

2019

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2024

NEWPORT

PUBLIC LIBRARY

*Long Range Plan*

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## Acknowledgments

The guidance and advice offered by the Board of Trustees has been and is thoroughly appreciated by the staff. The benefit to the community is immeasurable, ensuring that the Library is staffed properly, financially stable, and responsive to community needs. The authority of the Board is vested in the Library Director. As the Library enters its 150<sup>th</sup> year of service to the City of Newport, we are keenly aware of their contribution to making the Newport Public Library the vibrant hub it is today.

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## Planning Process

The goal of this Long Range Plan is to identify strategic areas that the Newport Public Library must focus on in order to meet the changing needs of the community. Subsequent to the Long Range Plan, the Library will share this information with all those in the community whose interests will be served—patrons, staff, visitors, and the community.

Over the past year, the Library Director has conducted meetings with various staff members, patrons and visitors, as well as other leadership personnel across the City. It was by this process that certain themes have emerged and, with the advice of the Department Heads, this Long Range Plan has been articulated. Each of the five Department Heads have contributed to the Long Range Plan in their respective areas of expertise as well as in the best interests of the Library and community. Departmental meetings that were held during the Library's Professional Development Day (September 21, 2018) allowed managers to listen to staff concerns. Administration was able to target gaps in training and professional development with the assistance of instructors from Ocean State Libraries.

The Department Heads meet weekly as a team with the Library Director to discuss situations, aspirations, and direct goals for their respective departments. The Property Manager meets with the Library Director weekly on a separate schedule. By doing so, the leadership team can monitor the success and worthiness of continuing with certain protocols and procedures. Goals and objectives gleaned from these meetings are listed within each departmental overview.

# The Newport Public Library Staff

<u>Administration</u>	Joseph Logue	Library Director
	Jonathyn Brown	Bookkeeper & Office Manager
	Jeanne Hasman	Administrative Assistant
	Annette Love	Finance Manager Emerita
<u>Circulation Services</u>	Moriah Hoefgen	Head of Circulation Services
	Kelly McKenna	Library Aide
	Ron Parisi	Library Aide
	Ann Rossman	Library Associate
	Noel Whitehurst	Library Associate
<u>Collection Management</u>	Kirby Lee	Collection Development Librarian
	Joan Coughlin	Library Aide
	Dorothy Kracik	Library Associate
	Leslie Varrecchia	Chief Cataloguer
<u>Pages</u>	Hannah Greer	Dahmere Jones
	Christine Pfanstiehl	Melinda Reis
	Sydney Sleeper	Crystal Sullivan
<u>Property Management</u>	James Mass	Property Manager
	Walter Gould	Property Management
	Michael Marx	Property Management
	Sam Rudd	Property Management
<u>Adult Services</u>	Ann Amaral	Asst. Director & Head of Adult Services
	Sean Doherty	Librarian
	Carol Gannon	Librarian
	Dan Rohelia	Librarian
<u>Youth Services</u>	Catherine Gould	Head of Youth Services
	Rowena Burke	Librarian
	Rebecca Farwick	Librarian
	Dianne Grinnell	Library Aide
	Shannon Hurley	Librarian
	Mary Schoberth	Librarian
	Christina Wolfskehl	Librarian

## Introduction

The Newport Public Library is pleased to present the 2019-2024 Long Range Plan (“LRP”) to Library patrons, the Board of Trustees, the Friends, and to members of the Newport community. This is a five-year plan that sets the framework for creating a direction and vision for the Library. The LRP is comprised of a number of elements: projects underway, those about to be undertaken, and future projects that will require considerable resources, professional judgment, and responsible allocation of resources. Above all, the LRP supports the Mission of the Library:

*The Newport Public Library seeks to strengthen the community by providing opportunities that support lifelong learning, encourage inspiration, imagination, and enjoyment, and connect people to each other and to the rest of the world.*

As the Library enters its 150<sup>th</sup> year of service to the community, the Administration and staff recognize the unique position in which we find ourselves. The formulation of the LRP allows us to look to the future and evaluate the services we offer and how we can more nimbly respond to the burgeoning needs of our patrons.

Many areas and topics contained in the previous LRP are relevant today. For the Library to be fully responsive to the community, however, we need to be constantly assessing how we perform our individual duties while fulfilling our institutional role as well. Libraries across the country are faced with almost identical challenges. Besides stagnating budgets and a heightened political climate, the fact that technology changes, evolves, and progresses so quickly makes remaining current extremely difficult. A steady and carefully considered administration of resources is the chief responsibility of the Library Director. Yet to remain a resilient and responsive resource for the residents of Newport, the Library must be aware of initiatives that are innovative and exciting, while remaining respectful of the beloved spot that libraries hold in the hearts of patrons everywhere. While we subconsciously think of libraries as eternal—always was there, always will be—the Newport Public Library must be sustainable at all times with benchmarks that are clearly articulated and attainable.

To do this, the Library will employ standards known as the Triple Bottom Line<sup>1</sup>; that is, the Library will seek to be 1) environmentally sound, 2) socially equitable, and 3) economically feasible. These cornerstones will contribute to a thriving and fully responsive Library, not just one that is surviving.

The challenges that face libraries remain essentially the same as in the previous LRP—and perhaps all the way back to the days of Benjamin Franklin. Employment of the three bottom lines require scrupulous stewardship on many fronts. The Property Management team is assiduous in fulfilling its role, maintaining

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<sup>1</sup> [https://en.wikipedia.org/wiki/Triple\\_bottom\\_line](https://en.wikipedia.org/wiki/Triple_bottom_line) Retrieved September 7, 2019

the building to all current environmental standards (and then some); the Administration and Collection Management team ensure that funds are spent judiciously, mindful of current trends and patron interest; and the Circulation Services, Reference, and Youth Services departments remain committed to absolute and unquestioned equitable access to all Library services.

The Newport Public Library is dedicated to the plan put forth here. Our commitment to patron-focused service, awareness of emergent technologies, and facilities that are flexible enough to meet changing community standards is strong. These points will serve as metrics upon which the Library will gauge its success.

## About the Newport Public Library

The Library is organized as a 501(c)(3)<sup>2</sup> and is amply supported by the City of Newport, Rhode Island. Funding is supplemented by charitable contributions, memorial gifts, solicited grants, an Annual Appeal (November-December), and a yearly fundraiser, A Novel Evening (June). The state of Rhode Island, through the Office of Library and Information Services, also aids the Library through annual grants-in-aid.

The Newport Public Library was chartered in 1869 as the People's Library. The seed collection was donated by Christopher Townsend (a member of the famed Townsend family who, along with the Goddards, were cabinet makers extraordinaire). Mr. Townsend's collection was purchased from Sophia Little in 1867. Mrs. Little was born in Newport in 1799, a daughter of Asher Robbins who later served (1825-1839) in the United States Senate as a member of the Anti-Jacksonian Party.

