is a hardship because of our lack of employees. We currently have 4 FT and 1 PT regular staff and 1 PT temp. We are in the process of hiring another regular PT which should help, but not if our temp is taken away. Waiting to hear if/when our PT LAI will be replaced.	EE Expanded into additional evening hours in order to serve this community. At least one additional PT position would be necessary to provide any Sunday hours.	GP Sunday hours on the way pending hire of several new staff.	HS Needs 3 PT LA III total 7 FTE.	NA We will be able to implement Sunday hours once adequate staffing levels are met.	N/A	WE Now open Monday-Thursday from 10A-8P without addition of staff.	N/A	
4	GOAL 4: Richmond Public Library's structure and operations will be improved to increase efficiency and effectiveness.	Green	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4.1	Strategy 4.1 (Governance): Ensure the Library Board Members, Library Foundation, Friends, and other support groups are trained in the full scope of their responsibilities and duties and how they interconnect.	Green	On going.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BR LCSM meets with the branch's Advisory Group on a monthly basis. We would like to have more of a relationship with the Board, Friends, and Foundation.	EE LCSM meets monthly with Advisory Group; regularly maintains contact with the Foundation Executive Director and the President of the Friends.	GP Branch representative meets monthly with advisory group.	N/A	N/A	N/A	WE Hosted Library Board meeting; would like the Board members to engage with staff when in the library.	N/A	
4.1.a	Strategy 4.1.a (Governance): The Library Board will review its own policies and procedures to ensure clear understanding of expectations for the Library Director and Board accountability.	Green	Many Library policies update in 2018 and all current policies are posted to the Library website. More to review and update. Goal to complete review in 2019.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4.1.b	Strategy 4.1.b (Governance): The Library Board will review the alignment of responsibilities of the Foundation, Friends, and other related support groups.	Green	March of 2017 Library Board of Trustee, Friends of the Library and the RPL Foundation held a retreat that focused on strategy and alignment.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4.1.c	Strategy 4.1.c (Governance): Create talking points about library activities for Board members to provide a consistent RPL message.	Green	Foundation Director and Communications team is developing this resource.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Working with Foundation Director and vendor to develop talking point materials.
4.1.d	Strategy 4.1.d (Governance): Each body should ensure that orientation is provided to new members.	Green	Director is developing a trustee handbook and orientation program.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4.1.e	Strategy 4.1.e (Governance): Research and evaluate the best structure for branch-specific advisory councils that reflect neighborhood leadership (civic organizations, schools, business associations), and establish these at each library.	Green	On going.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BR Re-established and re-invigorated it's Advisory Board. The current board is enthusiastic and involved.	EE LCSM works with an ad-hoc committee from the branch advisory council to rework the advisory council's constitution and by-laws.	GP Branch has an established Advisory Council.	N/A	NA Continue to have successful Advisory Board meetings monthly at Branch. Having the community's opinion, local businesses as partners, and networking with other local organizations to strengthen not only the library to make the library a community cornerstone.	WH Has monthly non-profit status Advisory group meetings to support/supplement library services.	WE Working to grow an advisory board at West End; had no success connecting with a Friends liaison to clarify structure and process.	N/A	

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4.1.f	Strategy 4.1.f (Governance): Develop a succession plan for membership for the Library Board, Library Foundation, and Friends of the Library.	Green	Library Board of Trustees governance committee is focused on this strategy and reports on it monthly/quarterly as well as when there are vacancies.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4.2	Strategy 4.2.1 (Staff): Complete development of the Library's READ (Respect, Engage, Anticipate, Deliver) Customer Service model (See Appendix C).	Green	READ - was a focal point of the 2018 Staff Development Day. Will implement incentives and training to grow and support READ in 2019.	N/A	MC Participated in work group that developed a list of basic expectations for library staff and customer service.	N/A	N/A	N/A	N/A	N/A	BE The LCSM reviewed/ highlighted this model in the September 2017 IEE meetings.	BR READ Program is being implemented.	EE Participated in Staff Development Day in October 2018, which theme is included.	GP Ongoing. Branch staff had several internal meetings on this subject and have been working on implementing the Program via the phone, emails sent by staff, and patron interaction on a daily basis.	N/A	NA During staff meetings (monthly and bi-weekly), encourage the agenda to be focused around the READ mantra in order to achieve success within the Branch.	N/A	WE Continue to provide good customer service in person, on the phone, online and within RPL staff. Looking forward to implementing the program within the Branch and throughout the system.	Design materials to promote the READ service goals.	
