SWAMPSCOTT

— PUBLIC LIBRARY —

Strategic Plan
Fiscal Years
2025-2029

Submitted By :

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About Us

Background Information

Community Overview

Swampscott is a small town on the Atlantic Coast, approximately 12 miles from Boston and occupies a land area of 3.58 square miles (United States Census Bureau, 2010). The population density is high, with over 4,000 people per square mile. There are three elementary schools, one middle school and one high school within town boundaries. There is a commuter rail to and from Boston. Economically, Swampscott has very little business outside a small retail strip better known to residents as Vinnin Square. Taxes are raised overwhelmingly from property taxes on residential properties. Historically Swampscott had been a fishing village, but it has evolved over time into a closely-knit charming bedroom community for Boston.

Swampscott's population is 15,111 with the median age of 45. The median family income is $114,086. There is a significant number of Russian immigrants who live in the community and surrounding communities who make use of the library and our part time World Language Librarian. The town prides itself on being an educated community with over 62.2% of the community 25 years and older holding a bachelor's or graduate degree.

Data from the United States Census Bureau

Library Overview

The Swampscott Public Library serves our community from a brick building originally built in 1917.The building was enlarged in the 1950's and again in 1996. It is centrally located next to Town Hall and across the street from the fire station.As a result of the more recent additions, the library one of the few buildings that are compliant with the Americans with Disabilities Act in the town. It boasts a working elevator, automatic doors, and entrance ramp and up- to- code wiring. The library, in a town of 100-year-old buildings, has a distinct advantage as a public meeting place, with two available spaces for meetings, programs, and community gatherings.

Swampscott Public Library belongs to a consortium of 25 local public and academic libraries that share resources and technical expertise. They subscribe through the consortium to online databases, both general interest and academic.

The library currently has two public meeting rooms, and a wide variety of materials including internet computers, e-materials, DVD's, CD's, Books on CD, magazines, newspapers and, of course, books. There are seven full-time staff, three part time degreed librarians, and eight part-time paraprofessionals. The library is open 50.5 hours per week, including four nights, and some Saturdays.
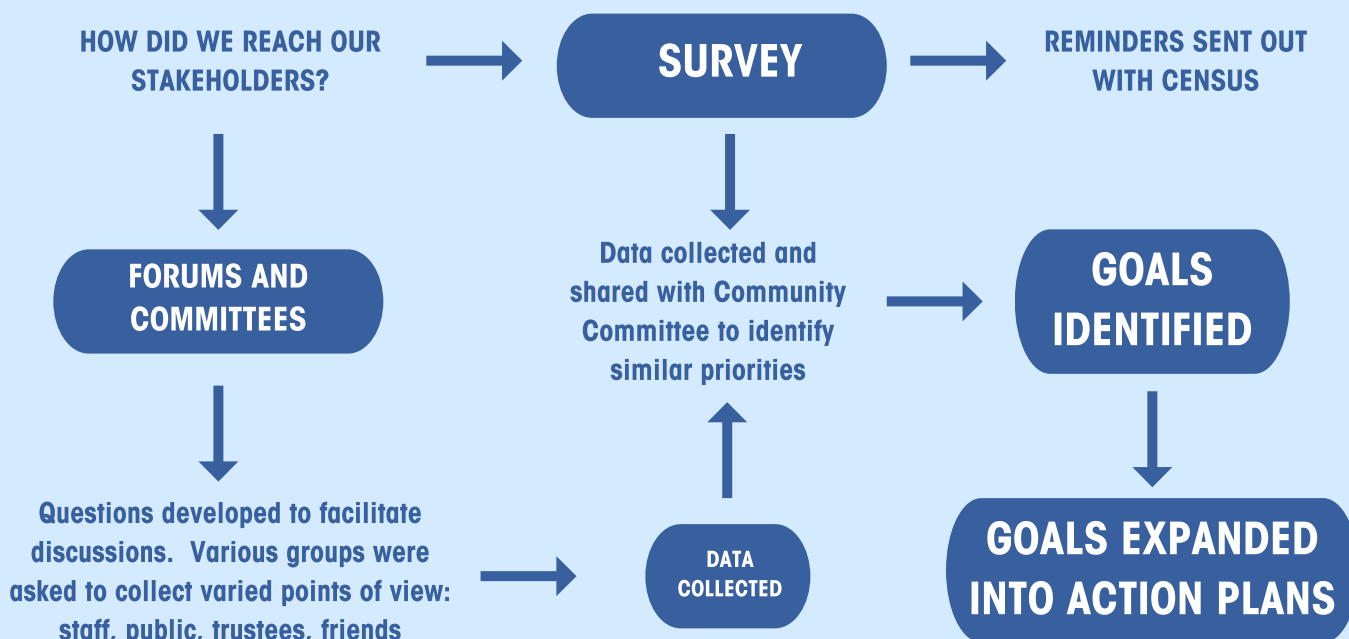
PLANNING PROCESS

The goals of a Strategic Plan are to identify key areas a public library must focus on to meet the community's changing needs and share that information with all library stakeholders—patrons, staff, and community. Selecting some goals over others does not mean that other aspects of the library's work are less important. The selection of a goal simply acknowledges that the library will focus additional effort and resources in that area.

The Library held two community forums to assess the needs of the Swampscott community over the next five years. Jonathan led these meetings as the community was encouraged to share their input and identify possible service responses and goals for the Library. These meetings also considered a new vision for the community of Swampscott and how the Library can help to facilitate these aspirations.

To solicit staff input, the Director led focus groups with all staff that included an analysis of strengths, weaknesses, opportunities, and threats (SWOT) of the Library, followed by consideration of possible service responses for the Library, and finally, a vision and possible goals for the Library.

Jonathan also hosted a similar SWOT exercise with the Board of Trustees and members of the Friends of the Swampscott Public Library Board.

The final data came from a Community Survey the Library posted on its website, made available in-house, and distributed to other community locations. Reminders to complete the survey were also sent out in the Town's census.

HOW DID WE REACH OUR STAKEHOLDERS? → SURVEY → REMINDERS SENT OUT WITH CENSUS

FORUMS AND COMMITTEES

Data collected and shared with Community Committee to identify similar priorities → GOALS IDENTIFIED

Questions developed to facilitate discussions. Various groups were asked to collect varied points of view: staff, public, trustees, friends → DATA COLLECTED

GOALS EXPANDED INTO ACTION PLANS

The Results

Through our community survey and planning meetings, we received extensive, valuable feedback. Each group—staff, public, Trustees and Friends, and Community Forum—aligned on certain key areas while also providing us with unique perspectives on the importance of these areas.