The People's Library had a number of homes before moving into the Edward King House in 1914. In 1968 the Library, rechristened the Newport Public Library, moved into its present location at 300 Spring Street, abutting Aquidneck Park. The Library underwent a considerable expansion in 2001.

The Library serves a year-round population of 24,590 (2018), a slight decline of 1.4% from 24,941 (2010).<sup>3</sup> Newport is a popular tourist destination—especially in summer—that welcomes seasonal residents, visitors, day-trippers, and cruise ship passengers. The Jazz and Folk Festivals are unique attractions that brings scores of thousands of visitors from around the world every year. The historic mansions of Newport led over 1,000,000 tours in 2016. Many who travel to Newport do so for extended periods, either to enjoy second homes or using other accommodations. Many of them enjoy the Library as well. Summer residents are eligible to register for an account at the Newport Public Library for a \$150.00 fee.

In the most recent report year to the Rhode Island Office of Library and Information Services, the Library has 128,911 physical items. This is a significant decrease since July 2017 when there were 135,790 physical items. The reduction in the number of items represents a thorough deaccession program begun in 2016 to change the Adult collection from Library of Congress call numbers to those of the Dewey Decimal System. This change was undertaken to bring the Adult collection in line with the Dewey System already in use in the Children's department. Ultimately, it gave the chance for the Collection Management team to examine

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<sup>2</sup> <http://bit.ly/NPL501c3> Retrieved September 7, 2019

<sup>3</sup> <https://www.census.gov/quickfacts/fact/table/newportcityrhodeisland/PST040218#PST040218> Retrieved September 7, 2019

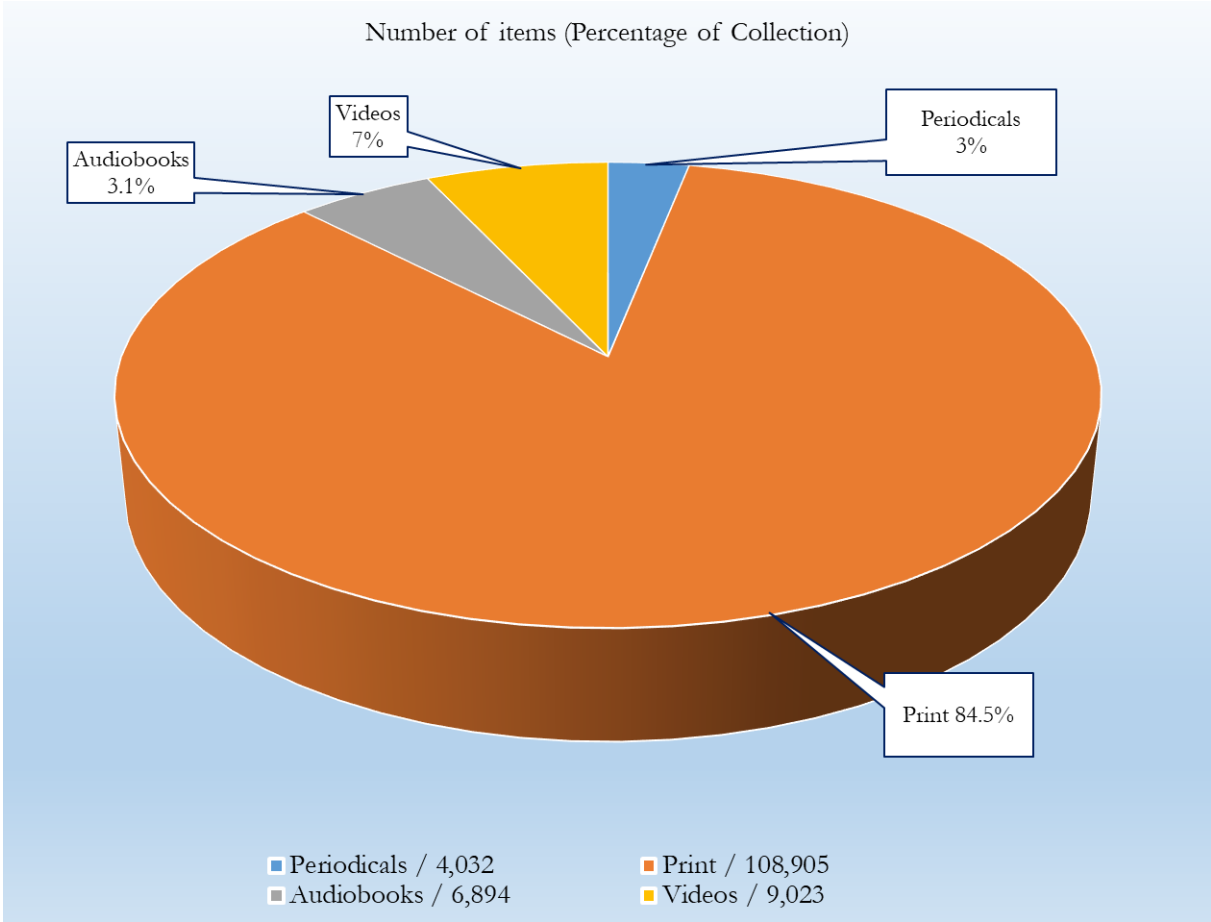


every item in the collection. The majority of items that were deemed to have a second life were placed for sale in the Friends Bookstore.

The conversion to the Dewey Decimal System represents a substantial undertaking. In addition to retrieving every physical item in the Library, there is the expense and time dedicated to relabeling and reshelving. Once the project nears completion, the signage throughout the Library will be completely redone ensuring a smooth and consistent look and feel to the Adult collection. The Library Director has contracted with the AdLab of Boston University to design graphic representation of the Dewey Decimal “centuries.” Semi-transparent vinyl decals will be produced from the successful candidates and placed in the windows of the Maker Lab as wayfinding aids. This will help patrons locate items on their own as well as increase the likelihood of browsing and the serendipitous find.

