

2019 RPL Master List Strategic Plan Dashboard  
LBOT Approved on February 26, 2020

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Location	Goal / Strategy		System-wide Summary	ADMINISTRATION	MAIN CIRC (Updated)	MAIN TS	MAIN YS (No Changes)	MAIN ADULT SVS (Updated)	BELMONT (Updated)	BROAD ROCK (Updated)	EAST END (Updated)	GINTER PARK (Updated)	HULL STREET (Updated)	NORTH AVENUE (No Changes)	WESTOVER HILLS (Updated)	WEST END (Updated)	Graphic Artist (Updated)
1	<b>GOAL 1: Children will enter school ready to learn, and will have resources to help the succeed academically.</b>	Green	N/A	N/A	N/A	Continued to develop a collection adding over 20,000 items/year that includes wordless picture books, inclusive and diverse picture books, easy readers, and how to share books with children so that parents can help their children enter school ready to read.	N/A	N/A	<b>BE</b> Outreach to preschool centers in the community (those not associated with Richmond Public Schools), Lily's Learning Pad (new connection). We offer book bundles, book displays, and puzzle checkout to support children's learning and school readiness. A second weekly baby storytime was added to accommodate family interest and a regular sensory painting experience for children.	<b>BR</b> In house story times and developmental play group, outreach to Summer Hill Preschool Center, and Homework Help and/or Reading Buddies services provided four days each week.	<b>EE</b> Partnered with local tutoring groups, schools, and after-school programs to increase library participation, visibility, and opportunities for encouraging literacy and academic success.	<b>GP</b> Outreach to local schools, day care and local coffee shop storytime.	<b>HS</b> On hold	<b>NA</b> 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.	<b>WH</b> Weekly in-house and outreach early literacy (0-5) storytimes for babies, toddlers, and preschool occur on a weekly/monthly basis. Early Lit. materials added/accessed for the juv. Collection monthly, i.e. leveled easy readers, Bob books, leveled nonfiction materials, etc.	<b>WE</b> Baby and Toddler storytimes have increased participation.	Highlights include working with RVA Reads and the Arthur Ashe Books4Kids initiative at the VCU Health Center.
1.1	<b>Strategy 1:</b> 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	<b>BE</b> 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. <b>-DISCONTINUED</b>	<b>BR</b> Whenever possible, attend area school events and collaborate with area teachers and media specialists. Manager, YA specialist, and Youth specialist all regularly work with school staff, staff from the Welcome Center, and Communities in Schools staff.	<b>EE</b> In steady contact with the media specialists at Chimbrazo, 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.	<b>GP</b> Made contact with local school media specialists and distributed flyers to area schools.	<b>HS</b> On hold	<b>NA</b> 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.	<b>WH</b> Children's Associate will visit local elementary schools for various events throughout the year (i.e., BTS Nite and Literacy Night). Will keep email correspondence with Middle and High school librarians and art teachers. Working on reaching out to rising second grade for possible end of the year field trips at the branch for tour and card registration.	<b>WE</b> Continues partnership with Mary Munford. Including Back to School Nights, Spooky Saturday, and Literacy Night. Working to strengthen a partnership with Thomas Jefferson High.	Provides RPL materials and displays for BTS Nights and RPS outreach events including the RPS Media Specialists training session hosted at the Main Library.
