

2021 RPL Master List Strategic Plan Dashboard Updates  
LBOT Approved on June 23, 2021

	GREEN Flag – Starting or making progress towards the finish line	YELLOW Flag – Problem, circumstances slowing progress	RED Flag – Stopped. Progress put on hold	BLACK Flag – Discontinued. Progress stopped completely	Checked Flag – Action accomplished																
		Status May 2021	Notes May 2021	Dept/Branch	Detail																
Location	Goal / Strategy	System-wide	System-wide Summary	ADMINISTRATION	MAIN CIRC	MAIN TS	MAIN YS	MAIN IT	MAIN ADULT SVS	EARL CHILD LIT	BELMONT	BROAD ROCK	EAST END	GINTER PARK	HULL STREET	NORTH AVENUE	WESTOVER HILLS	WEST END	GRAPHIC ARTIST		
1	<b>GOAL 1: Children will enter school ready to learn, and will have resources to help the succeed academically.</b>	Green	RPL embraces all opportunities to support the goals and objectives of educating youth in Richmond. It is a multifaceted and evolving relationship that is supportive of the RPL mission to inform, enrich and empower.	N/A	N/A	M/TS 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. Worked with web team to promote online virtual events and promote remote access to online resources.	N/A	N/A	N/A	N/A	BE 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. (Before COVID)	BR On hold due to coronavirus -- In-house storytimes and developmental play group, outreach to Summer Hill Preschool Center, and Homework Help and/or Reading Buddies services provided four days each week.	EE On hold due to the pandemic, in large part. But we're anticipating rekindling our relationships with teachers at nearby schools. <del>Partnered with local tutoring groups, schools, and after-school programs to increase library participation visibility and opportunities for encouraging literacy and academic success.</del>	GP Outreach to local schools, day care and local coffee shop storytime.	HS Scheduling in-person STEAM programming for students for spring/summer and increased outreach to area schools. In lieu of indoor in-person programming, have created new displays and book bundles to promote early literacy.	NA Will resume Homework Help after school program once programming is no longer held temporarily suspended due to social distancing protocols. Early Lit. materials added for the week preschool storytimes and set up outreach to local preschools. <del>Maintaining our Homework Help--after-school program for RPS students. We are aiming to express the different library subscriptions with all students such as World Book and ABC Mouse.</del>	WH Weekly in-house and outreach early literacy (0-5) storytimes temporarily suspended due to social distancing protocols. Early Lit. materials added for the week preschool storytimes and set up outreach to local preschools. <del>Maintaining our Homework Help--after-school program for RPS students. We are aiming to express the different library subscriptions with all students such as World Book and ABC Mouse.</del>	WE Baby and Toddler storytimes have increased participation. <del>In-person storytimes are paused through August 2021.</del> YS Associate is presenting live, PreK storytimes each week. Staff have worked with families in the past year to fill requests for book bags based on age, interest, and reading level.	GA Continues working with RVA Reads as requested & YS promoting RPL virtual storytimes. <del>Highlights include working with RVA Reads and the Arthur Ashe Books4Kids initiative at the VCU Health Center.</del>		
1.1	<b>Strategy 1: Strengthen partnership with Richmond Public Schools.</b>	Green	The Youth Services Leadership Team meets with Judy Deichman, Head of RPS Library Services, on a monthly basis. We will be partnering for the 2021 Summer Reading Program. RPL staff have supported the Lit Limo which is a vehicle that delivers books and learning kits to youth throughout the City.	Director serves on COR/RPS action team. During the Covid pandemic of 2020-2021 all have been in crisis management mode.	N/A	M/TS Worked with YS Coordinator Jenn Deuell to promote SIM use downloadables for schools.	N/A	Meet with Media Specialist with RPS to strengthen partnerships for events and promotions. Will also strengthen our work together on summer reading. <del>Share of contact with Michelle Johnson. Also meeting with Head Start and VPI to make connection for preschools. Working with Maymont School as well for storytime.</del>	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. <del>DISCONTINUED</del>	BR Branch Manager is part of La Comunidad and Special Education Advisory Committees. Relationship with local Communities in Schools representatives and recently made contact with Chastly Rodriguez from RPS outreach regarding having a staff member have regular hours at the library starting in May. <del>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.</del>	EE In general, we maintained a loose contact with some of the media specialists at various local schools over the course of the past year. We are looking forward to picking up partnerships with them in the new year. <del>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.</del>	GP Made contact with local school media specialists and distributed flyers to area schools.	HS In steady contact with media specialists from Oak Grove-Bellemeade and Blackwell Elementary and have made contact with media specialist at Swansboro; Youth Associate regularly attends Lit Limo days at both schools as well as Swansboro. Have additionally formed a relationship with Sprout School on Banbridge.	NA Whenever possible attend area school events, including Back to School Nights and Career Days. Collaborate with teachers and LMS to provide resources and programs for RPS students through outreach and library visits. <del>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-Limo and DIVER Book Club programs at Overby-Sheppard-Elementary School.</del>	WH On hold at this time. 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.	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. <del>New YS A began at the start of pandemic; connections with schools are on hold at this time. April 2021 is the beginning of a reconnect.</del>	GA Provides RPL materials and handouts for RPS outreach events including the RPS Media Specialists Lit Limo. <del>Provides RPL materials and displays for BTS Nite and RPS outreach events including the RPS Media Specialists--training session hosted at the Main Library.</del>		
1.1.a	<b>Strategy 1.1.a: Action: Branch libraries will develop relationships and collaborations with neighborhood schools' principals and media specialists.</b>	Green	Youth Services staff at all locations connect RPS and learning institutions in the neighborhoods the locations serves.	N/A	N/A	N/A	Main Several RPS classes have attended virtual teen programs in the fall and spring.	N/A	N/A	N/A	BE Outreach and support to students/families at RPS-- <del>Locations: John B. Cary and Amelia St. School giving special attention to home-school connections. Unsuccessful attempt to connect with Fox-Elementary--another local RPS school. REPLACED 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.</del>	BR On Hold. Regular collaboration with Barbara Haas, Librarian at Boushall Middle School. YAVA 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.	EE Some of the digital kits and virtual programs offered by EE staff were actively marketed to some of our local community media specialists. We are eager to plan more events with them in the fall. <del>Working on a series of 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-year school events, as well as career days and other local school events.</del>	GP Summer Reading materials were distributed to schools, local daycare, and in the Branch.	HS Maintain contacts with media specialists at Oak Grove-Bellemeade and Blackwell Elementary and have made initial contact with media specialist at Swansboro. Contacts with principals, made during the pandemic, have been met with zero response. <del>Maintain contact with Blackwell-Elementary and Pre-K-Center--and Youth Associate in Area--Regularly represent the library at back-school functions--signing families up for library cards--and promoting library services and resources.</del>	NA Maintain relationship and collaboration with Library Media Specialists at Overby-Sheppard Elementary, Barack Obama Elementary, John Marshall High School, and Community High School. Continue to try to establish a relationship with Henderson Middle School LMS and art principals. Maintain connection with Communities in School Henderson Middle School Rep. Louise Glasgow and continue building upon discussed program collaborations. <del>Aiming towards building and re-connecting with surrounding schools' principals and media specialists in order to maintain a health relationship. Our goal is to provide support to media specialist and as a resource for RPS counselors.</del>	WH New Children's Associate plans to send out correspondence in the fall to introduce herself and offer assistance to collaborate or provide training/materials.	WE Elementary contact is strong and ongoing. Reaching out to staff at Thomas Jefferson High to introduce resources and college prep materials to students, staff, and parents. <del>New Youth Services Associate began at the start of pandemic; connections with schools are on hold at this time. April 2021 is the beginning of a reconnect. Hoping to revive the August school bus program for rising K-1 students.</del>	N/A		