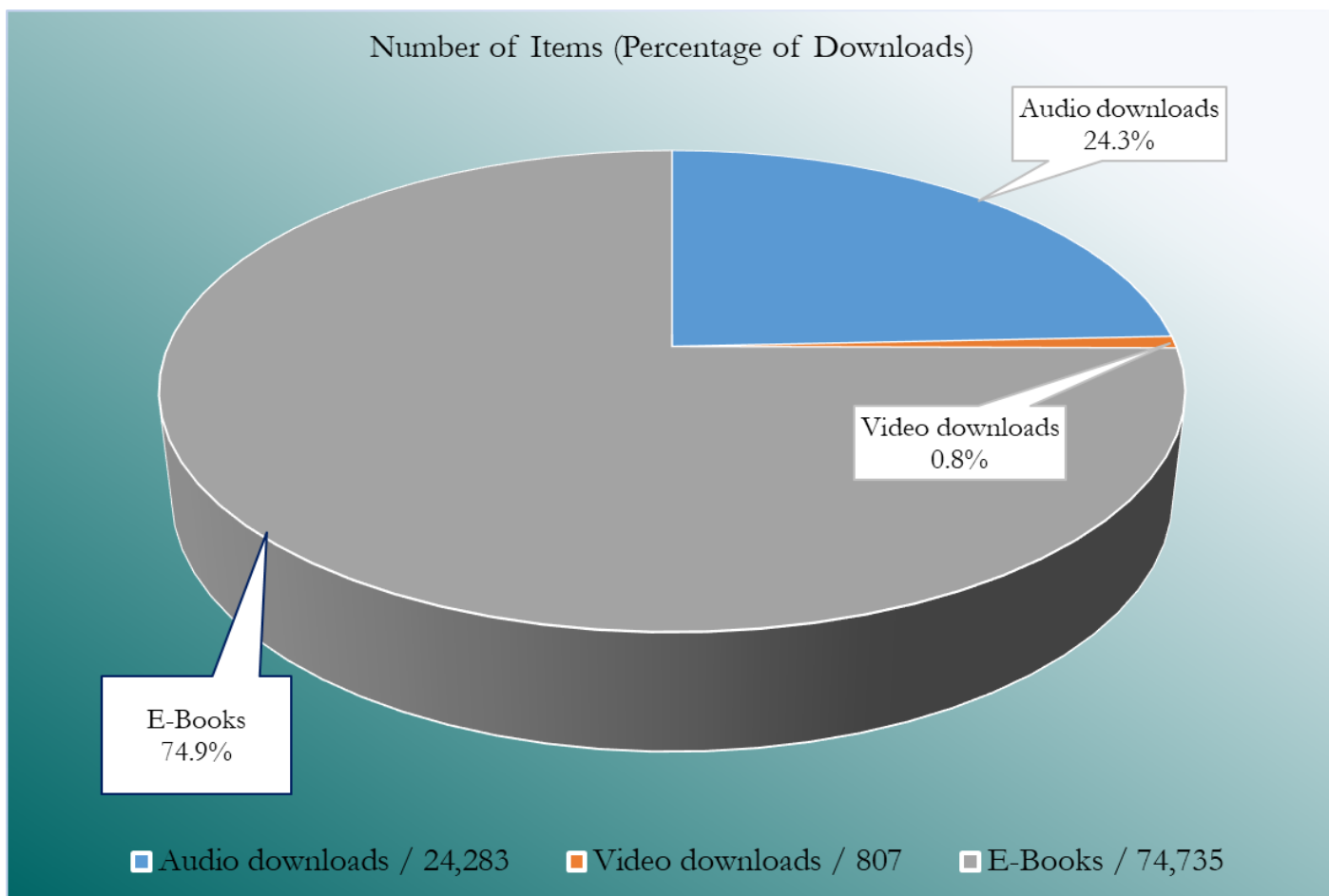
The Library acquires items for loan in every conceivable format whether print, audiovisual, or digital. The staff seeks at all times to provide excellent service in a warm and welcoming atmosphere.

At the beginning of the Library’s fiscal year the physical collection comprised of the following formats:



As of June 30, 2019 there are 128,911 physical items to be borrowed.

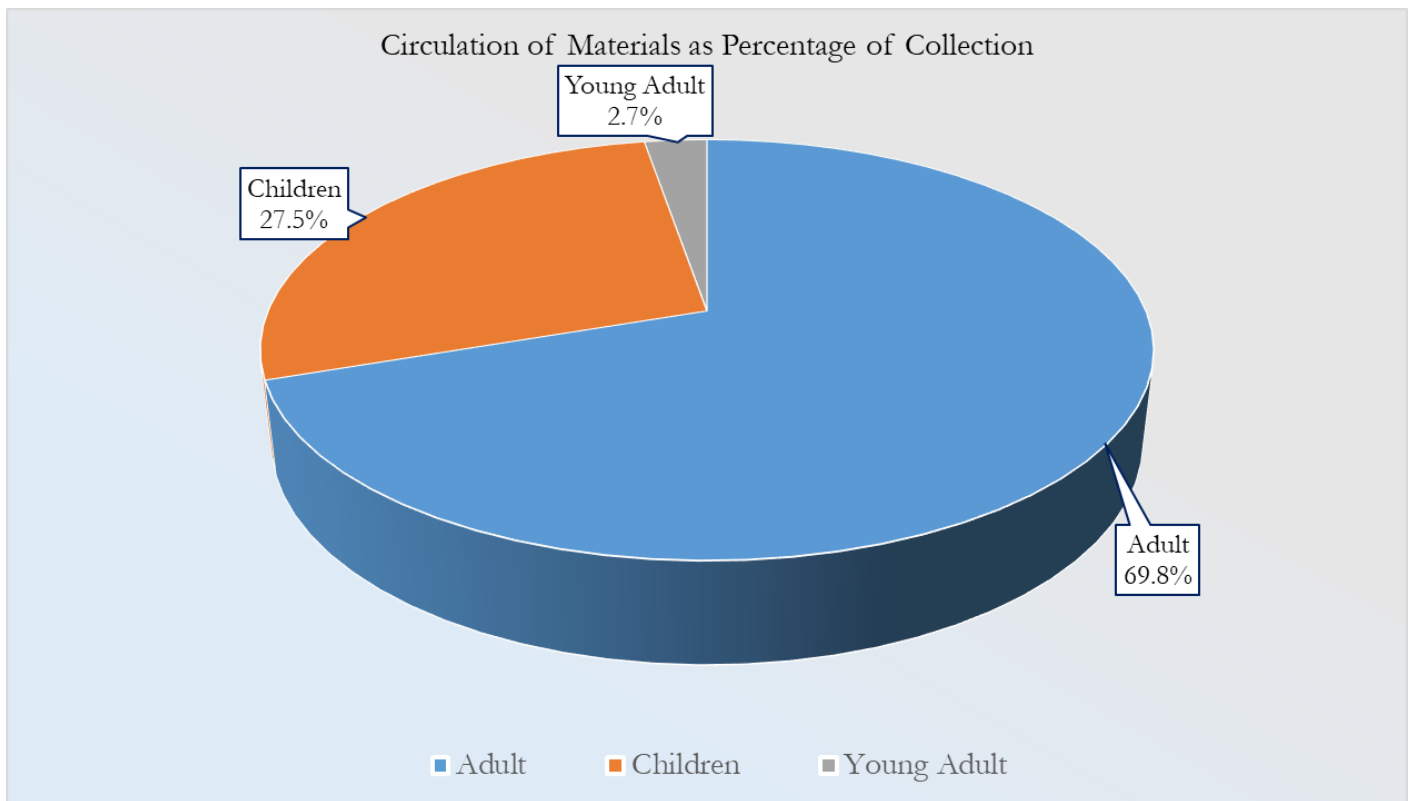
Similarly, the Library's digital collection is robust and growing exponentially.\*



There are 99,825 digital items that can be downloaded.