1.1.a	<b>Strategy 1.1.a:</b> 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	<b>BE</b> 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. <b>REPLACED</b> with -- Plans are in place for new youth services staff member to have training/involvement in local public schools, with principals, teachers, families and media specialists.	<b>BR</b> Regular collaboration with Barbara Haas, Librarian at Boushall Middle School, YA/VA collaboration with school personnel. Manager, YA specialist, and Youth specialist all regularly work with school staff, staff from the Welcome Center, and Communities in Schools staff.	<b>EE</b> 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. Additionally, participated at many end of school/back to school events, as well as career days and other local school events.	<b>GP</b> Summer Reading materials were distributed to schools, local daycares, and in the Branch.	<b>HS</b> Maintain contact with Blackwell Elementary and Pre-K Center until Youth Associate is hired. Regularly represent the library at back school functions, signing families up for library cards, and promoting library services and resources.	<b>NA</b> 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.	<b>WH</b> 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.	<b>WE</b> 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	<b>Strategy 1.1.b:</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	<b>MAIN</b> 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	<b>BR</b> Relationships established with the Communities in Schools programs at G.H. Reid, Greene, and Broad Rock Elementary Schools. We are working on developing relationships with Francis.	<b>EE</b> Established contacts with all schools in the service area, via email, phone, and attendance at meetings and events.	<b>GP</b> Established contacts with all elementary schools in the area using email, phone, and attendance at events as possible.	<b>HS</b> Working diligently to connect with and preserve connections with key RPS educators (particular focus on Blackwell, Oakgrove-Bellemeade and Swansboro).	<b>NA</b> 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.	<b>WH</b> Contributes to local neighborhood association publications and social media including local PTAs.	<b>WE</b> 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	<b>Strategy 1.1.c:</b> 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. Attempted to work with RPS in August to include the Fine Free youth library card in the back to school information. Cloud not implement.	N/A	N/A	N/A	N/A	N/A	<b>BE</b> Coordinating efforts to get library cards for school groups.	<b>BR</b> Waiting for plans from RPL admin and youth services.	<b>EE</b> 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.	<b>GP</b> Held annual Holton Elementary rising second graders visit to the Library and received library cards at that time. Back to school night visits as well.	<b>HS</b> Back to school night library card sign ups at Blackwell and Swansboro.	<b>NA</b> 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).	<b>WH</b> 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.	<b>WE</b> Would like to establish a field trip for second grade from Mary Mumford Elementary School and private schools in the area.	Designed and developed promotional materials for the Ripple Youth Card. Card is featured on the Arthur Ashe Books4Kids campaign and NLW materials including banners and handouts.
1.1.d	<b>Strategy 1.1.d:</b> Action: Revive School Board member attendance at Richmond Public Library Board meetings.	RED	Not formally in place. School board members are invited to library programs in the school districts. Members have attended library functions. Education Compact meetings meet quarterly at the Main Library.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<b>EE</b> Invited Cheryl Burke, 7th District School Board Representative, to attend.	N/A	NA	<b>NA</b> Aiming to extend invitations to local School Board Members in hopes of their attendance for RPL Board Meetings.	<b>WH</b> Board members Jonathan Young and Patrick Sapini receive quarterly emails along with Councilwoman Kristen Larsen with information regarding WH program information.	<b>WE</b> LCSM attends monthly meetings with Councilman Addison which includes the local School Board member. The Branch hosts a meeting in the spring and the School Board member attends.	N/A
1.2	<b>Strategy 2:</b> 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	<b>BE</b> Coordinates and publicizes its children's program efforts through print, word of mouth, RPL outlets and social media.	<b>BR</b> Growing preschool program and a booming school-age program based on Homework Help, STEM, and art. The Teen Associate is building programming and relationships for tweens and teens, and we have a number of teen volunteers.	<b>EE</b> Used contacts at Virginia Repertory Theater, Children's Museum of Richmond, Blue Sky Fund, Peter Paul Development, Robinson Theater, Fulton NRC, Metro Richmond Boys and Girls Club, Salvation Army Boys and Girls Club, and other long-standing system-wide partnerships in order to sustain and create standalone programming for this location. Also working with PBS Kids, Oakwood Arts, Front Porch Cafe, and a representative from the Commonwealth Attorney's Office to collaborate on programming opportunities.	<b>GP</b> Uses print, word of mouth, and social media to coordinate and publicize youth services. Teen involvement is still low, but we are working on it.	<b>HS</b> Focusing on programs that have been successful, such as LEGO Club and Fitness. Continuing to you word of mouth to inform patrons.	<b>NA</b> 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.	<b>WH</b> Promoting events on Facebook, email, Nextdoor, website, in-house has increased visibility and attendance. Wider variety of programming being offered for all youth ages.	<b>WE</b> 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 Library Card Sign-Up Month bookmark and signage promoting RPL resources, as well as seasonal Teen flyers focused on events and programs for Middle School and High School students.