1.1.b	<b>Strategy 1.1.b: Action: Collaborate with communities in schools to establish a link to each elementary school in Richmond Public Schools.</b>	Yellow	Relationships with CIS will need to be re-established once schools re-open. All school buildings are closed or restricted access during the pandemic of 2020-2021.	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	BR Relationships established with the Communities in Schools programs at G.H. Reid, Greene, and Broad Rock Elementary Schools.	EE Established contacts with all schools in the service area, via email, phone, and attendance at meetings and events.	GP Established contacts with all elementary schools in the area using email, phone, and attendance at events as possible.	HS Working diligently to connect with and preserve existing connections with key RPS educators (particular focus on Blackwell, Oakgrove-Bellemeade and Swansboro). Have also made new contacts at Sprout School.	NA Ensure that the closest library branch and contact information is on each individual RPS school website. Established connections with LMS at both elementary schools and the VPI coordinator at OSI. <del>Get 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.</del>	WH Contribute monthly/quarterly to local neighborhood association publications and social media pages including local PTAs about resources and programming at WH.	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. <del>At this time we do not have a connection with CIS for TJHS or Mary Munford ES.</del>	N/A			
1.1.c	<b>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).</b>	Green	Electronic Library Card now available to all. All library card accounts are fine free. RPS does not have a student identification card that could facilitate a combined library / student ID card as many other schools systems allow.	N/A	MC Implemented procedure for online registration, gave input and ordered fine free youth library cards.	N/A	N/A	N/A	N/A	N/A	BE Coordinating efforts to get library cards for school groups.	BR On Hold. Waiting for plans from RPL admin and youth services.	EE Maintained contact with several of our local community partners, but events are currently on hold and we have not had great access to individuals. <del>Partnered with Dole-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--</del>	GP 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.	HS YS Associate attends Lit Limo visits to area schools as a way to promote library and card registrations; has also recently created the Ripple's Readers club to incentivize reading. <del>Back-to-school--night library card sign-ups at Blackwell and Swansboro.</del>	NA Reaching out to elementary principals to see if the Youth Services Associate can be present with a table on Parent-Teacher Conference Day to sign children up for cards. <del>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).</del>	WH Will contact second grade teachers in community to offer field trip or on-site visits as well as marketing materials to share library events and information and sign kids up for library cards (Target date: Spring 2022).	WE Would like to establish a field trip for second grade from Mary Munford Elementary School and private schools in the area. <del>Will try again in school year 2021-22.</del>	GA Work with YS to update promotional materials for the Ripple Youth Card. Feature card on promotional materials for Summer Reading and outreach events. <del>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.</del>		
1.1.d	<b>Strategy 1.1.d: Action: Revive School Board member attendance at Richmond Public Library Board meetings.</b>	RED	Update June 2021: LBOT members reached out and have made contact with a school board representative to begin attending via ZOOM and/or in person.	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	NA Extend invitations to School Board members to attend local library functions. Work to include local School Board members onto the North Avenue Library Board. <del>Aiming to extend invitations to local School Board Members in hopes of their attendance for RPL Board Meetings.</del>	WH Board member Jonathan Young (4th district) receives quarterly emails along with Councilwoman Kristen Larsen with information regarding WH program information.	WE LCSM attends monthly meetings by Councilman Addison including the local School Board member. <del>The Branch hosts a meeting in the spring and the School Board member attends--Meetings continue virtually.</del>	N/A			
1.2	<b>Strategy 2: Capitalize on the success of existing programs for children offered by Richmond Public Library.</b>	Green	Transitioned to holding programs virtually during the pandemic. Weekly STEAM videos, monthly Lego programs, monthly teen programs, virtual teen space on Discord, weekly storytime lives for family.	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 On Hold. 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.	EE Used contacts at the Science Museum of Virginia, Peter Paul Development, Fulton NRC, Anna Julia Cooper school, and other local organizations to market programs and provide news and partnerships, despite the pandemic.	GP 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.	HS Planning on hybrid approach for the immediate future, in which popular story time ideas (Friday's Storytime Unwind) will continue virtually in tandem with STEAM and literacy initiatives for outdoors into the fall. <del>Focusing on programs that have been successful such as LEGO Club and Fitness. Continuing to you word-of-mouth to inform patrons.</del>	NA Strive to find more pathways for marketing of existing programs including email blasts to local preschools, LMS, and parents who ask to be notified on upcoming programs. Implement evaluation methods to enhance the concepts of existing programs. Youth Services Associate is developing a relationship with the head of the Mayor's Youth Academy to expand the audience of some of our existing programs.	WH Promoting virtual events on Facebook, email, Next-door, newsletter & website. Trying to offer wider variety of programs for all youth ages. Working on "take & make" crafts/programs for summer months.	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. <del>LEGO programs continue monthly in a virtual format. Spring and summer 2021 will see some programming outside with limited participation.</del>	GA Develop promotional materials in print & digital formats featuring RPL resources, as well as seasonal flyers focused on events and programs for children/students. <del>Developed and distributed a Library Card Sign-Up Month booklet and signage promoting RPL resources, as well as seasonal Teen flyers focused on events and programs for Middle School and High School students.</del>		