The goals we have derived from this feedback are:

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COMMUNITY CONNECTIONS
TECHNOLOGY IMPROVEMENTS AND INNOVATION
COLLECTION ASSESSMENT AND EXPANSION
RELEVANCY, RENOVATION, AND FUTURE DEVELOPMENT

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Data was collected from each SWOT group activity and the community survey. This data was distilled into priorities. Priorities were pared down by staff into four major goals. These goals are the basis of the strategic plan and annual action plans.

Mission and Vision Statements

Evaulation

Our previous statements were woefully out of date - not being updated since the early 1990s. With help from our Trustees and the Strategic Planning Committee new statements, and core values were created.

Old Vision Statement

The Swampscott Public Library will be a welcoming place where people can fulfill their informational, recreational and cultural needs. Young children will have many opportunities for early childhood enrichment. All age groups will find help and support for their technology needs. Community residents will find the environmental information that they need to make good decisions for the health of our people and our planet. Unemployed and under employed townspeople will find the resources they need to get their ideal jobs. Community groups will have spaces to hold meetings. Residents will be well informed about activities, services and information available at the library. In conclusion, the Swampscott Public Library will be an active part of the community, helping residents improve their lives and their town.

New Vision Statement

" Swampscott Public Library will be a free and equitable place for everyone to discover, create, and share ideas and information.The Swampscott Public Library will endeavor to preserve and promote universal access to knowledge, experiences, information, and ideas in a welcoming and supportive environment. "

Mission and Vision Statements

Old Mission Statement

The mission of the Swampscott Public Library is to enrich the lives of our users through information, education, and recreation. To this end the library will support literacy and learning for all age groups. The library will provide general informational materials as well as current and popular materials in a variety of formats. And finally the library will develop welcoming spaces that the community can use to work collaboratively and to discuss issues of common concern.

New Mission Statement

"Our mission is to be an inclusive place where everyone is empowered to fulfill their informational, recreational, and cultural needs. The Swampscott Public Library is committed to advancing literacy and live-long learning, and will be an active part of the community – helping to create an informed, engaged, and connected Town through relevant materials, innovative programming, and supportive staff."

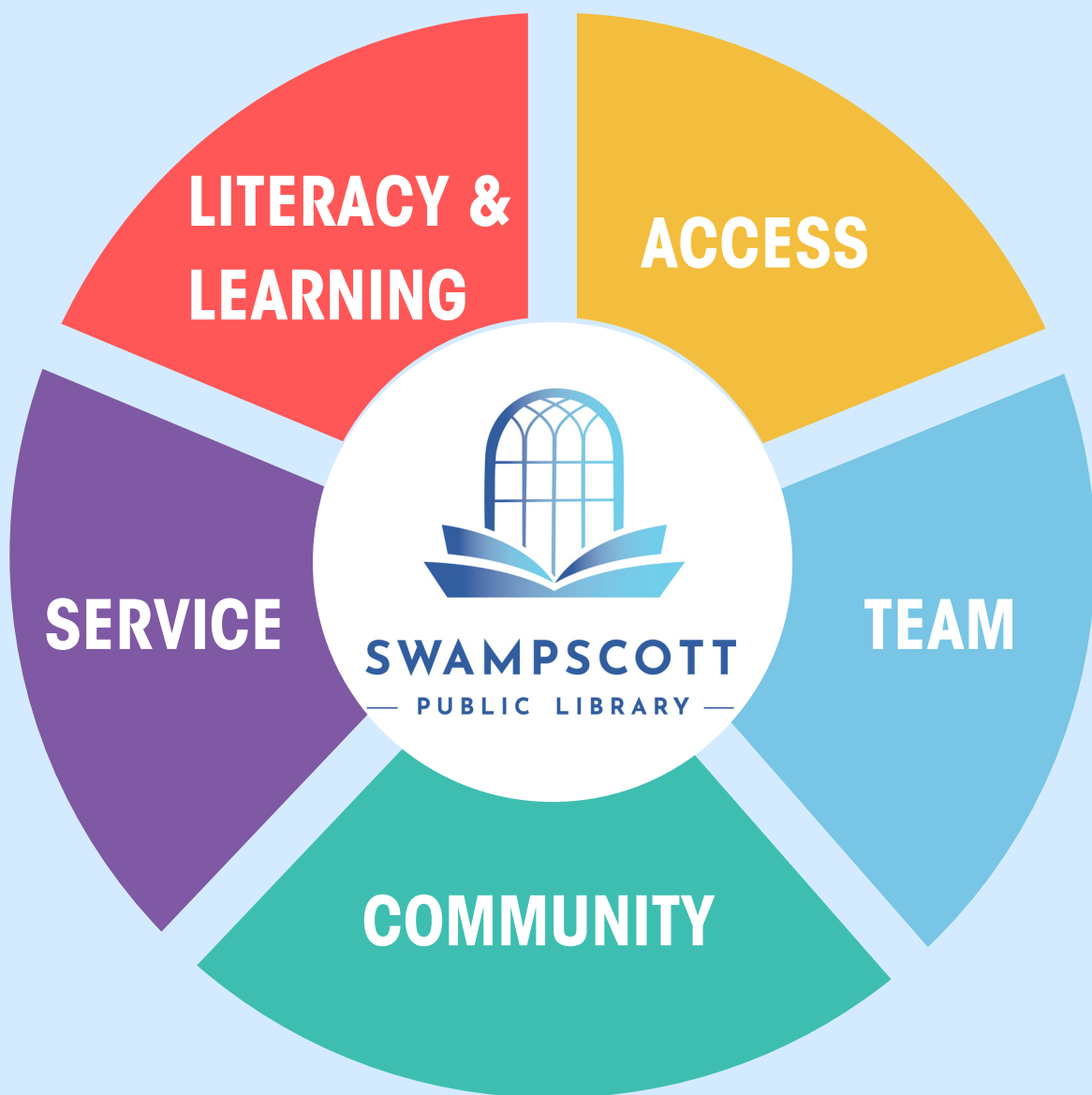## Core Values

Evaulation

Our previous strategic plans did not contain or address the core values of our organization. With assistance from our Trustees and our Strategic Planning Committee new core values were established.

LITERACY & LEARNING

ACCESS

SWAMPSCOTT
PUBLIC LIBRARY

TEAM

SERVICE

COMMUNITY

LITERACY & LEARNING

We value literacy and life-long learning and will endeavor to promote both for all ages with space, materials, programming, and service.

ACCESS

We value our patron's needs to have access to our collections and to our space in a variety of formats: print, electronic, audio/video, and in various languages.