1.2.a	<b>Strategy 1.2.a:</b> 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. We are considering a new early childhood program entitled "We Love Reading." RVA Reads continues to connect in all Head Start programs in the City.	N/A	N/A	N/A	N/A	N/A	<b>BE</b> 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.	<b>BR</b> There are two in-house storytimes each week, a language acquisition playgroup, and three outreach preschool storytimes at Summer Hill preschool each week.	<b>EE</b> 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.	<b>GP</b> Early literacy storytimes are offered once a week to the community.	<b>HS</b> On hold.	<b>NA</b> Children's Associate is implementing early literacy by conducting sounds and letter of the week during Pre-School Storytime.	<b>WH</b> Two weekly storytime offered following ECRR: Explain, example, empower format. Additional Saturday and evening storytime offered bi-weekly.	<b>WE</b> Weekly storytimes for babies and toddlers; added a monthly bilingual storytime (SP) that is well received.	N/A

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1.2.b	<b>Strategy 1.2.b:</b> Deepen opportunities for expanded programs for 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 has opened the Innovation Lab in May 2019. Coding partnerships with Coder Dojo and Code VA continue.	N/A	N/A	N/A	N/A	<del>MAIN Staff are working to build a digital media lab that will allow for access to technology as well as programming for all ages.</del>	BE Offers a regular program of STEAM based experiences for children and families. Aside from during storytimes provide parent education in early literacy. Also Preschool Projects, Legos and Stem programs for elementary age students.	BR There are monthly science and art activities for school aged children.	EE Provides LEGO Club opportunities, Chess classes, and is pursuing coding classes.	GP LEGO Club is offered monthly. Provided an art class once a week with volunteer teacher. Hoping to be able to provide the program again.	HS Under Development.	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 both school-age children and "Little Scientists" for 3-6 year olds. Parent workshops offered twice a year by various partners.	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. Reaching out to contact at University of Richmond to find intern/tech students to partner with at Branch.	N/A
1.2.c	<b>Strategy 1.2.c:</b> Summer Challenge - Evaluate and enhance the summer reading Challenge, a component of the Library's role in reducing summer learning loss	Green	2010 RPL provided SRP to the community. 1,407 participants signed up in SRP 2019.	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. SRP materials were distributed to local schools and child care centers. The Branch provided a First Book connection to Richmond Prep. Connected with Me. Bab's Nursery School with Mind in the Making Summer Intervention.	BR Promoted the summer learning challenge and engaged many patrons. Completion rates were somewhat disappointing.	EE Promoted the Summer Reading Program at the Branch, thru NextDoor, and distributed materials to local daycares. 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 Promoted Summer Reading Program at the Branch, thru NextDoor, and distributed materials to local daycares. Cultivated relationship with local coffee shop to provide a story at the shop, which has been a huge success.	HS Summer schools, summer camps, and daycare programs heavily attended this summer (2019) after adjusting the times and days of the week for programs. Participation in the reading program was moderate. 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 will participate in the planning committee and provide both patron and staff feedback to committee. 2019 Primary feedback included not requiring log be brought for every library visit (prefer to leave at home until the end) and expressed interest in allowing participants to choose between logging a specific # of titles or a specific # of minutes read.	WE Great participation in Summer Reading 2019. Adults and children with some teens. Many completions. Patrons enjoyed the Bingo format. Supported the SRP 2019 and world map theme. Participants enjoyed the program. Overall participation has waned over the past few years although circulation statistics are high.	Worked in conjunction with the SRP team to develop a simplified approach to the SRP campaign with a passport entitled "Explore Your World" for all ages. Promotional materials included a passport, posters, handouts and collaboration with the website team.