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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	Moved early literacy storytimes to virtual platforms. Continue to implement the ECRR2.	N/A	N/A	M/TS Suggestion for future service would be to add a selector for children's resources.	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 On Hold due to coronavirus. Recently added a new Library Associate to the staff. There are two in-house storytimes each week, a language acquisition playgroup, and three outreach preschool storytimes at Summer Hill preschool each week.	EE Created a series of Storytime Shorts on YouTube to reach parents and kids when they couldn't come to EE physically. Seeing increasing success with Book Babies program, augmenting the very well-attended regular storytimes. Homebased groups, day-care, and CHAT attend regular sessions, and are expanding to include off-site storytimes.	GP Early literacy storytimes are offered once a week to the community.	HS Early literacy programming is currently provided virtually. Youth Associate has made plans to provide virtual or in-person story times to local pre-school and RPS partners in the fall.	NA YS Associate will continue to use ALA's Every Child Ready to Read curriculum to build preschool storytimes that enhance knowledge on early literacy that is offered weekly on Wednesday. Children's Associate is implementing early literacy by... involving parents and letter of the week during Pre-School Storytimes.	WH In-person programming is on hold. YS associate is contributing to virtual programming including Book Buzz, Storytime Shorts, Full Steam Ahead. Additional virtual programming planned. YS associate is training on ECRR research-based method. Explain, example, empower format.	WE Weekly storytimes for babies and toddlers, added a monthly bilingual storytime (SP) that is well-received. Weekly preschool storytimes continue virtually.	N/A
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	All programs have been virtual over the past year, but have continued to focus on STEM and other skills to include STEAM Culture Kits, Budgeting for Teens, news literacy, crafty hour kits, volunTEEN opportunities.	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. Aside from 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 Created a series of "Full STEAM Ahead" videos on YouTube to reach parents and students when they couldn't come to EE physically. Also created craft kits for a variety of ages. 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 Offering STEAM programs for school-age children, including LEGO club. Youth Services Associate is researching the materials provided by the Consumer Financial Protection Bureau for storytimes and activities that will teach simple math skills to young children to possibly implement in the future. Provide monthly STEAM programs geared to children 6-17 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.	NA Provide monthly STEAM programs for school-age children, including LEGO club. Youth Services Associate is researching the materials provided by the Consumer Financial Protection Bureau for storytimes and activities that will teach simple math skills to young children to possibly implement in the future. Provide monthly STEAM programs geared to children 6-17 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 Weekly STEAM programming offered virtually. Planning to offer to Parent/caregiver workshops twice a year to be hosted by various partners.	WE Continued month STEAM programming for elementary ages, including Spring Break STEAM Camp. Participating in News of Code programs, including teens. Developing programs to include 3D printing basics. Reaching out to contact at University of Richmond to find intertech students to partner with at Branch. Youth Service Associate, participates in virtual STEAM programming and presentation.	GA Work in conjunction YS to promote STEAM programs
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, 1,647 participants in 2019 and 1,334 in 2020.	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. SRP materials were distributed to local schools and child care centers. The Branch provided a First Book connection to Richmond Prep. Connected with Ms. Bal's Nursery School with Mind in the Making Summer intervention.	BR On Hold due to coronavirus. Promoted the summer learning challenge and engaged many patrons. Completion rates were somewhat disappointing.	EE Participated in the previous year's Summer Reading Challenge, but with limited success. Will be participating this year as well. Provided the Summer Reading Program at the Branch and also distributed materials with local day care 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 outreach 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 daycare. Cultivated a relationship with local coffee shop to provide a story at the shop, which has been a huge success.	HS Promoting SRP to RPS partners and to the Sprout School, as well as to local vendors. Summer schools, summer camps, and daycare programs heavily attended this summer (2019) after adjusting the time 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 daycare and summer camps.	NA Promoted the Summer Reading Program at the branch, local schools, preschools, and other potential partners. Invited community groups and schools to participate in offered programs or develop outreach opportunities specific to them based on their availability. Children's Associate implemented the Summer Bingo 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 YS Associate is participating in the planning committee and will provide both patron and staff feedback to committee.	WE Great participation in Summer Reading 2018, adults and children. Many completions. Patrons enjoyed the Bingo format. Supported the SRP 2018 and world map theme. Patrons enjoyed the program. Overall participation has waned over the past few years. Although circulation statistics are high. Participated in virtual summer programming for 2020 and will continue this format with some outside programs in 2021.	GA Work with the SRP & YS teams to develop a simplified approach to the SRP campaign with the theme "Reading Colors Your World" for all ages. Promotional items include print & digital materials working in collaboration with the website team. 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	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).	N/A	BE LCSM served in the past on a committee associated with this effort. DISCONTINUED	BR On Hold. 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	HS Have established connections with Sandee Smith at the Southside OCWB Office and expect to leverage this connection for future literacy (and likely also occupational) programming.	NA Youth Service Associate will remain in contact with Mr. Lerone Joseph of the Mayor's Youth Academy to collaborate on youth-focused programs.	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 ESOL classes in 2020. Teacher is open to restarting in-person classes in fall 2021 with small classes.	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	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	N/A	N/A	EE Online classes made it exceptionally difficult to reach children or collaborate with schools for meaningful programming. 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	HS YA was providing services and story times to Blackwell Preschool Learning Center prior to pandemic and plans to re-establish contact prior to new school year.	NA Maintain relationship with VPI coordinator at OSE and continue to develop program opportunities and discover how we can be a better resource for them. Currently aiming to make connections that have a pre-school program. From there we are strategizing the most effective way to be of resource to them.	WH On hold but will participate/promote when program resumes. 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 Team initiative. Would like information on status of RVA Reads and ways to participate.	GA Continue to work with RVA Reads coordinator to develop volunteer educational materials, and RVA Reads booklist 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	M/TS Reviewed and added new parenting/family care books to collections.	N/A	N/A	N/A	N/A	N/A	EE Similar to the RVA Reads program, the inability to host programs or even gather for them, made this an unattainable goal for the past year. We anticipate revisiting this in the future. 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 programming have not been made in past year, assessing how these might fit into programming post-pandemic. Efforts to support this at this branch have had zero attendance in spite of efforts to provide. This set of programs 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 Grant has ended and the program no longer exists. Might be worth looking into a partnership with the WIC Office as a replacement for outreach. 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.	Complete	Data is complete and available in Kellogg Foundation Report. No current summer intervention program with OCWB. OCWB focus is on employment. Copies of the report may be obtained by contacting the Library Director.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	EE Due to the pandemic, we have lost most ties with the OCWB, and their office on 25th Street. Continuing relationship with Derrick-Wadley at 25th Center location of OCWB in order to expand opportunities.	N/A	HS N/A	NA Once Summer Programming resumes we will reach out to the Office of Community Wealth Building to collaborate on programs specific to our library.	WH No formal RPL Summer Intervention program was implemented at the Branch during Summer 2020.	WE No current summer programs with OCWB.	N/A	