TEAM

We value our staff, volunteers, Trustees, and Friends of the Library and the service they provide to our patrons and the Town. We will endeavor to provide support to ensure our team have the skills and knowledge to succeed in their respective roles.

COMMUNITY

We value our active participation in, and support of, activities, programs and events to promote strong community connections.

SERVICE

We value our patrons by providing equal, respectful, accurate and responsive service.

GOALS AND OBJECTIVES

GOAL 1
COMMUNITY CONNECTION

1.1 Work closely with members of the community to diversify collections, programming, and outreach offerings.

1.2 Continue to build stronger relationships with community partners and local non-profits.

1.3 Reach out to traditionally under served communities to build stronger connections to staff and the Library.

1.4 Gather input from the community, staff, and stakeholders for the potential renovations of the Library's entrance and service points. Execute on ideas and plans as finances allow.

GOAL 2
TECHNOLOGY IMPROVEMENTS AND INNOVATION

2.1 Routinely assess the building's technologies, upgrade items as needed.

2.2 Stay current on trends in the library field, update offerings, manage budget money to be able to provide needed technology and to expand offerings to patrons and staff.

2.3 Mobilize technology, make it easier for staff to bring technology and collections to residents.

GOAL 3
COLLECTION ASSESSMENT AND EXPANSION

3.1 Maintain an up-to-date, relevant, and wide-ranging collection. Expand access to archival materials.

3.2 Weed and remove items from circulation when needed. Remove collections if no longer used by patrons.

3.3 Look for new materials and formats that appeal to our patrons. Expand collections based on circulation data and patron requests/needs.

GOAL 4
RELEVANCY, RENOVATION, and FUTURE DEVELOPMENT

4.1 Seek regular input from patrons and non-patrons on services, collections, and outreach. Adapt and expand offerings as needed.

4.2 Expand marketing and outreach to the community at large, as well as organizations, city officials, and corporations. Utilize new website to promote all library services, collections, and initiatives.

4.3 Engage staff with the community outside of the building. Encourage staff to become involved in other organizations, groups, and boards.

4.4 Continue to look for ways to improve existing spaces, and look for renovation opportunities as they present themselves and as funds allow.

Annual Action Plans

The Swampscott Public Library will develop and update an annual Action Plan made up of specific activities and strategies designed to help the Library achieve its strategic goals. The Action Plan captures new initiatives and tasks designed to support the Library's specific objectives and address changing needs. The Action Plan is updated annually and kept on file at the MBLC. To view the Action Plan, see Appendix D- Swampscott Public Library Action Plan Fiscal Years 2025-2029.

Evaluation

The Director and managers will evaluate the Strategic Plan twice annually to monitor the progress being made. Each annual action plan will be closely evaluated with potential changes and updates made. The Director will report on the status of the Strategic Plan annually to the Board of Trustees. Any major changes to the plan will be filed with MBLC.

Board of Trustees' Approval

The Board of Trustees reviewed a final draft of the strategic plan at their September 18, 2023 meeting and voted unanimously to accept the draft and submit it to MBLC.

Board of Trustees
Neal DeChillo, Chair
Tript Sembhi– Vice Chair and Treasurer
Debbie Friedlander - Secretary

Acknowledgements

The Library would like to thank all members of the community who completed our strategic plan survey, as well as staff, Friends of the Swampscott Public Library, and Community Committee members who have their time and enthusiasm in helping to draft this plan.

Community Committee Members
Michele Audett, Friends Member, Local Resident
Beverly Shank, Friends Member, Local Resident
Caroline Margolis, Swampscott Library Staff
Ian Holland, Pastor First Church in Swampscott Congregational
Martha Cesarz, SPL patron, Local Resident

APPENDICES

Appendix A—Swampscott Public Library Community Survey Results 2023: The results of the community survey conducted by SPL in 2023. The survey was made available in hard copy format in the Library and virtually via our website.

Appendix B—SPL Focus Group Results Report 2023: The focus group was conducted in July 2023. The questions posed and a summary of participants' input are presented in the report.

Appendix C—SPL SOAR Summary Results 2023: This report documents the results of an environmental assessment of the Library's strengths, opportunities, aspirations, and results.

Appendix D—Swampscott Public Library Action Plan Fiscal Years 2025-2029: The Library's Action Plan presents specific tasks scheduled for completion during the Strategic Plan's five-year term.

171 Total Responses

Library Services Used in the Past Year

Borrowed materials (book...	146 (85.4%)
Used materials in the libra...	43 (25.1%)
Used Library computer ac...	48 (28.1%)
Used other Library techno...	25 (14.6%)
Downloaded e-books, e-a...	83 (48.5%)
Requested materials from...	99 (57.9%)
Attended events, program...	71 (41.5%)
Used local history resourc...	5 (2.9%)
Used Library facilities (ch...	74 (43.3%)
Accessed the library's we...	121 (70.8%)
Accessed the library's soc...	42 (24.6%)
Used your library account...	100 (58.5%)
Received one-on-one or...	1 (0.6%)
Used window-side pick-up	61 (35.7%)
Used the library as a meet...	18 (10.5%)
Used an item from our Lib...	4 (2.3%)

Day/Times patrons Usually Visit the Library
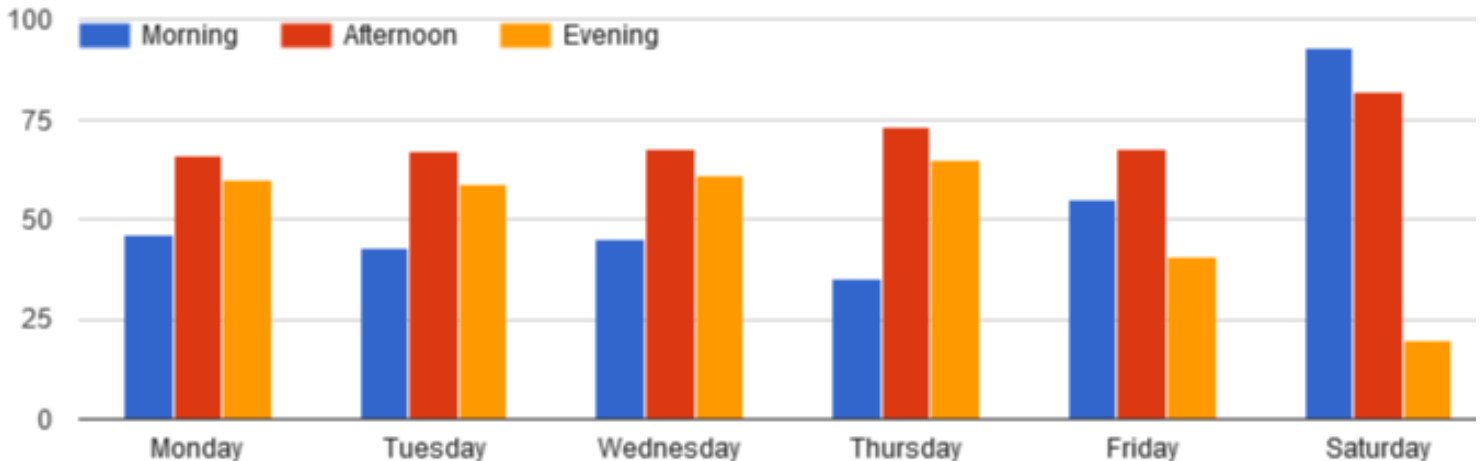
Which of the following types of staff assistance are you most likely to use at the Library? (Choose all that apply)