1.3	<b>Strategy 3.</b> 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	MAIN Continuing programs and partnerships that support the efforts of OCWB in reducing poverty (providing free adult education classes, Job Seekers center staffed by AARP, community development Programs).	BE LCSM served in the past on a committee associated with this effort. DISCONTINUED	BR Built working relationship with the Southside OCWB Office and Travis Woods held a monthly recruiting session at the Branch. He has moved downtown, but the program is expected to continue.	N/A	N/A	N/A	N/A	WH The OCWB provide flyers promoting opportunities for patrons to the branch to post on community board. Primarily these are employment opportunities/workshops not early-literacy focused.	WE Working with Adult ED from RPS to provide ESOL classes for adults for school year 2019-20.	No current connections and/or programs.
1.3.a	<b>Strategy 1.3.a:</b> 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
1.3.b	<b>Strategy 1.3.b:</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 Head Starts and many childcare centers are providing books and resources to support early childhood literacy. Monthly during the school year, story times are delivered via volunteers with books to take home.	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.	WH Participated with all of RPL in One Richmond/One Book in-house programs and promoted program with provided materials.	WE Would like to participate in RVA/Reads. Staff will volunteer to participate in the One Richmond One Book/Read to Them initiative.	Continues to work with RVA Reads coordinator to develop volunteer educational materials, and RVA Reads bookplates for books given to children on a monthly basis.
1.3.c	<b>Strategy 1.3.c:</b> Provide parenting education and early literacy skill classes in partnership with the Office of Community Wealth Building's Kellogg Foundation grant.	RED	Program at 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	EE Interested in providing better early literacy programming. Have maintained relationships with Derrick Wadley at 25th Center location of OCWB in order to expand opportunities.	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 Have not participated in this program, but WH does offer two parenting workshops annually using non-profit organizations such as Advocates in Parenting (AIP).	WE Branch has not participated in this program.	N/A
1.3.d	<b>Strategy 1.3.d:</b> 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	EE Continuing relationship with Derrick Wadley at 25th Center location of OCWB in order to expand opportunities.	N/A	HS On hold.	N/A	WH No formal RPL Summer Intervention program was implemented at the Branch during Summer 2019.	WE No current summer programs with OCWB.	N/A
2	<b>GOAL 2:</b> Residents will have access to technology needed for school, work and life.	Green	Innovation Lab opened at the Main Library in May 2019. This center provides teaching and access to modern and antique tech. 3-D printers, Oculus Go, Macs with Creative Cloud, Lego Bots, Cricut die cutter, Chrome books, digital recorders, 3-D scanner.	N/A	N/A	Continued to add and evaluate electronic databases and resources that provide adults with access to continued education and recreation through databases like Universal Class, Learning Express Library, Overdrive, hoopla, and other online resources.	N/A	MAIN Expanding technology offerings in classes and equipment. Innovation Lab opened, adding iMacs with Creative Cloud access on second floor, TV station opening, laptops and chargers available for checkout.	N/A	BR The Branch supplies access to 26 PCs and copious staff support. Also provided instruction to learners of all levels informally and through 1:1 lessons in English and Spanish.	EE There are 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 There are 17 PC stations for the public as well as faxing capabilities, copying, and scanning. Staff are trained in using most programs and devices.	HS Once Library Technician Senior is staffed will continue weekly computer classes. Hull Street has one of the highest PC use numbers in the system.	NA There are 29 computers for patrons to use with programs aimed at strengthening computer skills.	WH The Branch has 14 public computers available. Staff consistently assist patrons with use of technology such as Xerox, fax, internet, printing, etc. with particular focus on assisting with employment applications and resume building.	WE There are 12 public PCs available for patron use. Additional iPads and two laptops are available, as needed.	Continues to provide informational signage for public computers and promotional materials highlighting RPL's online resources and databases.