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2	<b>GOAL 2: Residents will have access to technology needed for school, work and life.</b>	Green	RPL continues to expand upon this goal. Workstations, printers, fax access, scan to portable storage and other forms of technology are available in all library locations. During the pandemic, RPL was able to evolve and expand upon technology to deliver library resources remotely. This will continue.	N/A	N/A	<b>M/TS</b> 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. Doubled money spent on downloadables in 2020.	N/A	<b>Main/IT</b> The IT Team continues to keep all public computers updated and running smoothly. The Catalog was updated from Biblio to Enterprise printing, faxing, scanning, and emailing services. Now that restrictions have loosened, limited indoor computers are available.	<b>MAIN</b> Expanding technology offerings in classes and equipment. Innovation Lab opened, adding iMac with Creative Cloud access on second floor, TV station opening, laptops and chargers available for checkout.	N/A	N/A	<b>BR</b> During the pandemic, BR continued to offer the use of 2 Chromebooks, just outside the building as well as comprehensive printing, faxing, scanning, and emailing services. Now that restrictions have loosened, limited indoor computers are available.	<b>EE</b> There are currently 6 PC stations in the computer lab available, and we anticipate expanding that in the near future. 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.	<b>GP</b> 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.	<b>HS</b> Pandemic has stymied access to technology for past year, despite Chromebook acquisition and use of patio seating for wireless access. Currently providing access to limited number of computers, though curbside services have maintained access to copying, faxing, and printing capabilities. However, updates to fax machine and computer lab hardware sorely needed to maintain baseline services; wireless connectivity inside building (though not outside) is unreliable.	<b>NA</b> There are 29 computers for patrons to use with programs aimed at strengthening computer skills.	<b>WH</b> The Branch has 14 public computers available (only 2 are currently available for use due to social distancing protocols). Staff consistently assist patrons with use of technology such as Xerox, fax, internet, printing, etc. with particular focus on assisting with employment applications, government assistance forms, and resume building.	<b>WE</b> <del>There are 12 public PCs available for patron use. Additional iPads and two laptops are available.</del> Provided WiFi access outside, technology support by phone, on demand printing. Reopened in April 2021 and continue to assist with requests for online assistance.	<b>GA</b> Continues to provide informational signage for public computers as libraries reopen and promotional materials highlighting RPL's online resources and databases for curbside service.
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	RPL determined that a single staff person was not sufficient to manage the implementation and access to technology in the System. A team effort has evolved. Library Information Technology department, Website Team, Young Adult and Adult Services are a team that is focused on providing technology coordination and programs, and adding an education television studio and channel.	N/A	N/A	<b>M/TS</b> Suggestion for future service would be to add a selector for electronic materials.	N/A	N/A	<b>MAIN</b> 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	N/A	<b>EE</b> N/A LCSM assists with a Tech Training workshop on Wednesday afternoons by appointment.	N/A	<b>HS</b> LCSM currently seeking community partners to provide weekly tech training/assistance when indoor programming resumes.	N/A	N/A	N/A	N/A
2.2	<b>Strategy 2.2:</b> Review and enhance computer training and technology skills for both staff and patrons.	Green	IEE is transitioning to a more formal professional development model. During the pandemic the library tasked a team of librarians to develop training, resources and electronic education via Niche Academy (an online learning platform). This continues for staff to build library and technology knowledge base. The 2019 Training point system implemented at the Main Library for staff was beyond our capacity to effectively implement. The pandemic made it further difficult to coordinate and execute. Therefore, we have started a new system of training that seemed effective when the library was completely closed for the COVID19 pandemic.	N/A	<b>MC</b> 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	<b>MAIN</b> 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.	N/A	<b>BE</b> 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 (prior to COVID), as well as Tech Wednesdays, a one-on-one appointment approach to technology learning (ongoing). Catalog and self-check station updated prior to reopening.	<b>BR</b> All staff are able to help patrons as needed. Patron training is on hold. There are 26 public computers with a full suite of office software. Also, staff possess the expertise and willingness to help 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.	<b>EE</b> Few partnership opportunities were available in the past year, but there may be an opportunity to collaborate with the new J Sargent Reynolds school in the fall. <del>Partnership with Goodwill due to their funding situation.</del>	<b>GP</b> Staff continue to provide assistance to patrons as needed. Staff discuss any and all IT issues or new things encountered while helping patrons. Try to encourage patrons to do any tasks on their own and try to teach them how if uncomfortable. <del>Offering Modern Mondays as well as Homework Help provided via the literacy lab volunteers.</del>	<b>HS</b> Tech training webinars for staff will be made available via Niche Academy; seeking community partners to provide weekly tech assistance for patrons and will provide one-on-one appointment-based tech help when indoor programming resumes. <del>Apply Hour Program (4 hour of learning about mobile devices) created on Mondays to give time slots for app help and usage.</del>	<b>NA</b> We will offer technological literacy instruction to individual patrons dependent on their need and staff will be provided opportunities to enhance their computer skills with classes and trainings as made available. <del>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.</del>	<b>WH</b> 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. Aging to host technology workshops. E-collection training available virtually through branch staff as well.	<b>WE</b> <del>Ongoing Tech Tuesdays provide an open forum for patrons to work with individual staff addressing questions on computers, tablets, etc.</del> Worked with a team of RPL staff in spring 2020 to develop training opportunities for RPL staff. Continue to provide tech support by phone and as of April 2021, in person.	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	RPL is offering trainings via electronic platforms such as Zoom, Niche Academy, and Slack.	N/A	N/A	N/A	N/A	N/A	<b>MAIN</b> 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.	N/A	<b>BE</b> Staff takes advantage of training offered through RPL and City of Richmond.	