171 responses

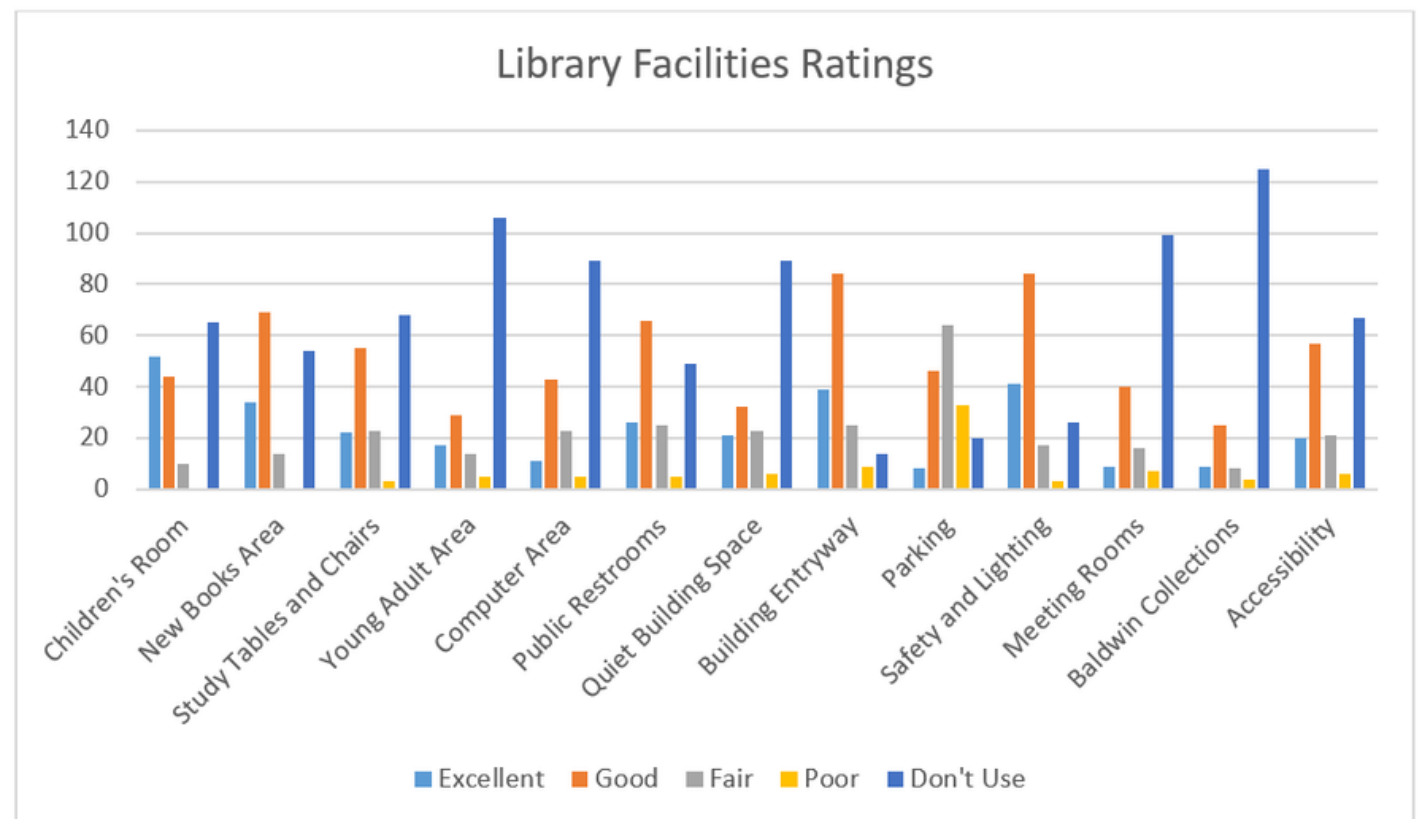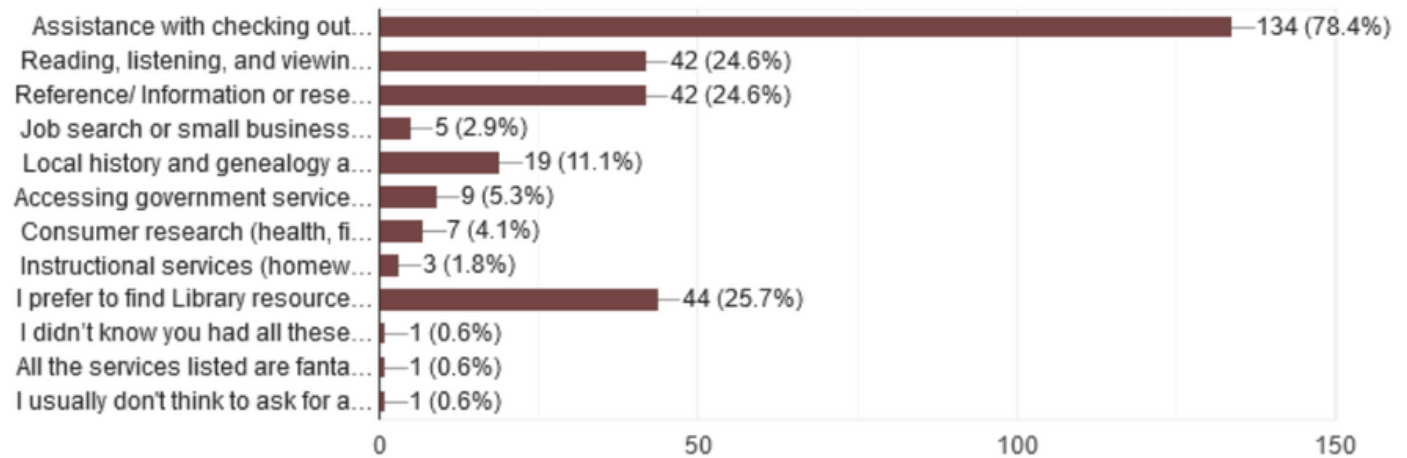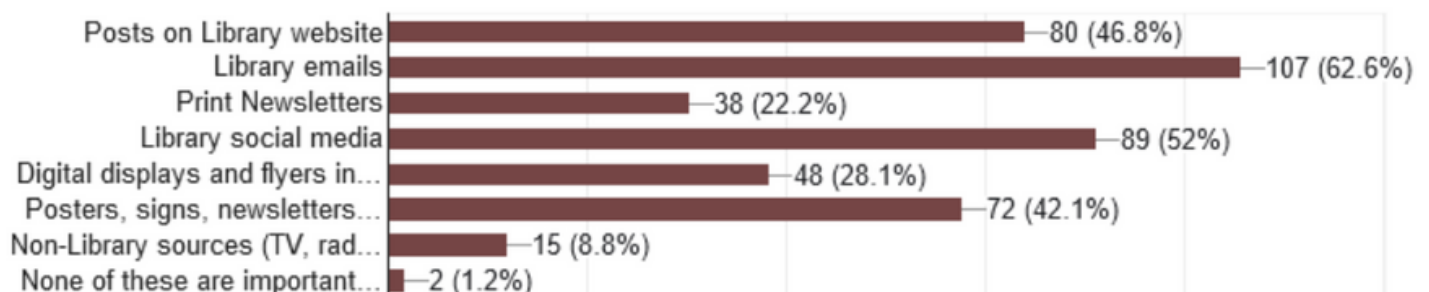| Category	Count
Assistance with checking out...	134 (78.4%)
Reading, listening, and viewin...	42 (24.6%)
Reference/ Information or rese...	42 (24.6%)
Job search or small business...	5 (2.9%)
Local history and genealogy a...	19 (11.1%)
Accessing government service...	9 (5.3%)
Consumer research (health, fi...	7 (4.1%)
Instructional services (homew...	3 (1.8%)
I prefer to find Library resource...	44 (25.7%)
I didn't know you had all these...	1 (0.6%)
All the services listed are fanta...	1 (0.6%)
I usually don't think to ask for a...	1 (0.6%)