2.1	<b>Strategy 2.1:</b> 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	MAIN Nan Agaram managing second floor lab, training, and social media, working with LCSM to develop tech and program strategy for 2nd floor.	N/A	N/A	EE LCSM assists with a Tech Training workshop on Wednesday afternoons, by appointment.	N/A	N/A	N/A	N/A	N/A	N/A

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2.2	<b>Strategy 2.2:</b> 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. Training point system implemented at the Main Library for staff. Each month staff will be required to complete 2 points. These points may be earned for trainings, readings. The training will be coordinated with the supervisor. Staff will be required to complete 24 during the year.	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	MAIN Technology classes shifted to Innovation Lab, focus more on creative use of technology, one-on-one approach for basic digital literacy works best. Second floor developing Memory Lab classes and equipment that would focus on tech used for digitization, preservation, research, documenting local history and personal and community archiving. Staff will be trained to support patrons, shifting energy from desk service to roving.	BE Has 18 public computers (1 family computer and 1 express) and offers periodic computer courses to build skill and competence levels. Our staff offers daily support with technology, as well as Tech Wednesdays, a one-on-one appointment approach to technology learning (ongoing).	BR There are 26 public computers with a full suite of office software. Also, staff possess the expertise and willingness to help our patron access and make the most of these tools. Staff offers 1:1 help with technology (and many other topics) through our Book a Librarian program.	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.	HS Apply Hour Program (1 hour of learning about mobile devices) created on Mondays to give time slots for app help and usage.	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.	WH Staff continue to learn and provide assistance to patrons on an as-needed basis. Staff share with each other any IT issues encountered or useful tips for commonly encountered patron tech issues/needs. We refer patrons to online opportunities to grow their personal computer skills.	WE Ongoing Tech Tuesdays provide an open forum for patrons to work with individual staff addressing questions on computers, tablets, etc.	N/A	
2.2.a	<b>Strategy 2.2.a:</b> Develop standard technology expectation for library staff and provide training to improve knowledge base.	Green	In 2019 RPL staff received education/entertainment opportunities to learn about equipment in the Innovation Lab.	N/A	N/A	N/A	N/A	MAIN Two monthly trainings now required of all Main staff to include essential technology skills. Training team established to lead trainings, develop basic competencies, train and assess all public services staff.	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. All Staff have access to online courses to improve their technical 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 and are encouraged to attend/share training opportunities.	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	<b>Strategy 2.2.b:</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	MAIN Developing vision for the computer lab to include memory lab, studio space for multimedia creation, and broadcasting. Shifting from passive to active in programs, spaces, and equipment. Tables of desk top computers take up too much space.	BE Staff meets on a regular basis to discuss matters related to library services, both system wide and branch-based. Staff members who attend RPL meetings offsite report meeting notes to other Branch staff.	BR LCSM reports facilities information through FacilitiesDude application. The Budget dictates priority of improvements as requested by LCSM.	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/Admin as issues or problems present themselves. Primarily requested services are scan to email capabilities and wireless printing.	WE Monthly staff meetings are held to disseminate Operations information; staff are open to input.	N/A	
2.3	<b>Strategy 2.3:</b> Update the Integrated Library System to meet customer expectations for a user-friendly interface with the library catalogue.	Green	RFP process complete and SIRS! SaaS selected as future ILS. Contract negotiations ongoing and implementation when complete. Target June 2020.	N/A	N/A	N/A	N/A	MAIN Upgrade pending. In the meantime, testing out use of chat client for roving reference, improved OPAC station access with new tables, new PCs, and spread out around GC area (were clustered together).	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2.4	<b>Strategy 2.4:</b> 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	MAIN New website launched. Updating as needed to keep a fresh and user-friendly experience.	N/A	N/A	N/A	GP Staff have access to download to the calendar for the website and report problems when they arise.	N/A	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.	WH Manager served on subcommittee to assist with the redesign of Children's page of RPL and provided training on its resources/uses at IEE for all branches. Continue to provide feedback as things are noticed or relayed to staff by patrons.	N/A	Provide images and information as requested from the website committee.	