<b>BR</b> All staff are able to help patrons as needed. Manager heads staff professional development effort, which includes some computer training.	<b>EE</b> Staff currently cross-trained in most skills.	<b>GP</b> All staff have opportunities for training when available. All staff cross-trained in most tasks.	<b>HS</b> 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.	<b>NA</b> All staff will be expected to be proficient in basic computer technology with opportunities to expand their knowledge pool as offered through Starnet and WaveLength courses. <del>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.</del>	<b>WH</b> All staff have opportunities for training when available and are encouraged to attend/share training opportunities.	<b>WE</b> <del>Staff are encouraged to expand their knowledge of software and online applications through online webinars (i.e., Webinars). Also provide time for staff to attend training at other library locations as schedule allows.</del> Included tech skills training in all staff work plans for 2020-21.	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. Technology replacement is supported by funding from USAC and the E-rate program. In 2021, RPL was able to replace routers, switches, and power supplies systemwide. E-rate covered 90% of this certified need. In 2021 the ARPA will offer further funding opportunities to expand broadband and technology outreach to Richmond.	N/A	<b>MC</b> Participated in updating the library cash register system and training staff on the new system.	N/A	N/A	<b>Main/IT</b> All public printers have been upgraded, laptops and desktops for staff are being upgraded for stations that are reaching end of life. All Network switches and routers will be upgraded next month. IT is also working on purchasing and implementing new networked scanners/faxes and wireless printing for patron usage.	<b>MAIN</b> 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.	N/A	<b>BE</b> 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.	<b>BR</b> Our network and public computers are areas for improvement. <del>LCSM reports facilities information through Facilities/Trade application. The Budget dictates priority of improvements as requested by LCSM.</del>	<b>EE</b> Work in progress in some areas identified at the Branch; working on collaboration with IT.	<b>GP</b> Relay information to IT as issues or problems present themselves.	<b>HS</b> Recommendations made.	<b>NA</b> Ensure that all staff understand the operational needs of all library equipment and respond accordingly if issues arise. Staff will continue regular communications with IT/DIT to address any equipment needs or concerns. <del>Ensure that the appropriate staff understand the needs of equipment that the branch needs via most regular in order to ensure effective delivery of services and exceptional customer satisfaction.</del>	<b>WH</b> Relay information to IT/Admin as issues or problems present themselves. Primarily requested services are scan to email capabilities and wireless printing. Regular staff meetings are held to disseminate info. from staff who attend other meetings such as youth services, operations, or Technician Senior meetings.	<b>WE</b> 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	January 2021 RPL completed the installation of the SIRSI ILS. SAKS environment and upgraded search interface. This provided an improved search interface on computers and mobile devices.	N/A	<b>MC</b> Set up reports for both SMS notification and Automatic Renewals. Participated in meetings for setting up New Online Catalog and answering Questionnaire for New Online Catalog.	N/A	N/A	<b>Main/IT</b> The ILS system has been upgraded to the latest version and we have moved from hosting the ILS on a local server to a Cloud based SaaS version.	<b>MAIN</b> 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



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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	Green	November 15, 2018, completely redesigned Library website launched. Compatible with all devices and many expanded services. In 2020, RPL migrated the ILS to an SAAS and upgraded the search interface to improve the RVALibrary.org. During the pandemic it became our 10th branch in which we are able to directly communicate with users, distribute electronic resources, and enact virtual programs.	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. Gave information to add to the website about SMS notification and Automatic Renewals.	N/A	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	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 Jonah Butler.	WH Manager served on subcommittee to assist with the redesign of Children's page of RPL and provided training on its resources/users at IEE for all branches. Continue to provide feedback as things are noticed or relayed to staff by patrons. YS associate and manager both provided content for digital programming for website/social media.	N/A	GA Provide images and information as requested from RPL departments to 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	M/TS continued to evaluate and purchase new how-to technology print materials	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.	N/A	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/instructor will volunteer to teach these classes.	N/A	EE Lack of programming opportunities have made this possible for the present time. Some discussions, however, have already been held with both J Sergeant Reynold and with the READ Center about future programs. Partnered with Goodwill, AAGHS, and CapUp. Provided digital literacy and digital health literacy classes in partnership with VCU's Center for Health Disparities.	GP No technology partners at this time. Offered GED classes and continue to offer Modern Mondays.	HS Have made contact with both RPS Adult Education program and Goodwill to partner and provide digital literacy courses and basic computer help as RPL phases in wider reopening. 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 wait these sessions a month).	NA We will continue to cultivate community partnerships that help facilitate on-site or digital technological education platforms for all patrons to utilize. 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 meet agencies/community partners offer classroom settings.	WH Will try to Partner with Office of Aging to offer Intro to computer use for Seniors in 2022. We promote Goodwill calendar for computer/tech. classes offered monthly and refer patrons to online free information when in an one-on-one setting and meet agencies/community partners offer classroom settings.	WE Working with Office on Aging to schedule computer classes for winter and spring. RPL is developing basic computer information for in-house programs. No technology partners at this time.	N/A
3	GOAL 3: Residents will have access in their communities to resources and information for lifelong learning in our community.	Green	Ongoing.	N/A	N/A	M/TS The Library is open 24/7 through patrons.org. Almost all databases allow remote access and most allow new users to check out or view material with the eCard.	N/A	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.	N/A	BE The Branch is currently open with limited capacity and limited hours, due to COVID. The outdoor drop box remains open 24/7 for patron convenience.	BR The Branch is open 6 days a week from 10-5. 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 are eager to explore more hands-on opportunities and resumption of the Old School Skills program in the fall.	GP Branch is open 7 days a week. 10A-5P four nights a week and Sundays 1-5P.	N/A	NA We hope to have evening, Saturday, and Sunday hours reinstated once the branch is adequately staffed. Extended hours on Mondays starting in September to open at 4:00 a.m. Also promoted 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, V/Gap, Office of Aging, etc. Also promoted additional hours offered at various branches across RPL.	WE Promote library resources and services on NextDoor. Member of the Westhampton Merchants Assoc. as a Community Partner to promote library presence in the area.	GA Provide signage and handouts for RPL libraries as the system receives with new hours and services.