\* Digital item numbers are a combination of items purchased by the consortium (that is, available to all Ocean State Library borrowers) as well as local copies available for which Newport residents are given preference, though titles are available statewide.

Another interesting way to see the way in which the Library is being used is to view the items that are borrowed.



## Executive Summary

### Background

The City of Newport, Rhode Island was founded in 1639 by settlers seeking religious freedom from the oppressive Puritan settlements in Massachusetts. Its history is rich and layered, and its national and international reputation as an embodiment of Colonial America, as a site for superb sailing, and for its spirit of welcome is well-founded.

City authority is organized under the Home Rule Charter (1953) which calls for a City Council/City Manager type of government. The seven Councilors select a Chairperson who holds the title of Mayor. One Councilor is chosen to be the City's liaison to the Library's Board of Trustees, serving as an *ex officio* member.

The Newport Public Library provides public Library services to all residents and visitors. The Library is a destination for members of the community who seek reading materials, general and specific information, cultural inspiration, a sense of community, and a place to share ideas.

The long range planning process accomplishes the following:

- Places the Library within the context of the community and ensures it is meeting the community's needs.
- Provides a rationale for funding and staff requests.
- Insures that the Library service goals are in alignment with the Library's mission, vision, values and goals.
- Provides a means of measuring the benefits and impact of Library services.
- Satisfies the requirement to receive state Grant-in-Aid funding.

### Community Characteristics

The Library serves a year-round population of 24,590 (2018), a slight decline of 1.4% from 24,941 (2010).<sup>4</sup> The Newport community is composed of year round residents, a summer colony, Navy personnel and their families, and many tourists. The population in Newport shows trending downwards slightly. 14.4% of the population is under 18 years of age and 16.1% of the population is over 65 years of age. These figures are nearly completely switched from three years ago, when those under 18 were 16.4% of the population and those over 65 were 14.4% This is a trend that needs to be kept in mind as the Library seeks to engage users

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<sup>4</sup> <https://www.census.gov/quickfacts/fact/table/newportcityrhodeisland/PST040218#PST040218> Retrieved September 7, 2019

of all ages. Similarly, almost 10% of residents (9.6%) are foreign born, a statistic that greatly informs Library programming and outreach.

Housing units in Newport are 40.4% owner-occupied. This presents challenges to the residents because of the high average cost of housing (>\$405,000) and above-market rents (>\$1,150). These numbers present a wonderful opportunity for the Library to increase its value to residents whose entertainment budgets are thus overwhelmed by housing costs.

English is spoken in 95.6% of the homes and Spanish is spoken in 8.25% of Newport's homes.<sup>5</sup> (The total of more than 100% represents a bilingual tradition.) There has been little noticeable demand for ESL classes. The Library remains committed to having a strong and current Literacy section. Within the next year, the Library will institute a Literacy initiative consisting of volunteers and community members. The community is 83.3% white and 5.8% African-American (both lower than in 2010) and 11.2% are Hispanic (up from 9.2%).

While 86% of households in Newport own at least one computer, fewer than 80% have a secure broadband connection. The Library eases this lag substantially by providing 66 public use computers, all of which are hardwired to a fast and stable Internet connection. The Library also offers Wi-Fi via an open connection that allows visitors to use their own devices. The signal is strong enough that residents and visitors congregate near the doors when the Library is closed, still able to use this service.

Public transportation presents Newporters with several challenges. Because the Library is located a considerable distance from the North End population cluster, those who live in that neighborhood do not have easy access. Fares are expensive (\$2.00 plus \$1.00 for transfers). The sole direct route from the North End is an infrequent bus (#63) that takes a tortuous route that can take more than 30 minutes and terminates at the Gateway Center—still a mile from the Library.

Parking is another vexing problem for the Library. The City of Newport manages the parking lot adjacent to the Library (it is not “the Library’s parking lot”). Setting aside spaces for staff and other City personnel has presented difficulties for patrons, visitors, and volunteers. There seems to be few options to explore when the most common solution—taking public transportation—is not an option for many people, as outlined above. The problem increases dramatically during the summer months, of course. Narrow streets do not lend themselves to an easy flow of traffic. While transportation and parking are problems everyone knows about, the Library remains neutral in this regard.

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<sup>5</sup> <https://www.census.gov/quickfacts/fact/table/newportcityrhodeisland/PST040218#PST040218> Retrieved September 7, 2019

## Library Service Profile

The Newport Public Library provides a wide range of public Library services including purchasing, cataloging, organization, and loan of materials for reading, viewing, and listening for pleasure. Naturally, the Internet allows patrons to have access to the catalog 24 hours a day; similarly, downloadable materials, database use, and many Library services can be accessed outside of Library hours.

Desks throughout the Library are staffed with a mix of professional librarians and paraprofessional staff. With more than 65 public use computers, including stationary desktop models as well as laptops, patrons are afforded many points of access. Printing is a major component of adult computer use; gaming and homework help remains popular with teens; and learning tools are the main purpose of the computers in the Children's area.

The Maker Lab represents one of the newest innovations in libraries. The term "maker lab" has evolved over the past ten years in which such labs found a place in libraries. While first being a fun and semi-futuristic tool, the Lab has become a hub of different technologies: from 3-D printing, vinyl cutters for signs and posters, a heat press for clothing decorations, to more traditional tools such as a sewing machine, a turntable for vinyl records, and a telescope. These are items that belong to the category of a "Library of Things." It is most likely that upon the expiration of this LRP Maker Labs will be a commonplace feature of this and many other libraries. The challenge is to understand and be prepared for the next step.

## Library Use Profile

Library use is measured by circulation, visitors, computer use, program attendance, reference questions and virtual visits. Visits to the Library in 2018 were 202,416 occurring during the 3,032 hours the Library was open. The Library offered 905 free programs to all ages, with a combined attendance of 17,440 visitors. Librarians and staff answered 9,194 reference questions. It should be noted that reference questions are defined by the Institute of Museum and Library Services. Many, many other questions are asked and answered.

## Administration

The Library Director formulates policy on the advice of the Department Heads, and with guidance from the Board of Trustees. Community input is extremely helpful in addressing the concerns of residents and always receives a sympathetic hearing. Library policies are constructed so that the Library ensures equity of access, a mutually respectful relationship between staff and patrons, as well as between staff and Administration. A strong adherence to a librarian's ethical responsibilities is also fostered by Administration.

During the life of this Long Range Plan the Library Director will endeavor to meet goals that strengthen the Library's commitment to be a welcoming institution to people of all cultures, ever-mindful of the unique place in American history that libraries hold. The Library will continue to be a part of the vibrant life of the City of Newport, always honoring the past while continually preparing for the future.