4.2.2	Strategy 4.2.2 (Staff): Develop and improved employee orientation for all staff, and implement a regular schedule for this orientation.	Green	Administration and HR are developing a Library specific onboarding for all new hires. Actively working on the structure of the orientation.	N/A	N/A	N/A	N/A	N/A	Main New volunteer program in place with orientation piece that can also be used for new staff.	N/A	BE Follows system wide procedures for orienting new employees.	NA	N/A	GP Follows system wide procedures and are working on a new hire manual internally as well.	N/A	N/A	N/A	WE Developing in-house orientation while Administration is planning and preparing new employee orientations.	N/A	
4.2.3	Strategy 4.2.3 (Staff): Prioritize staff training to improve communications; customer service; technology and digital literacy; early literacy; and unified team approach to library operations.	Green	The City and the Library have announced that we are a learning culture. IEE continues, conference attendance supported, vacancies, and team building is being supported.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BR We support staff development whenever staffing permits. We do not participate in as much training as we would like because of the difficulty in getting necessary funds in advance or timely reimbursements.	EE Webinars and other trainings are suggested and attended by staff.	GP Webinars and City wide training are provided and attended when staffing allows.	N/A	NA Due to lack of staff, it is challenging to schedule staff for training and professional development. Staff is encouraged to take classes and attend workshops that are offered on Starnet.	WH Encourage staff to attend training offered by COR when appropriate. Schedule so that staff may be present for IEE meetings. Hold branch meetings to continue/improve communication.	WE Encourage staff to look for training within the Library system, the City, and surrounding areas. Supported staff to attend training at Henrico County libraries on Publisher and Excel. Need a structured training program for all staff that is an annual expectation and part of work plans.	N/A	
4.2.4	Strategy 4.2.4 (Staff): Develop program-specific positions and structure to improve overall services and system-wide planning and supervision, to include children's services; adult services; technology; marketing and communications.	Green	Developed a program plan for 2019 for adult, juvenile, and teen systemwide. Meeting minutes and agendas are being communicated through staff leadership.	N/A	N/A	N/A	N/A	N/A	Main Program document in place for system wide planning of programming for calendar year 2019.	N/A	N/A	BR Entering programs into LibCal and will enter them into the new spreadsheet.	N/A	N/A	N/A	NA They are responsible for targeting, designing, and implementing programs that are effective.	N/A	N/A	Work with committees for designing and communicating programs.	
5	GOAL 5: Library Buildings will be designed and constructed to provide inviting and appropriate spaces to meet the future needs of Richmond residents.	Green	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BR Renovations completed.	EE Renovations completed in 2013.	GP Renovation completed in 2016.	HS Renovations completed in 2011.	NA Renovations completed in 2010.	WH Renovations completed in 2010.	WE Renovations completed in 2017.	N/A	
5.1	Strategy 5.1: Complete the renovation of all existing library buildings.	Green	CIP funded for Main and Branch retrofit and renovations in FY19.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BR Roof replacement/repair scheduled in the near future.	EE Renovations completed in 2013.	GP Roof replacement/ repair scheduled in the near future.	HS Renovations completed in 2011.	NA Renovations completed in 2010.	WH Renovations completed in 2010.	WE Renovations completed in 2017.	N/A	
5.2	Strategy 5.2: Develop and fund exterior repairs for the Main Library and for proposed changes to the Main Library to include teen space, training space, maker space ("Maker space" refers to a workspace that is collaborative, creative, and do-it-yourself in its orientation. In other words a place to create and learn. 3D printers have been a component of many of these kinds of spaces, but they include other types of technology and electronics, as well as craft and art materials) options, and any other future space needs.	Green	CIP 500231 and CIP 500273 funded to achieve this goal.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
5.3	Strategy 5.3: Participate in the City of Richmond Master Plan revision to incorporate library improvements into the City's Master Plan and obtain data relevant to determining priorities for Phase Two of the RPL Facility Master Plan for building expansion.	Green	Library Director serving on the Action Committee and assisted in the Insights Report. Plan to be complete FY2020.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	HS Submitted application to be on Richmond300 Advisory Team to ensure that library improvements are included in the master plan.	N/A	N/A	WE Completed an extensive renovation and addition in August 2017. Open spaces, new study room, additional technology, more inviting. Community is very appreciative of the new space with "old" patrons returning just to see what was completed.	N/A
5.4	Strategy 5.4: Evaluate the need for a complete Master Plan for the Main Library.	Green	The Facility Master Plan was included in the FY19 CIP. RFP proposed to hire an architect to develop program and plans for renovations.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	