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.	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	N/A	N/A	EE LCSM and Children's Associate spend significant portions of their work week in performing outreach and creating programs and virtual events. This will be augmented by the transition of a current Library Associate position into a more outreach and program focused position.	GP Our Children's Associate spends portions of their time on performing outreach. We hope to incorporate more of our newly hired employees ideas into more outreach and programs. Branch staff have areas of expertise that involve working with different partners.	N/A	NA The LCSM is responsible for managing diverse in-person and virtual programs that offer deeper engagement and growth within the branch's community. 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	GA Continues to provide displays and materials for partnerships and community events as requested until a outreach position is established. Provides Community Engagement. Manage with display 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	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	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.	N/A	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, began 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 Currently attends virtual community group meetings for Manchester Alliance, Hull Street Action, Virginia Community Voice, etc. Have established contact with area senior living associations to provide book club materials, and am in contact with volunteers to resume Blackwell Voices project as vaccination numbers rise. Treasurer of Historic Blackwell Neighborhood Association in efforts to connect with community members. Currently working on garden and beautification of Blackwell.	NA The LCSM & Youth Services Associate will develop a formal Community Action Plan while staff continues to implement programming reflective of patron feedback. Developing approved formal plan. Storytimes (outreach) at preschool centers. Black Male Emergent Readers (BMEER) Meet twice a month starting in September and ending in May. Lit. Chick-Read-Tool-Girl-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 requested adult programming as possible/needed. WH also reaches out to area organizations, Forest Hills Neighborhood Association, WHLAG, and businesses for partnering opportunities and to share information.	WE Developing a Neighborhood Plan for the Branch to include outreach to community members of all ages. Was reviewed 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 website topic. Ongoing weekly library arts community group.	GA Continue to work with Branches & the website team as requested to develop promotional materials for site specific events as RPL reopens.
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 hoops, overdrive, summer reading. This is an ongoing process.	N/A	N/A	N/A	MAIN Reaching out regularly to area organizations, businesses, officials, and media with programs and services.	N/A	BE Posts/updates its programs and learning opportunities for the public using Facebook and Instagram, RPL At Home, which communicates system-wide programs to nearly 25K subscribers. 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 Home, and regularly contributes to other East End newsletters.	BR The LCSM has been less active in the community due to the pandemic.	EE LCSM and YS Associates are very active on local digital forums. In addition, the LCSM creates a newsletter, RPL At Home, which communicates system-wide programs to nearly 25K subscribers. 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 Home, and regularly contributes to other East End newsletters.	GP Using social media to post Branch activities. Next-door website has been a huge help. 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 Next-door utilized to reach neighborhood.	NA Our book displays and programs are reflective of what patrons want and need. We regularly utilize flyers, our monthly newsletter, and the library monitor as tools to communicate our available programs to our patrons. Our book displays and programs are reflective of what patrons want and need.	WH Utilizing Library Aware, Next-door, Neighborhood association publications, e-mail, and local social media to advertise library services and programs (at this time all digital).	WE Online calendar is current. Working with Next-door 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.	GA Continues to create and distribute system wide materials promoting RPL, Friends and Foundation resources and virtual programs. Work with Friends and Foundation as requested to provide support materials and newsletters contain & images.
3.3.a	Strategy 3.3.a: Develop a communications plan including resources needed and timeline for implementation.	Green	Communication Plan developed in 2016. RPL continues to implement tactics and strategies from the plan. 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 Website team works to coordinate social media, web communications.	N/A	N/A	BR Our communication has been limited due to limited resources and program during the pandemic. 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 regularly. We create a general monthly newsletter and corresponding individual flyers for each of our programs. Our programs are advertised in many ways such as local newspapers, radio mentions, and emails.	WH Program calendar aims to be scheduled six months in advance with partnership communication and promotion/supplies planning implemented for all age events. At this time, we are only planning 2-3 months out for branch virtual programming.	WE Following guidelines established by Communications Committee and Administrators. Currently unaware of a RPL Communications Plan or committee members.	GA Continue to provide promotional materials specific events as requested. Will work collaboratively to establish a communications plan with timelines for effective implementation.