## Branching Out

As outlined in the Executive Summary, it is a distressing fact that many of Newport's residents lack the ability to visit the Library for a number of reasons. As varied as they are, proximity should not be one of those reasons. Within the next three years, it is the goal of the Newport Public Library to open a facility that will be close to one of the more densely populated areas of the City, the North End. Branches have existed before—in 1920 there was a branch at 1 Spring Street that later moved to the second floor of the bank in Washington Square at Duke Street. The financing of such an undertaking has been addressed by the Library Director to the Board of Trustees as early as April 2018. The enthusiastic response by the Board led to further investigation regarding funding and location. This led to the ongoing collaboration by the Library Director with various city departments regarding the re-envisioning process taking place at the Florence Gray Center (FGC). Members of the community who attend these meetings are enthusiastic and have pledged support in any number of ways (volunteer staffing, chairing meetings, advising on neighborhood buy-in, et al.).

The FGC represents many attractive qualities, not the least of which is its location. It is estimated that a library within this large, well-situated building would require about 1,750 square feet. This would accommodate a collection of approximately 12,000-13,000 items. It is premature to discuss the profile of the collection, but this branch would be chiefly responsive to the youth of the area. A floating collection of popular, recently-published materials would be available for adults. There would be computers for all to use with a steady, reliable broadband connection. One of the major stumbling blocks has been solved already in that the Library has a large store of the facilities necessary to stock a library: shelving, furniture, computers and laptops, and a seed collection of new and recent titles already in the Library. This collection will be supplemented by grants.

Staffing is another consideration that presents challenges; they are not, however, insurmountable. The Library must be mindful that the hours of operation would be dictated by staffing decisions. The state Office of Library and Information Services requires that at least one professional librarian be assigned to the branch. The Libraries of Rhode Island standards dictate that there always be two staff members on the public floor at all times. Ultimately, this equates to (at least) one full-time employee with a Master's Degree, two part-time employees, and a fourth staff member to cover vacation and other employee absences. This would represent considerable operating costs that lies outside the range and purpose of grants and state aid. Operational costs—such as custodial assistance, security, and utilities—can be shared along the lines of a cooperative as there is expected to be many tenants in the FGC. This cooperation is one of the most compelling arguments in favor of opening a branch in this location. Locating a stand-alone building in this area has as yet been unsuccessful, and the financing would be another hurdle.

In the next five years it will be a priority of the Library to direct fundraising events to be in aid of opening a branch location that will meet the needs of the community, provide programming and services to those who would be enthusiastic attendees, and bring the community and the Library together.

This plan relies on various factors being investigated and approved: funding streams, payroll and accompanying benefits, facilities capabilities, a feasible rental agreement, and a commitment to provide services in a space that will benefit all members of the community. The Library Director has spent 18 months meeting and establishing strong bonds with other concerned parties and 2019 seems the most propitious moment to begin this undertaking.

The first step would be to hire a consultant to help the Library realize its goals. Community focus groups, online and paper surveys, as well as cooperation with the various participants would follow. For this project to be successful, the Library has to make sure that the neighborhood is involved, not patronized or marginalized in any way. (See “Concepts,” following page 18.)

### 150<sup>th</sup> Anniversary

The Library's “dual” 150<sup>th</sup> anniversary is on the horizon. The Library has two anniversaries to celebrate—the date of its charter in 1869, and the date upon which the Library began service to the public, May 1, 1870. As we always strive to provide expert service, it is the May 1 date that the Library will celebrate with its Gala Evening.

### Staffing

The Newport Public Library is a highly regarded institution within the City. Much of the credit belongs to the patron service model that has developed over the years. Within the next five years Administration will



institute protocols to ensure that service skills are sharpened. Coextensive to this is maintaining a culture in which patrons are treated with the utmost respect, greeted warmly and sincerely, and for Administration to be solicitous of comments, concerns, and complaints.

Recent events show that the Library staffs its public service desks on the thinnest of margins. The Library is open 62 hours per week, with an additional four hours on Sundays from October to May. When called upon, as during scheduled vacation time or sick calls, the staff prioritizes on-desk services; consequently, other tasks—programming, ordering, administrative tasks, and the like—may be postponed or canceled. Within the past two years alone there have been situations that have hobbled the smooth operation and proper staffing of service desks. The Library has been able to fill in gaps by calling in former staff members and with those who work on Sundays, but this is successful more by chance than design. The Library Administration will work on:

- Adding a staff member who will lessen the almost-daily confusion based on sick calls and scheduled time off. This staff member will be an experienced library (para)professional who can be utilized on various desks (Children’s, Circulation, Adult Services, and Young Adult), who will lessen the strain on scheduling, and will allow more freedom for staff to schedule compensatory time. This new staff member can also be used for filling in on an on-call basis. This person will be a 20-24 hour/week employee. This person will also be able to work more hours (at a 1.0 rate) if it is in the best interests of the Library.
- A centralized scheduling system, using software designed for such a task, or utilizing other tools (Excel) or a cloud-based service (Google Sheets, etc.).

The Library will also focus its hiring of new staff members who best represent a patron-forward dedication to service. A model for more anticipatory service will be constructed by the Library Director and the Department Heads.

The Library staff does a remarkable job in constructing programs that are of interest to all segments of the City of Newport population. It remains a goal of Library Administration for diversity and inclusion to be a guiding principle of all programming.

### Welcome Desk

The installation of a Welcome Desk at the Parking Lot entrance is scheduled to be finished by the end of 2019. Financing has been secured via a Champlin Foundation grant, appropriate staffing will be instituted, and the necessary furnishing and utilities have been purchased. As a key element to the dedication to patron service, the Welcome Desk is vital. As it is, there is no one to greet patrons when they enter and there are no services or book displays for approximately 50’ from the main entrance (currently about 80% of all visitors

enter from the Parking Lot). As this installation represents a sizeable investment in terms of staff time and furnishings, the Library Director will, in consultation with the Head of Circulation Services, monitor its progress. Its success will be determined by observation, patron feedback, and staff input. At the end of six months, the Library will begin a survey to gauge patron satisfaction as well as staff productivity.

### Salary Reviews

During an extensive process for hiring in multiple positions, the lack of viable candidates became a hurdle that consumed an inordinate time for staff, Department Heads, and the Library Director. This situation may be reflective of a strong job market with remarkably low unemployment. The Library Director must ensure that the Library is attracting the very best candidates from throughout the area. Getting into and out of Newport because of traffic presents many problems, and this alone may limit the pool of prospective staff members. Other considerations may be at play such as the cost of transportation and bridge tolls. Within the next year a thorough salary review will take place, including the reconfiguration of future staff members' schedules, the number of hours worked, and the equitable distribution of compensatory time granted as a benefit. There will also be a thorough overhaul of the taxonomy used that determine pay scales, department responsibilities, and chains of command. The Library Director will present the findings one month before the Library budget is due to the Financial Manager's office at City Hall.