Library Facilities Ratings

Legend: Excellent, Good, Fair, Poor, Don't Use

Categories: Children's Room, New Books Area, Study Tables and Chairs, Young Adult Area, Computer Area, Public Restrooms, Quiet Building Space, Building Entryway, Parking, Safety and Lighting, Meeting Rooms, Baldwin Collections, Accessibility

What method of advertising Library services and events would be most likely to draw your attention? (Choose all that apply)

171 responses

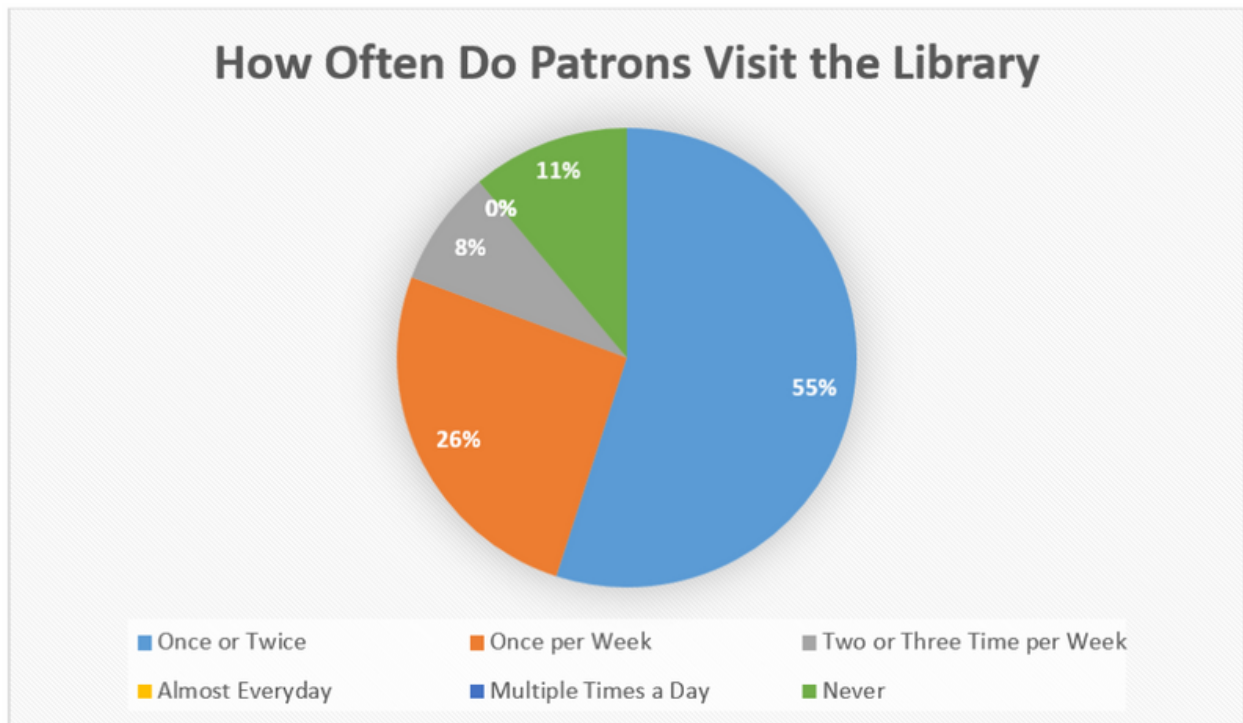| Category	Count
Posts on Library website	80 (46.8%)
Library emails	107 (62.6%)
Print Newsletters	38 (22.2%)
Library social media	89 (52%)
Digital displays and flyers in...	48 (28.1%)
Posters, signs, newsletters...	72 (42.1%)
Non-Library sources (TV, rad...	15 (8.8%)
None of these are important...	2 (1.2%)