2.5	<b>Strategy 2.5:</b> 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	MAIN Continuing community partnerships for basic digital literacy and coding, seeking community partners to lead some Memory Lab programs for 2020-21.	BE Offers 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.	NA	EE Partnered with Goodwill, AAGHS, and CapUp. Provided digital literacy and digital health literacy classes in partnership with VCU's Center for Health Disparities.	GP Offered GED classes and continue to offer Modern Mondays.	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 Partnered with Office of Aging to offer Intro. to computer use for Seniors. Unfortunately it was cancelled due to poor attendance. We promote Goodwill calendar for computer/tech classes offered monthly and refer patrons to online free opportunities. Manager created LibGuides to hand out as-needed for some common patron needs (i.e., setting up email, getting started with e-books, etc.).	WE Working with Office on Aging to schedule computer classes for winter and spring FY19. Developing basic computer information for in-house programs. No technology partners at this time.	N/A	
3	<b>GOAL 3:</b> Residents will have access in their communities to resources and information for lifelong learning in our community.	Green	N/A	N/A	N/A	The Library is open 24/7 through <a href="http://rvalibrary.org">rvalibrary.org</a> . Almost all databases allow remote access and most allow new users to checkout or view material with the eCard.	N/A	MAIN Operating hours have been extended during the week and Sunday hours added; expanding staff expertise and enhancing services, incorporating emerging technology and hands on training into technology toolkit; improving quality and condition of collection.	BE The Branch is open 6 days a week for the community. The drop box remains open 24/7 for patron convenience.	BR The Branch is open 7 days a week and open until 8:00 pm on Mondays and Wednesdays.	EE Current branch hours meet the needs of most patrons. We also focus on a holistic approach to information and libraries, and attempt to balance services and collection development by including hands-on workshops such as Old School Skills as a counterpoint to digital events.	GP Branch is open 7 days a week. 10A-8P four nights a week and Sundays 1-5P.	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.	WH Promotes many community as well as in-house programming for patrons. i.e. The Read Center, Literacy Lab, OCW, Goodwill, ViCap, Office of Aging, etc. Also promoted additional hours offered at various branches across RPL.	N/A	Provide signage for RPL libraries and bookmarks with extended hours.	
3.1	<b>Strategy 3.1:</b> Consider establishment of a staff position dedicated to developing and managing partnerships to better serve customers and engage the community.	Yellow	Outreach Librarian resigned and took position in OCWB. Serves as information liaison for the Human Services portfolio. All LCSMs are taking a more active role in promoting the System. Especially the Main Library LCSM.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	EE LCSM and Children's Associate spend significant portions of their work week in performing outreach, this will be augmented by the transition of a current Library Associate I position into a more outreach- and program-focused position.	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.	N/A	N/A	Provides Community Engagement Manager with displays and materials for partnerships and community events.	