In the above areas, the Library Director will seek to establish metrics by which objective standards can be judged to be successful or unsuccessful. Exit strategies for programs or initiatives that are undertaken with the best intentions are essential to full implementation. A "failure resume" is a helpful tool to determining future services and patron accommodations.

## Goal #1: Streamline Scheduling

### Objectives:

- 1.1 Put schedules online so that they are visible to Administration and other departments
- 1.2 Reduce confusion and avoid scrambling to staff public desks during sick calls
- 1.3 Allows Administration to contact staff members more efficiently

Activity	Responsibility	Notes	Benefits and Outcomes
Google Sheets	Library Director		Free service, editable from any location; improved efficiency
Schedule 3W	Library Director	\$300/year	Industry standard
Excel	Library Director	On every desktop	Integrates easily with timesheets
When To Work	Library Director	\$330/year	Enterprise solution; intuitive, all-encompassing

## Goal #2: YouTube Added to Social Network Outlets

### Objectives:

- 2.1 Increase user engagement
- 2.2 Be a “fun” destination for those curious about Library programs
- 2.3 Adds a third dimension to activities

Activity	Responsibility	Notes	Benefits and Outcomes
YouTube	Library Director	\$10.00/month (Premium)	Engaging viewers; increasing patron interest
Vimeo	Library Director	Free	Less popular but more sophisticated than YT

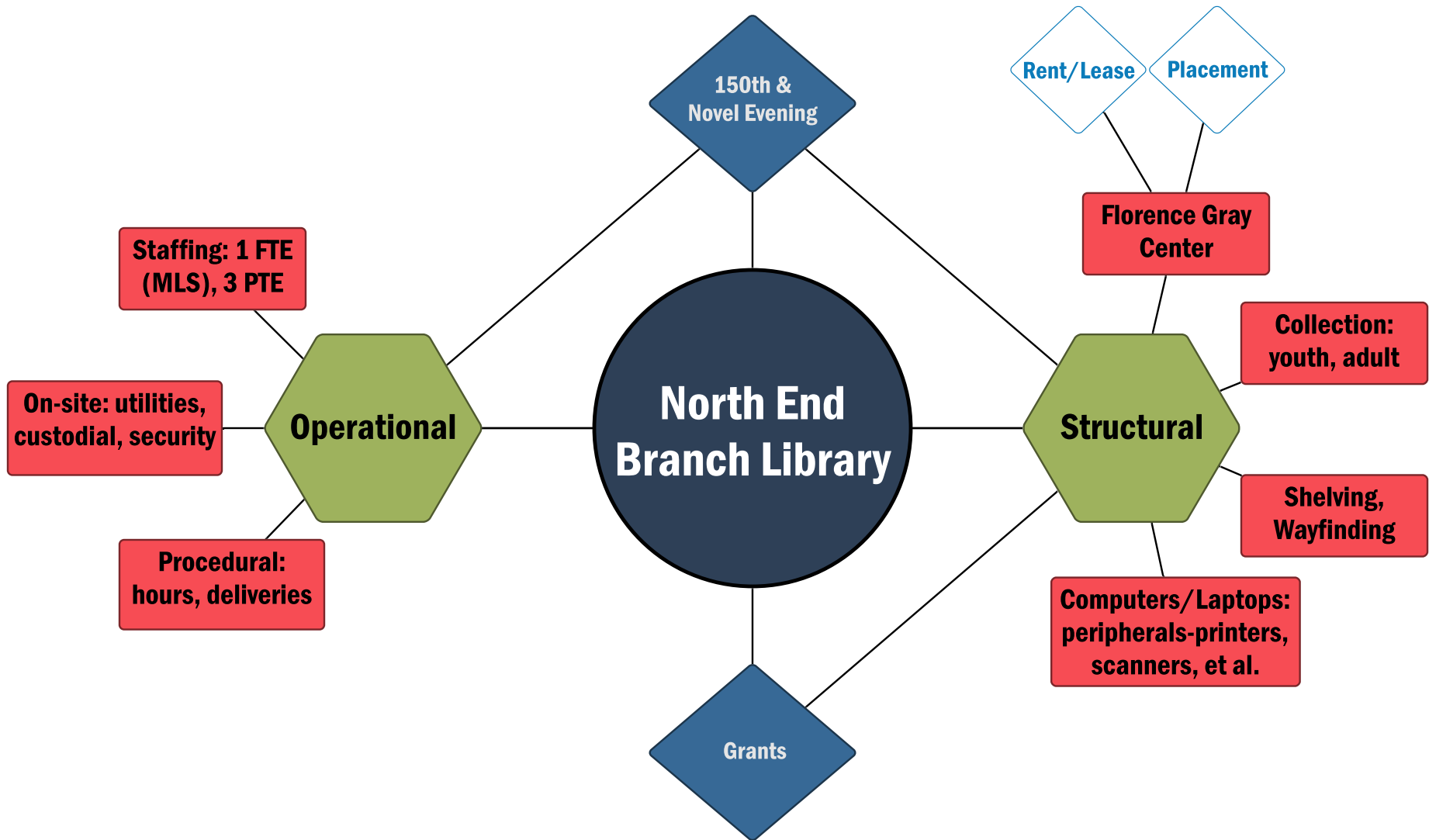
### Goal #3: Online Communications Tools

#### Objectives:

- 3.1 Use more tools that are online and cloud-based
- 3.2 Establish cohesive, unified look and feel to Library's avenues of information
- 3.3 Utilize technologies that can be relayed to the community for their enrichment
- 3.4 Learn and teach marketable skills

Activity	Responsibility	Notes	Benefits and Outcomes
Slack	Library Director	Free; desktop communication window	Widely used; intuitive; easy learning curve
Canva	Staff	Free for nonprofit organizations, up to ten users	Establish and adhere to color palette; professional sheen; superb graphics
Easel.ly	Library Director, staff	\$4.00/month	Infographic tool; intuitive; helpful for reaching community; clear reports, especially surrounding ROI of Library
Google Sheets & Docs	Library Director, staff	Free	Standard interoffice and collaborative tools
Lucid Chart	Library Director		Visual planning tool, helpful in aid of Dewey conversion, floor plans
Prezi	Staff	Free	Presentations
Doodle	Staff		Time organizer, useful for meetings
QR Generator	Staff		QR codes are helpful add-ons to brochures, window signs, etc.
H5P	Adult Services, Library Director	Plug-in	JavaScript-based WordPress plug-in that is a fun and useful tool for website interactivity
Smore	Adult Services	\$600/year	Newsletter tool that allows up to 8,000 email addresses
Survey Monkey	Staff	10 free questions per survey	Gain frequent patron feedback to policies, programming
Vecteezy	Staff	\$14/month	Free vector art; powerful tool for brochures, posters

# Branch Library Constituent Elements



## Children's Department

The Library Director and the Head of Youth Services have identified three overarching goals that seek to address the current trends in youth librarianship as well as anticipating essential service points. Mindful of the ever-present need to provide services to families and individual visitors, the Children's Department and its staff have articulated key areas to be addressed as a service response for children and teens over the next five years.