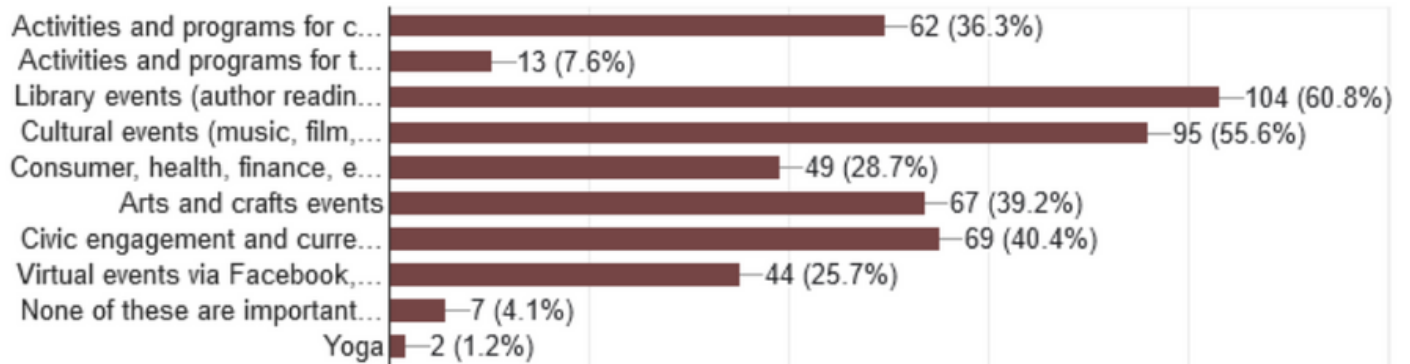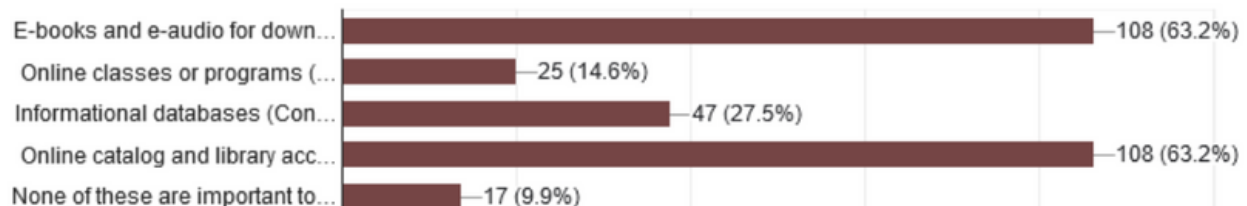## Which of the following types of programs would you be most likely to attend? (Choose all that apply)

171 responses

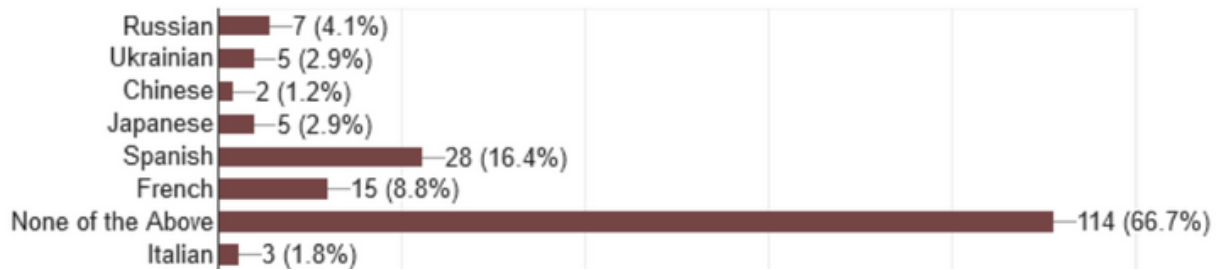| Program	Responses
Activities and programs for c...	62 (36.3%)
Activities and programs for t...	13 (7.6%)
Library events (author readin...	104 (60.8%)
Cultural events (music, film,...	95 (55.6%)
Consumer, health, finance, e...	49 (28.7%)
Arts and crafts events	67 (39.2%)
Civic engagement and curre...	69 (40.4%)
Virtual events via Facebook,...	44 (25.7%)
None of these are important...	7 (4.1%)
Yoga	2 (1.2%)

How Often Do Patrons Visit the Library

- Once or Twice — 55%
- Once per Week — 26%
- Two or Three Time per Week — 8%
- Almost Everyday — 0%
- Multiple Times a Day
- Never — 11%

Of the following, which online resources are most important to you? (Choose all that apply)

171 responses

Resource	Responses
E-books and e-audio for down...	108 (63.2%)
Online classes or programs (...	25 (14.6%)
Informational databases (Con...	47 (27.5%)
Online catalog and library acc...	108 (63.2%)
None of these are important to...	17 (9.9%)

Which additional language would you like us to purchase materials for? (Choose all that apply)

171 responses

Language	Responses
Russian	7 (4.1%)
Ukrainian	5 (2.9%)
Chinese	2 (1.2%)
Japanese	5 (2.9%)
Spanish	28 (16.4%)
French	15 (8.8%)
None of the Above	114 (66.7%)
Italian	3 (1.8%)

OPEN-ENDED QUESTIONS:

What does the library offer that you value most? (142 responses)
Patron responses centered on books and access to materials through the consortium and interlibrary loan. The great customer service provided by the library's staff was also heavily mentioned.

If the Library could do one thing to improve your experience, what would it be? (124 responses)
Most of the responses centered on expanding operational hours – primarily on Fridays and the weekends. Other feedback focused on more comfortable seating/study spaces, better parking (which is a Town issue), and decreasing wait times for popular titles. A lot of patrons responded that they couldn't think of anything or that the library is doing a great job as-is.

**What services would you like to see added to the library? (76 Responses)**
Patrons said that they would like to see an expanded library of things, more adult programming, and the addition of streaming services such as Hoopla and Kanopy.

Age Range of Patrons Completing Survey
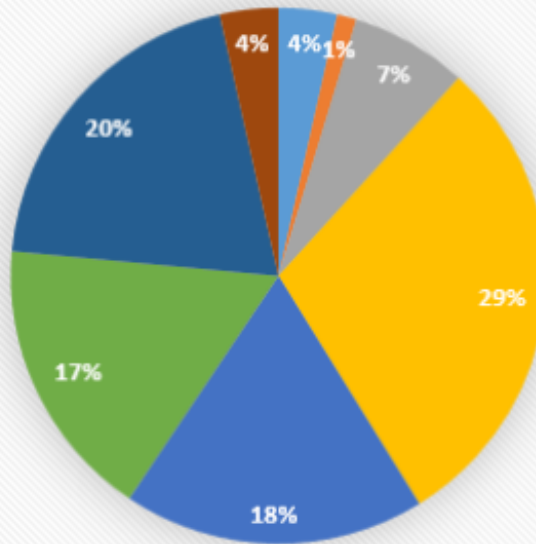
Legend: Under 18 | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 | Over 65 | Prefer not to specify