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Location	Goal / Strategy	System-wide	System-wide Summary	ADMINISTRATION	MAIN CIRC	MAIN TS	MAIN YS	MAIN IT	MAIN ADULT SVS	EARL CHILD LIT	BELMONT	BROAD ROCK	EAST END	GINTER PARK	HULL STREET	NORTH AVENUE	WESTOVER HILLS	WEST END	GRAPHIC ARTIST	
3.3.b	<b>Strategy 3.3.b:</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	During the pandemic RPL leveraged all electronic resources for communication and delivery of program and resources. Zoom allowed virtual events and programs. Electronic resources available through the website allowed RPL to reach users who were confined to their homes. Even Read-Up Richmond and a partnership with VCU Common book to promote community reading happened virtually.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<del>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. DISCONTINUED</del>	<del>BR On hold due to the pandemic. Staff often participate in community events. LCSM attends District 8 and 9 Council member meetings.</del>	<del>EE In the past year, EE staff have been very engaged with the community and have pivoted and adapted well to creating online programs and opportunities, to combat the shutdown. Very active at local events, maintaining relationships with a wide variety of groups in order to best reach families where they are.</del>	<del>GP Ongoing. Library has a presence at almost every event in the surrounding community.</del>	<del>HS Plan to attend local festivals and community org meetings when they resume in-person activity (some will begin re-opening in June); attendance planned for National Night Out and RVA Marketfest 2021. Social media (Next-door) used, but would like to strategize more robust presence. Regularly represent library at community events/festivals (like to work at Hull Street Festival, Bread Appetite, Make Feet, etc.)</del>	<del>NA LCSM regularly attends local community events and invites the community organizations and groups to the library to hold their meeting.</del>	<del>WH Regularly check local social media accounts, utilize next-door app, and attend community events when possible.</del>	<del>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 repair. Will reconnect with community events in Summer 2021.</del>	<del>GA Provide display items and promotional materials as requested.</del>	
3.4	<b>Strategy 3.4:</b> 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 OCVB to provide one-on-one job help.	N/A	N/A	N/A	N/A	N/A	<del>MAIN Job Seekers area now computer classes. Tech Thursdays and partnership with HomeWork are all working towards this goal. Continuing community partnerships that support workforce development (AARP, READ Center, GED)</del>	N/A	<del>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 (now).</del>	<del>BR LCSM evaluates methods, but does not currently participate in community outreach due to the pandemic. Shares workforce information from the OCVB, Goodwill and Resource Employment Centers. We have a career center where we concentrate community job information and provide computer, resume, and job application support in our Book &amp; Librarian Program.</del>	<del>EE Due to the pandemic, much of this work fell by the wayside, but we retained ties to CapUp and a few other local organizations which we will follow up on once we are past the pandemic. Partnered with many local workforce development organizations.</del>	<del>GP Working on adding partnerships to better our community services. Share workforce information as received for job seekers. Staff are trained and consistently help with patrons applying for jobs or employment needs.</del>	<del>HS Has contacted and plans to partner with OCVB, RPS Adult Education, and volunteers from VCU's Career Services team to provide GED classes, resume workshops, and mock interview clinics when indoor programming resumes. 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.</del>	<del>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.</del>	<del>WH ON HOLD: we plan to resume OCVB partnership to promote employment workshops/opportunities weekly. Staff will assist patrons with computer use often for employment needs. Will Post job information on community boards within the library.</del>	<del>WE Offer weekly technology workshops for one-on-one assistance. Staff available to socialize with patrons with job-seeking applications, etc. Continually post job information on community boards within the library. Assist patrons with job applications and resumes.</del>	N/A	
3.5	<b>Strategy 3.5:</b> Continue to expand Sunday afternoon library access.	Stopped	FY20 The Covid 19 pandemic reduced the library budget by 9% in operations and personnel. A hiring freeze was activated. Sundays and late evening hours were cut due to lack of resources and manpower. As resources are restored, RPL will restore the hours that were reduced.	N/A	<del>MC Sunday hours added to the Main Library, open 1-5P. Pandemic timeframe closed Main Library Sunday hours.</del>	N/A	N/A	N/A	<del>MAIN Sunday hours on the way pending hire of several new staff. Sunday hours successfully added.</del>	N/A	<del>BE Needs 2 PT Library Technicians and 1 FTE Library Associate, total 7 FTE.</del>	<del>BR On Hold. Opened 4 SP each Sunday.</del>	<del>EE At present, EE does not have the staff to adequately maintain Saturday or Sunday hours. Expanded into additional evening hours in order to serve the community. At least one additional PT position would be necessary to provide any Sunday hours or additional evening hours.</del>	<del>GP Expanded evening hours to four nights a week. Added Sunday hours (1-5P) in March.</del>	<del>HS Would need to fill three vacant PTE positions to make Saturday or Sunday hours a possibility. Needs 2 FTE Library Technicians Senior and Library Associate.</del>	<del>NA We will be able to implement Sunday hours once adequate staffing levels are met.</del>	N/A	<del>WE New open Monday-Thursday from 10A-5P without addition of staff. Not at this time. Currently open 10-5, Mon-Sat. Hope to expand to 6pm Mon-Fri in May 2021.</del>	N/A	
4	<b>GOAL 4: Richmond Public Library's structure and operations will be improved to increase efficiency and effectiveness.</b>	Green	Ongoing.	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 Governance	<b>Strategy 4.1 (Governance):</b> 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	Developed a LBOT and Foundation member manuals that contain contact, location, City, policy and procedure, minutes, FOIA, advocacy, laws and general library information. It is available in paper and will be in electronic format.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<del>BR On Hold. 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.</del>	<del>EE LCSM regularly maintains contact with the LBOT by assisting with their virtual meetings. Communicates regularly with the head of the RPL Foundation. Meets monthly with Advisory Group, regularly maintains contact with the Foundation Executive Director and the President of the Friends.</del>	<del>GP Branch representative meets monthly with advisory group.</del>	<del>HS Maintains contact with several Board members as well as Foundation Director.</del>	N/A	N/A	<del>WE Hosts Library Board meeting. Would like the Board members to engage with staff when in the library.</del>	N/A	
4.1.a	<b>Strategy 4.1.a (Governance):</b> The Library Board will review its own policies and procedures to ensure clear understanding of expectations for the Library Director and Board accountability.	Green	Ongoing.	N/A	<del>MC Participated in group discussion gave feedback, reviewed and updated current policies.</del>	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	<b>Strategy 4.1.b (Governance):</b> The Library Board will review the alignment of responsibilities of the Foundation, Friends, and other related support groups.	Green	March of 2017 LBOT, Friends of the Library, and the RPL Foundation held a retreat that focused on strategy and alignment. A fall advance is planned for September 2021.	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	<b>Strategy 4.1.c (Governance):</b> Create talking points about library activities for Board members to provide a consistent RPL message.	Green	Foundation Executive Director and Communications Team has developed an elevator speech tri-fold. Infographics are developed to summarize and demonstrate key statistics and actions during the year.	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	<del>GA Work with Foundation Executive Director to provide background information on RPL talking points highlighted on previous marketing materials and displays.</del>