### **Goal #1: Develop the Tween Space for Children ages 8-12 years.**

#### Objectives:

- 1.1 Make the tween space more inviting to tween Library users
- 1.2 Create collections that respond to their needs

Activity	Responsibility	Notes	Benefits and Outcomes
Add comfortable seating and décor that clearly identifies the space	Library Director and Head of Youth Services		Enhancing patron satisfaction and comfort.
Remove the Reference collection to make room for Tween Space	Head of Youth Services	Weed items as needed and rehouse when possible; re-catalogue other items in the appropriate Nonfiction sections	Better use of space in ways that will help Library users find related materials more efficiently
Create a collection of Fiction materials for Tween readers	Head of Youth Service, Children's librarians, Head of Collection Management	Chapter books pulled from the regular Fiction collection; rotation every 1-2 years to keep the collection fresh	Enhancing patron satisfaction; increasing circulation of Fiction materials
Adding STEAM materials to Tween Space	Head of Youth Services, Children's librarians	Board games, puzzles, Maker materials (snap circuits, Q-BA maze, etc.) readily available for in-Library use	Enhancing patron satisfaction; exposure to new materials; building skills to help children succeed in school

## Goal #2: Improve and Update Early Literacy Technology

### Objectives:

- 2.1 Add new technology to the Children’s space and collection
- 2.2 Assisting patrons as they navigate the tech-heavy world

Activity	Responsibility	Notes	Benefits and Outcomes
Replacing the outdated AWE Early Literacy Computers	Library Director, Head of Youth Services		Enhancing patron satisfaction; exposure to new technologies
Curating lists of librarian-recommended apps	Children’s librarians		Assisting parents and caregivers with digital and media literacy
Researching and adding newer technology to the circulating collection	Head of Youth Service, Children’s librarians		Enhancing patron satisfaction; exposure to new technologies
Researching and adding language learning technology for young learners	Head of Youth Services, Children’s librarians		Responding to patron demand; enhancing patron satisfaction

## Goal #3: Collection Development and Literacy-Based Initiatives

### Objectives:

- 3.1 Maintaining a diverse and current collection
- 3.2 Creating new programs and materials to promote literacy

Activity	Responsibility	Notes	Benefits and Outcomes
Create booklists of new, genre, and recommended reads	Children’s librarians		Enhancing patron satisfaction; promoting circulation of Library materials
Develop new programming to support Early Literacy	Children’s librarians		Enhancing patron satisfaction; building skills to help children succeed in school
Adding materials to the Beginning Reader collection and identifying them in ways that help patrons find the materials they need.	Head of Youth Service, Children’s librarians, Head of Collection Management	Adding additional phonics readers; adding more flash cards; adding leveled readers as needed	Responding to patron demand; maintaining a diverse collection
Updating the Spanish collection	Head of Youth Services, Children’s librarians		Responding to patron demand; maintaining a diverse collection
Collection maintenance	Head of Youth Services, Children’s librarians	Weeding and shifting collection as needed; identifying new materials of interest to patrons	Enhancing patron satisfaction; making the collection user-friendly

## Circulation Services

As the focal point of patron service and the center of all Library transactions, the Circulation Desk is central to the life of the Library. It receives all incoming deliveries from other libraries and ships outgoing materials to the owning libraries or to fill request from consortium partners. This is where new patrons receive library cards and have the various services and regulations explained.

This is a department in which working smarter is most beneficial. There are often cumbersome processes that consume a large part of the staff's time. The future of the Circulation Services department is largely dependent on the initiatives undertaken at the state level (the Office of Library and Information Services [OLIS] and the Ocean State Libraries [OLS] consortium). The Head of Circulation Services attends quarterly meetings at which policies and procedures affecting many of the Library's operations are formulated.

### **Goal #1: Update Protocols to Ensure Patron Interactions Are Trouble-Free and Faster**

#### Objectives:

- 1.3 Give staff more time to perform administrative tasks (shelving, statistical analysis)
- 1.4 Free staff from burdensome tasks whose usefulness and purpose are beyond institutional memory

Activity	Responsibility	Notes	Benefits and Outcomes
Purchase of new self-check machine	Library Director, Head of Circulation Services	Part of Champlin Foundation grant	Shorter wait times; increased privacy when desired by patrons
Evaluate statistical tracking that represent double effort or zero-gain effort	Head of Circulation Services	Assessing the number of items we track, their (supposed) purpose and the best way to move beyond these assorted tasks	Reports that have real meaning to the Department Head and the Library Director
Full training by department to other departments how to register a new patron	Head of Circulation Services initially, then all Circulation Services staff	Patrons are often funneled to the Circulation Desk, often at very busy times	Distribute the task of registration so that patrons can receive a card on the spot times
Give the Circulation Services department a section on the Library's website	Head of Circulation Services, Reference librarians	Combine other pages as needed	Give the department an equal share of information sharing; explaining Circulation policies and rules



**Goal #2: Training for Circulation Services Staff (and Other Users) in Sierra, the Library’s ILS**

Objectives:

- 2.1 Circulation Services is the leader in the use of Sierra and will spearhead more robust use
- 2.2 Fewer problems encountered with items, a faster response to confusing records

Activity	Responsibility	Notes	Benefits and Outcomes
Articulation of Circulation Services goals in Sierra use	Library Director, Head of Circulation Services	March 2020	Sierra is powerful but not intuitive so proper and continuous training is helpful
An inventory of various problems being encountered at the desk	Head of Circulation Services	An if/then scenario	Fewer items requiring individual attention; less cascading of work to the Collection Management department
Circulation Services training of other departments	Head of Circulation Services initially, then all Circulation Services staff	June 2020	Allows the trained to become the trainers; everyone working according to the same protocols

## Collection Management

The Collection Management department will continue to operate under guiding principles that were set forth many years ago but which are still relevant and helpful. The Collection Management Librarian oversees a small staff. The department is necessarily small due to extremely exacting cataloging rules and the exercising of authority control over every item that enters the Library. The department offsets the overwhelming amount of work by taking on interns from local colleges (chiefly Salve Regina University). Through expert use of professional judgment, thorough reading of literary and review journals, websites, book discussion groups, authors' social network feeds, sales promotions, conference attendance, and major and local newspaper book reviews the Collection Development team manages to stay current. The Newport Public Library has, over the past two years, been extraordinarily adept at ordering items that are about to be bestsellers (a commercial term that is frequently parallel to high-demand Library items), or are titles that entice and entertain the occasional browser.