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3.2	Strategy 3.2: Each branch library will develop a neighborhood specific community action plan to address unique needs/interests of their customers	Green	All Library locations have action plans or are developing plans. All are curating their resources and services to the communities they serve.	N/A	MC Maintain spreadsheets for circulation, patron count and program statistics. Enter circulation data system wide. This is an ongoing process.	N/A	N/A	MAIN Serves the broad interests of the entire metro area. Main's "neighborhood" is downtown businesses, commuters, VCU students, weekenders, people who come downtown for special events, people experiencing homelessness, and high volume of city and state government as well. Action Plan aims to clearly establish what is library sponsored programming, that it is consistent, placing quality over quantity.	BE Developing Neighborhood Plan. Branch Manager attends local community meetings such as the Museum District Homeowners' Association and the Mayor's Community Meetings (ongoing). Also, begun a Monday afternoon Tea time to encourage community social interaction and also begun to create a regular display of thematic resources (seasonal, Pride month, baseball, etc.) to highlight our collection for our particular patrons (new).	BR We do not have a formal Neighborhood Action Plan yet, but the manager and Children's Associate are active in the community.	EE LCSM is active with local civic associations, has diversified the East End Branch Advisory Board to include more representatives from local neighborhoods and schools; LCSM also attends the Peter Paul Community Action Network meetings, serves on the 25th Street in Transition Steering Committee, and is part of a working group regarding needs and services of the 25th Street Corridor (in conjunction with the 25th Street Market).	GP Continuing relationships with WMC, public schools, BCA, and GPNA.	HS Treasurer of Historic Blackwell Neighborhood Association in efforts to connect with community members. Currently working on garden and beautification of Blackwell.	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 Too! 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 Manager plans and implements more adult programming in-house as well as reaches out to area organizations, WHLAG, and businesses for partnering opportunities.	WE Developing a Neighborhood Plan for the Branch to include outreach to community members of all ages. Will review outreach at St. Stephens Market in Spring 2019. No formal plan in place. Continued membership with Westhampton Merchants Association; New partnership with University of Richmond working with a Children's Lit prof and an Environmental Science prof. Classes will create and present children's books on a weather topic. Ongoing, weekly fiber arts community group.	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. Advertised in Style Weekly, and the quarterly Parks and Recreation Guide promotes library programs.	N/A	MC Distributed information packets that include Check-it-out information on hoopla, overdrive, summer reading. This is an ongoing process.	N/A	N/A	MAIN Reaching out regularly to area organizations, businesses, officials, and media with programs and services.	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 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 Using social media to post Branch activities. Also have in house activity calendars for events. Attends local civic association meetings if possible. Regularly using LibCal as well.	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 Library Aware, Nextdoor, Neighborhood association publications, e-mail, 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 reaching many members of the West End community. Continue to post flyers in the community and create hand-outs for in-house distribution.	Continues to create and distribute system wide materials promoting RPL, Friends and Foundation events and resources. Worked with contract designers on Friends and Foundation support materials and newsletters.
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	MAIN Website team works to coordinate social media, web communications.	N/A	BR We create a monthly branch activity calendar and flyers and keep the web calendar updated. We are collecting email addresses so that we can send interested patrons reminders using Library Aware.	EE Does not have its own communications plan. We follow the systemwide plan. Monthly EE distributes a newsletter promoting programs and books available at the EE branch during the month.	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 Program calendar scheduled six months in advance with partnership communication and promotion/supplies planning implemented for all age events.	WE Following guidelines established by Communications Committee and Administration.	Work with Branches as requested to develop promotional materials for site specific events.
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	Read-Up Richmond and a partnership with VCU Common book to promote community reading. Over 300 attended the Read-up Richmond event. Common Book tackled a community problem of eviction. These connected through excellent marketing and promotion through print and electronic media.	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. There is regular presence at community events. RPL is very deliberate in determining events to leverage the most impact.	BE Requested Foundation funding to create a teen area for Belmont Library in order to welcome students and patron according to their needs. Funding not available to this plan. DISCONTINUED	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.).	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. Hosts 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	MAIN Job Seekers area, new computer classes, Tech-Tuesday, and partnership with Homeward are all working towards this goal. Continuing community partnerships that support workforce development (AARP, READ Center, GED)	BE Plans for events/posts relevant information related to job interviews and hiring. Branch has sponsored job fairs 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. ESL classes will begin in Sept, 2019 (new).	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 Working on adding partnerships to better our community services. Share workforce information as received for job seekers.	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 OCWB partnership includes promoting employment workshops/opportunities weekly as well as monthly visits to the branch to sit down one-on-one with patrons to work on resumes and applications. Staff consistently assist patrons with computer use often for employment needs.	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. Ginter Park and Main Libraries opened on Sundays from 1:00-5:00. Extended hours were added at West End and Main. We are open 7 days a week in 3 locations.	N/A	N/A	N/A	N/A	MAIN Sunday hours on the way pending hire of several new staff. Sunday hours successfully added.	BE Needs 3 PT LA I/II total 7 FTE.	BR Opened 1-5P each Sunday.	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 or additional evening hours.	GP Expanded evening hours to four nights a week. Added Sunday hours (1-5P) in March.	HS Needs 2 FT Library Technician Senior and Library Associate.	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
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	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 Hosts 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 updated 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
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 Trustees, 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

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4.1.c	<b>Strategy 4.1.c (Governance):</b> Create talking points about library activities for Board members to provide a consistent RPL message.	Green	Foundation Director and Communications Team is developing an elevator speech trifold.	N/A	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A	N/A	N/A	N/A	Continues to work with Foundation Director and board to create RPL talking point materials and displays.