Values shown: 4%, 1%, 7%, 29%, 18%, 17%, 20%, 4%

Sex of Patrons Completing Survey
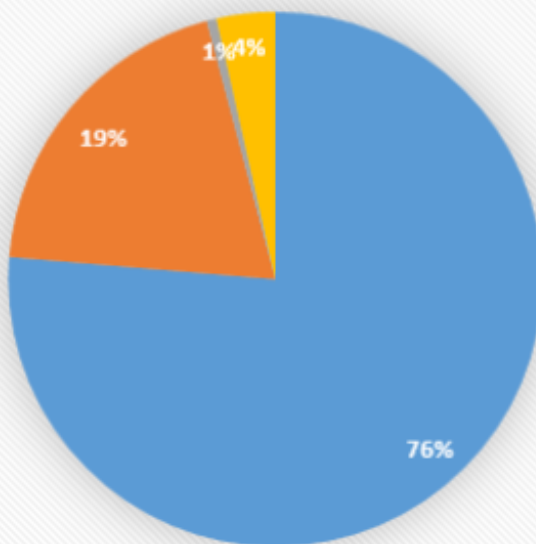
Legend: Female | Male | Non-Binary | Prefer not to say

Values shown: 76%, 19%, 1%, 4%

PARTICIPANTS: Unfortunately we offered three session for feedback, and no community members participated. The following are the questions that would have been asked to participants.

1. What are the very first two words you think of when you think about the Library

2. Tell us a little about yourself and your family and about the Library programs and services you use (or don't use).

3. Which Library resources or materials do you use most frequently?
Most Valued Resources or Materials:
Least Valued Resources or Materials:

4. How can the Library's physical space be improved?
Potential Building or Grounds Improvements:
Facility and Grounds' Accessibility:
Ideas:

5. How can the Library improve its programs and services?
Ideas:

6. What TWO words would you use to describe the librarians who assist you?

7. Which of the Library's technology resources do you use either on-site or via the Library's website?
Library Website:
General Comments:
Idea:

8. What technology do you think the Library should focus on over the next five years?
Technology Devices:
Technology Programs:
General Comment:

9.   Are there any barriers to service—things that impede your ability to receive the service you need or want from the Library?
Barriers to Service:
Ideas:

10.   What could the Library do to better serve Swampscott? What advice do you have?

General Comments:

Ideas:

11.   How important is it to have a good library in our community?

Library Is/Isn't Important Because:

If the Library Closed Tomorrow…:

12.   What issues now facing the town do you think may impact the Library?

Ideas:

13.   What could the Library do to better serve Swampscott? What advice do you have?

SWAMPSCOTT PUBLIC LIBRARY S.W.O.T EXERCISE 2023—SUMMARY RESULTS

	Friends of the Library & Board of Library Trustees	Planning Committee	Library Staff
	STRENGTHS—TOP 3 (in descending order)	**STRENGTHS—TOP 3** (in descending order)	**STRENGTHS—TOP 3** (in descending order)
1	Customer service provided by the Staff	Staff and customer service	Staff provides excellent customer service in a welcoming environment
2	Relationship between the various boards and stake-holders	Location and history	Program offerings for all ages
3	Forward –thinking management	Children's programs and space	Diverse collection that meets the community's needs
	WEAKNESSES—TOP 3 (in descending order)	**WEAKNESSES—TOP 3** (in descending order)	**WEAKNESSES—TOP 3** (in descending order)
1	Community is unaware of what the Library offers	Technology	Digital services, technology, and website
2	Not enough community partnerships	Lack of focus—Programming ,etc.	Hours of operation
3	Need to expand technology and digital services	Hours of operation	Lack of space for various use (meetings, etc.)
	OPPORTUNITIES—TOP 3 (in descending order)	**OPPORTUNITIES—TOP 3** (in descending order)	**OPPORTUNITIES—TOP 3** (in descending order)
1	World Language Librarian and building community connections	Hybrid Programming	Repurpose spaces to better meet needs
2	NOBLE membership—interlibrary loans, etc.	Partnerships with other libraries and organizations	Expand Library of Things
3	Update library—interior and exterior spaces	Expand hours of operation	Update policies and procedures
	THREATS—TOP 3 (in descending order)	**THREATS—TOP 3** (in descending order)	**THREATS—TOP 3** (in descending order)
1	Lack of adequate parking	Attention span of users	Paid streaming services and ebook limitations
2	Competing businesses such as Amazon, and local bookstores, etc.	Competing avenues for promotion—social media, etc.	Lack of parking
3	Funding	Box retailers	Afterschool programs and Recreation Department crossover

OUTCOMES

These S.W.O.T. exercise highlight that the Swampscott Public Library is doing a wonderful job of working within their limitations—both with regards to staffing levels and Town infra-structure. The Library will focus on expanding its community connections and services—both physical and digital, updating existing spaces, and looking to expand hours of operation.

FY2025

GOAL #1 Community Connection

OBJECTIVE: Increase partnerships with community organizations

Actions:
- Each member of the management staff will investigate potential partnership opportunities with aligned organizations in Swampscott
- Managers will discuss with Director and choose organizations with similar missions

Implementation: Director, Management Team

GOAL #2 Technology Improvements and Innovation

OBJECTIVE: Assess annually opportunities for improved social media presence

Actions:
- Assess current social media use
- Monitor trends
- Consider implementation of new social media or software management

Implementation: Director, Management Team

GOAL #3 Collection Assessment and Expansion

OBJECTIVE: Annually staff will evaluate new formats by which materials can be accessed

Actions:
- Monitor trends
- Purchase new formats as indicated

Implementation: Management Team, Department Staff

OBJECTIVE: By June, provide a more diverse collection of resources to reinforce the evolving education standards and various learning levels, including for adolescents

Actions:
- Assess current collection
- Monitor trends
- Purchase materials as indicated
- Pay special attention to non-English materials for Youth/Teens

Implementation: Management Team, Department Staff

FY2025, cont.