4.1.d	<b>Strategy 4.1.d (Governance):</b> Each body should ensure that orientation is provided to new members.	Green	Complete / Ongoing	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	<b>Strategy 4.1.e (Governance):</b> Research and evaluate the best structure for branch-specific advisory councils at the branch level. The LCSM is the primary point of contact and outreach through all channels in-person and electronically (social media channels Next Door) and newsletters is successful. Formal group organization in monthly advisory council meetings has not provide sustainable.	Stalled	Limited success developing advisory councils at the branch level. The LCSM is the primary point of contact and outreach through all channels in-person and electronically (social media channels Next Door) and newsletters is successful. Formal group organization in monthly advisory council meetings has not provide sustainable.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<del>BR On Hold. Re-established and re-invigorated it's Advisory Board. The current Board is enthusiastic and involved.</del>	<del>EE After a discussion with the advisory board leadership, the group at EE was disbanded. Lack of interest from group members and the effects of the pandemic made it impractical and unnecessary. LCSM works with all the communities from the branch library assisted to research the advisory council's constitution and by laws.</del>	<del>GP Branch has an established Advisory Council. Participation is low and have not reapplied for non-profit status. Looking to try to disband.</del>	<del>HS Does not currently have an advisory group. Working to gauge interest in advisory board for the Hull Street Library.</del>	<del>NA Continue to have successful Advisory Board meetings monthly at Branch. Having the community opinion, local businesses as partners, and networking with other local organizations to strengthen not only the library to make the library a community cornerstone.</del>	<del>WH had 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. Prior to covid closure, WHLAG was ready to disband and transfer funds to the RPL Foundation earmarked for RPL.</del>	<del>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.</del>	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	LBOT 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

**2021 RPL Master List Strategic Plan Dashboard Updates**  
LBOT Approved on June 23, 2021

	GREEN Flag – Starting or making progress towards the finish line	YELLOW Flag – Problem, circumstances slowing progress	RED Flag – Stopped. Progress put on hold	BLACK Flag – Discontinued. Progress stopped completely	Checked Flag – Action accomplished														
		Status May 2021	Notes May 2021	Dept/Branch	Detail														
Location	Goal / Strategy	System-wide	System-wide Summary	ADMINISTRATION	MAIN CIRC	MAIN TS	MAIN YS	MAIN IT	MAIN ADULT SVS	EARL CHILD LIT	BELMONT	BROAD ROCK	EAST END	GINTER PARK	HULL STREET	NORTH AVENUE	WESTOVER HILLS	WEST END	GRAPHIC ARTIST
4.2 Staff	<b>Strategy 4.2.1 (Staff):</b> Complete development of the Library's READ (Respect, Engage, Anticipate, Deliver) Customer Service model.	Green	READ is a model that is used as well as other forms of professional development. Slack, leadership development, Niche Academy, COR, VLA membership for all staff members, conferences post COVID.	N/A	MC Participated in work group that developed a list of basic expectations for Library staff and customer service. Incorporated READ when training new employees in the Circulation Dept.	N/A	N/A	N/A	N/A	N/A	BE The LCSM reviewed/ highlighted this model in the September 2017 and April 2019 IEE meetings (updated). In 2021, LCSM created Customer Service Module (in Niche Academy) for use with onboarding new staff.	BR READ Program is being implemented.	EE Participated in Staff Development Day Virtually in October 2020.	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 monthly staff meetings, encourage the agenda to be focused around the READ mantra in order to achieve success within the Branch.	WH Staff continue to strive for exceptional customer service with READ model in mind. All staff completed the professional development training on customer service during covid closure.	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. Will work with staff to complete training on our new Niche Academy site.	GA Design materials to promote the READ service goals as requested and the RPL system reopens.
4.2.2	<b>Strategy 4.2.2 (Staff):</b> Develop and improved employee orientation for all staff, and implement a regular schedule for this orientation.	Green	Administration is developing a Library specific onboarding for all new hires. Introduction and training for new employees is monthly. Cross-training is being implemented to allow staff to work at other locations to experience other library workflows and build networks with staff and the community.	N/A	N/A	M/TS Reviewing all Tech Services manuals to insure that documentation is up to date - 2020/21.	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 for new hires.	HS LCSM participates on Professional Development committee and has contributed to development of a one-day orientation for new staff/creation of an orientation and continuing development resource.	NA Continue to execute internal orientation process while Administration develops system-wide orientation program.	WH Developed in-house orientation with checklist while Administration prepares Niche Academy orientation training model.	WE Developing in-house orientation, while Administration is planning and preparing new employee orientations. Will work with staff to complete Niche Academy courses by scheduling time in their work days. Some will be new and some will be refreshers.	N/A
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 they are a learning culture. IEE continues as well as conference attendance supported, team building is being supported across the system. Zoom and Slack have improved communication across the system.	N/A	MC Staff participated in specific Professional Development training, City-wide Training, and IEE meetings.	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. LCSM is chair of the new Professional Development committee.	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 Staff currently attends city-wide webinars and will be able to use newly acquired Niche Academy system as a continuing development resource. However, staffing inadequacy limits current staff's ability to devote time to this. <del>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.</del>	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 look for complete training offered by COR in Wavelength. Hold branch meetings to continue/improve communication. All staff completed weekly professional development training during pandemic closure.	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. <del>Need a structured training program for all staff that is an annual expectation and part of work plans.</del>	GA Took advantage of staff training opportunities during shutdown and will continue.
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 system-wide. Meeting minutes and agendas are being communicated through staff leadership. Slack has become the primary platform in which all staff may communicate and share information, images, video, and discuss topics that are important to the day-to-day operations of the library.	N/A	MC Staff participated in training and learning new technology in the innovation lab at the Main Library. Including 3D printing, cricket machine, virtual goggles.	N/A	N/A	N/A	Main Program document in place for system wide planning of programming for calendar year 2020.	N/A	N/A	BR Entering programs into LibCal consistently.	N/A	N/A	N/A	NA Library Administration will be responsible for this task.	N/A	N/A	GA Work with committees for designing and communicating programs in both print and social media.
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	Ongoing.	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. 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	In 2017 all branch libraries were renovated. May 2021 master planning for the Main Library began.	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 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.	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	<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	The Main Library Master Plan will inform the FY23-FY28 COR CIP.	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	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	<b>Strategy 5.4:</b> Evaluate the need for a complete Master Plan for the Main Library.	Green	The Main Library Master Plan is underway, May 2021.	N/A	N/A	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