4.1.d	<b>Strategy 4.1.d (Governance):</b> Each body should ensure that orientation is provided to new members.	Green	Director developed a Trustee handbook and is working with the Board Chair on an orientation program.	N/A	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4.1.e	<b>Strategy 4.1.e (Governance):</b> 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	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.	HS Working to gauge interest in advisory board for the Hull Street Library	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. Membership has diminished with change in branch management and "completion" of rain garden project. Participation is currently low.	WE Working to grow an advisory board at West End. Had no success connecting with a Friends liaison to clarify structure and process. No success with establishing a West End advisory group.	N/A
4.1.f	<b>Strategy 4.1.f (Governance):</b> 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	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4.2	<b>Strategy 4.2.1 (Staff):</b> 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	BE The LCSM reviewed/ highlighted this model in the September 2017 and April 2019 IEE meetings (updated).	BR READ Program is being implemented.	EE Participated in Staff Development Day in October 2019.	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.	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.	WH Staff continue strive for exceptional customer service with READ model in mind.	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	<b>Strategy 4.2.2 (Staff):</b> Develop and improve 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. Implemented a one day introduction and training for new employees.	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.	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.	NA	N/A	N/A	N/A	WE Developing in-house orientation while Administration is planning and preparing new employee orientations.
4.2.3	<b>Strategy 4.2.3 (Staff):</b> 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	BE This focus is addressed in semi-annual performance evaluation and customized employee work plans that emphasize individual growth and need for skill development. Hosts monthly IEE meetings and attends the annual RPL Staff Development Training Day as an effort of team building and professional development.	BR Staff attends system-wide trainings and pertinent webinars. Sometimes Staff is able to attend external trainings in person.	EE Webinars and other trainings are suggested and attended by staff.	GP Webinars and City-wide training are provided and attended when staffing allows.	HS Webinars and City-wide training are provided and attended when staffing allows. Encourage staff to seek other training opportunities outside of the city if necessary.	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. Supports 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	<b>Strategy 4.2.4 (Staff):</b> 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	Main Program document in place for system wide planning of programming for calendar year 2020.	N/A	BR Entering programs into LibCal consistently.	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	<b>GOAL 5:</b> 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	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. Technology offered in meeting room is in need of repair/upgrade. Furniture and overall appearance (i.e., paint, book drop, parking lot, etc.) should be considered for future improvements.	WE Renovations completed in 2017.	N/A
5.1	<b>Strategy 5.1:</b> 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	BR Renovations completed.	EE Renovations completed in 2013.	GP Roof repair completed in 2018.	HS Renovations completed in 2011.	NA Renovations completed in 2010.	WH Renovations completed in 2010.	WE Renovations completed in 2017.	N/A
5.2	<b>Strategy 5.2:</b> 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. Master Plan RFP is in process. An overall evaluation of rooves in the system is complete and repairs implemented. Toilet rooms at that Main Library will be upgraded to address life, safety, and health concerns.	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	<b>Strategy 5.3:</b> 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	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.
5.4	<b>Strategy 5.4:</b> Evaluate the need for a complete Master Plan for the Main Library.	Green	The Facility Master Plan was included in the FY19 CIP. RFP in process 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