GOAL #4 Relevancy, Renovation, and Future Development

OBJECTIVE: By September, complete the creation of a new Teen Area in the basement of the building
Actions:
- Weed adult collection to make space
- Involve Teens in the aesthetic director and logo creation for space
- Purchase technology, furniture, and any necessary upgrades for the space
- Explore grants for further improvements
- Promote space to targeted populations

Implementation: Management Team, Teen Librarian, Director, Trustees

OBJECTIVE: By December, complete the initial phase of the exterior renovation project – sketches and stakeholders.
Actions:
- Monitor trends
- Potentially hire additional consultants or specialist to assist with pricing, etc.
- Visit other libraries and retail spaces
- Purchase new furniture and/or shelving as funds allow

Implementation: Director, Trustees, Town Administration, Management Team

OBJECTIVE: If awarded the Creative Communities Grant, complete the creation of a new Maker's Space by October
Actions:
- Remove all items from storage room
- Add electrical and data to space
- Consult with NOBLE and MBLC
- Purchase an needed furniture, technology, and decorations and promote space to targeted populations

Implementation: Management Team, Director, Trustees

FY2026

GOAL #1 Community Connection

OBJECTIVE: Annually evaluate and continue to build partnerships with other City agencies
Actions:
- Assess current partnerships
- Reach out to other potential partners
- Plan collaborative projects as appropriate

Implementation: Director, Management Team

OBJECTIVE: Increase the number of multilingual programs for each age group
Actions:
- Assess current offerings
- Determine community needs/interests
- Explore possible events
- Schedule and promote

Implementation: Management Team, Head of Youth Services

GOAL #2 Technology Improvements and Innovation

OBJECTIVE: Staff will annually be offered development or training opportunities to enhance their skills and ability to serve the community's technology needs
Actions:
- Assess Staff training needs/interests
- Monitor training opportunities
- Make Staff aware of opportunities
- Provide follow-up evaluation and opportunities to use new skills

Implementation: Director, Management Team

OBJECTIVE: By October, explore ways to improve SPL app use and self-checkout
Actions:
- Increase staff comfort levels
- Consult with NOBLE
- Promote app to target audiences

Implementation: Director, Management Team

FY2026, cont.

GOAL #3 Collection Assessment and Expansion

OBJECTIVE: By June, reassess budget allocation to hardcopy vs. digital collections
Actions:
- Assess current collection
- Monitor circulation numbers over the past decade
- Purchase materials and adjust procurement strategy as indicated
- Survey patrons

Implementation: Management Team, Director

GOAL #4 Relevancy, Renovation, and Future Development

OBJECTIVE: Increase outreach programming
Actions:
- Assess current offerings
- Determine community needs
- Monitor successful programs at other area libraries
- Purchase products as indicated
- Promote databases and services to targeted populations

Implementation: All staff

OBJECTIVE: Increase programming and use by twenty and thirty-something patrons that is not for their children
Actions:
- Determine needs/interests of this demographic
- Explore possible programs
- Schedule and promote
- Expand collection offerings

Implementation: Adult Services staff

FY2027

GOAL #1 Community Connection

OBJECTIVE: Expand and promote volunteer programs for all ages
Actions:
- Assess current partnerships
- Reach out to other potential partners
- Plan collaborative projects as appropriate

Implementation: Teen Librarian, Assistant Director

OBJECTIVE: Work to recruit multilingual staff
Actions:
- Work with appropriate groups at library schools
- Potentially build internship/training program
- Offer language training courses to current staff, including ASL

Implementation: Management Team

GOAL #2 Technology Improvements and Innovation

OBJECTIVE: Staff will annually be offered development or training opportunities to enhance their skills and ability to serve the community's technology needs
Actions:
- Assess Staff training needs/interests
- Monitor training opportunities
- Make Staff aware of opportunities
- Provide follow-up evaluation and opportunities to use new skills

Implementation: Director, Management Team

FY2027, cont.

GOAL #3 Collection Assessment and Expansion

OBJECTIVE: Start improving the reading room to all for more seating
Actions:

- Monitor DVD circulation
- Weed Mystery section to make room for DVDs
- Purchase any needed furniture
- Upgrade any outlets or data, if needed

Implementation: Management Team, Director, Trustees

GOAL #4 Relevancy, Renovation, and Future Development

OBJECTIVE: By June, develop ongoing, regular program "series" that can be advertised and planned well in advance
Actions:

- Determine needs of the community
- Explore appropriate programming series
- Contract with presenters as appropriate
- Schedule and advertise series

Implementation: Director, Management Team, Adult Services Team

FY2028

GOAL #1 Community Connection

OBJECTIVE: Update and improve the children's Library and program room spaces to offer more seating and interactive play opportunities; focus on creating an inclusive environment
Actions:
- Assess current space with new space plan in mind
- Visit other libraries
- Develop plan, update signage, increase multilingual materials

Implementation: Director, Head of Youth Services

OBJECTIVE: Annually assess security needs in the Library
Actions:
- Review incident reports
- Explore possible solutions with Staff and Board

Implementation: Director, Management Team

GOAL #2 Technology Improvements and Innovation

OBJECTIVE: Expand and strengthen WIFI access, including to areas surrounding the building
Actions:
- Assess current status
- Work with internet service providers and NOBLE to upgrade service and equipment

Implementation: Assistant Director, IT Specialist

GOAL #3 Collection Assessment and Expansion

OBJECTIVE: Visually improve and emphasize most popular collections
Actions:
- Monitor trends
- Purchase new shelving and signage as needed
- Highlight collections on social media and website

Implementation: Management Team, Department Staff

FY2028, cont.

GOAL #4 Relevancy, Renovation, and Future Development

OBJECTIVE: Explore ability to hold additional larger scale programs, potentially a film festival or cultural fair
Actions:
- Assess space issues – use green space if available
- Look for community partners
- Improve any necessary infrastructure

Implementation: Management Team, Programming Librarians, Director

OBJECTIVE: By June, begin to start new strategic planning process
Actions:
- Develop new surveys
- Identify potential members of community committee
- Evaluate current plan and what we may have missed

Implementation: Management Team,

FY2029

GOAL #1 Community Connection

OBJECTIVE: Provide adults with more opportunities to gather and interact with each other.
Actions:
- Host social events
- Offer chat and support groups
- Partner with wellness organizations

Implementation: Reference Staff, Management Team

GOAL #2 Technology Improvements and Innovation

OBJECTIVE: Help to bridge the digital divide
Actions:
- Survey what economically challenged or technology resistant residents need/want
- Offer additional hardware for at-home use
- Set up "pop up" locations for tech training
- Utilize possible Maker's Space for continued education and exploration

Implementation: Assistant Director, Management Team, IT Specialist

GOAL #3 Collection Assessment and Expansion

OBJECTIVE: Pre-budget season, do a deep weed and reassessment survey of what collections are no longer being used
Actions:
- Monitor trends and circulation stats
- Assess budget needs and how funding can be reallocated
- Weed and remove antiquated collections that are no longer needed or used

Implementation: Management Team, Department Staff

FY2029, cont.

GOAL #4 Relevancy, Renovation, and Future Development

OBJECTIVE: Work to make Swampscott Public Library a "third space"
Actions:
- Assess space issues and comfort of patrons
- Work with homeschoolers, after school programs, adult daycare programs, etc.
- Improve any necessary infrastructure

Implementation: Management Team, Programming Librarians, Director

OBJECTIVE: Increase areas for true "quiet study"
Actions:
- Create small study rooms – possible pods
- Evaluate soundproofing measures for specific areas of the building

Implementation: Management Team