The conversion from the Adult Nonfiction collection from Library of Congress (LC) call numbers to the Dewey Decimal System (Dewey, or DDS) is nearing completion. This has been a laborious task that was begun in 2016. Converting to Dewey has meant and will continue to mean a blanket reimagining of the Adult collection layout. The Collection Development Librarian has directed a complete inventory of all items and has gleaned important insights for the collection that will have implications for the next five years. Chief among them is that the Nonfiction section is of interest to Newport patrons and visitors in very specific areas (sailing, cookbooks, local history, travel, et al.). While the Newport Public Library will continue to purchase items across the full spectrum of knowledge represented by Dewey, it is within the fiduciary responsibility of the Library Director and the Collection Management Librarian to ensure that the funds allotted to building the collection are expended in a way that is accountable, equitable, and at all times in the best interests of patrons' area of interest. A well-balanced collection is the primary goal of the Collection Management team, but the Library may leverage this with the ability to exploit our membership in a statewide consortium with an inventory of over 6,000,000 borrowable items.

Collection Management is also a department that needs to keep abreast of technological developments, trends in the field, and ever-changing rules that determine proper cataloging (thus shelving, leading to being able to find a given item). Subsequent to this, the budget for Collection Management professional development will need to increase to ensure that the staff will be ready to meet the demands as the Library rises to meet challenges that have not made themselves apparent.

**Goal #1: Keeping the Collection Vital, Fresh, of Interest to Patrons, and Attractively Displayed**

Objectives:

- 1.5 Adopt a proactive (as opposed to reactive) stance to changes in the field of cataloging
- 1.6 Respond nimbly to trends in literature and nonfiction, as well as in popular titles and authors

Activity	Responsibility	Notes	Benefits and Outcomes
Institute a regular weeding schedule for the Adult collection	Head of Collection Management, CM Staff, Pages	Aids in circulation increases	Keeps collection engaging; old, tired items are deaccessioned.
Move to a BISAC model for the Newport Room	Head of Collection Management, CM Staff, Reference	BISAC: Book Industry Standards and Communications (“Sailing,” “Wine” “Churches,” etc.)	Small subsets of collection require more intuitive call numbers for patrons
Vibrant audio collection	Collection Management	Move to chiefly digital collection by 2024; minimize present collection by attrition	Replacement CDs are expensive; trends do not favor their survival as a format; evolution of the medium towards digital and streaming
Purchase and promote preloaded devices	Collection Management	A companion goal to the above	Easier storage and replacement
Expand the “nonconventional” collection which at present includes a telescope, a sewing machine, a stereo turntable/CD converter	Library Director, Collection Management, Reference, Youth Services	Build on items currently available that go beyond print, digital, and audiovisual materials (home repair, recreation, streaming devices such as Roku and Apple TV with preloaded streaming services such as Netflix and Amazon)	Nonconventional items help expand the Library’s reach to patrons whose interests lie outside traditional formats; streaming tools minimize the digital divide

**Goal #2: Finish the Switch from Library of Congress Call Numbers to the Dewey Decimal System**

Objectives:

- 2.1 Dewey is easier for patrons to understand; increases confidence when searching and browsing
- 2.2 Dewey is used in Children's; patrons can use the same call number in both collections

Activity	Responsibility	Notes	Benefits and Outcomes
Finish Dewey conversion	Collection Management, Circulation Services, Pages		Finish a project 3-4 years in the making
Signage for self-directed patrons	All Staff	In 2017-18 departmental representatives chose a unifying font for all signs used for Dewey spans	Easier to locate items
Reduce the incidents of confusingly shelved items	Collection Management	Dewey is less open to interpretation so that like is shelved with like	Easier to locate items
Cataloging manual website	Collection Management		Provide a template to explain the intricacies of cataloging

Conferences that the Collection Management librarian and staff should attend (financing to be investigated):

- The Library of Congress Catalogers Learning Workshop (annually, webinars, online)
- Association for Library Collections and Technical Services, American Library Association (annually)

## Property Management

The Newport Public Library is a meticulously maintained building led by the Property Manager and the staff of three. With 42,000 square feet of public space (and more when the grounds, the staff areas, and the meeting rooms are considered) the Library is a remarkably warm and faultlessly clean environment in which to study, socialize, browse, attend programs, and use the Library's services.

The building itself is owned by the City of Newport, though the complete contents of the Library "to the paint" is the responsibility of the Property Management team. Continual maintenance is the key to keeping costs and expenses to the barest minimum. Staying ahead of problems and preventing malfunctioning equipment is a daily—if not hourly—duty. The Property Management team responds quickly and graciously to all requests from staff with assistance.

### Roof

The primary project that the Property Management team must confront is the roof. The Library Director will seek funding sources to replace the roof in whole or part. Nearing the end of its 20-year life (constructed in 2001 with the addition of the new wing of the Library), the roof presents many difficulties. With such a large footprint, the Library is subjected to various storms and weather events that put increased strain on the roof. It is fully expected that the roof will have to be and should be replaced in its entirety by 2024. The Library Director will seek funding sources to assess its structural integrity and to establish a timeline for its inevitable replacement.

### Carpeting

In 2016 new carpeting was installed in 20% of the Adult area. In order to wear evenly the remaining 80% of the installation should happen within the next two years. The Library Director will seek grants and other sources of funding for this project. The estimated cost is \$80,000-\$100,000.

### HVAC

The Library is cooled by a DX, or direct expansion, system. This type of system cools with a condensed refrigerant commonly referred to as R-22, which is no longer being produced due to its environmental impact. The Library's compressors and cooling equipment is located on the roof resulting in exposure to salt air and the elements. Through the years the vast majority of the repairs have been to this part of the HVAC system. Over time there have been costly repairs to the condensers and the coils associated with the DX. These include changing out the coils in 2009 for approximately \$70,000. The Library will likely undergo this

repair again within the next 3-5 years, chiefly because of the salt air. As the system ages the unavoidable repairs will increase in frequency. The Property Manager believes that the long-term benefits to the library would far outweigh the short-term inconvenience of construction and other disruptions. The current system runs, and will continue to run with continued maintenance and repairs as necessary. However, large costly repairs will only become more frequent as the system ages and is exposed to the elements. Replacement and modernizing costs are expected to be between \$200,000-\$250,000.

### **Goal #1: Reinvigoration of the Color Scheme and Décor of the Newport Public Library**

#### Objectives:

- 1.7 Address the aging roof and its impact on Library operations
- 1.8 Bring uniformity to the color scheme of the Adult collection that is more reflective of Newport
- 1.9 Update furnishings, lighting, and directional signs; remove confusing and redundant signage

<b>Activity</b>	<b>Responsibility</b>	<b>Notes</b>	<b>Benefits and Outcomes</b>
Commission roof study	Library Director	The study in 2010 noted the roof had only 10 years before replacement was necessary	
Replace roof	Library Director, Property Management	Roof is ending its expected life-span	
Paint perimeter walls of Adult collection white	Property Management		Removing remnants of color scheme with little local connection
Move art installation of slave ship to Parking Lot entrance foyer	Property Management, outside vendors, professional movers	Petition the original Foundation grantees for financial assistance	80% of visitors come from the Parking Lot; increases visibility
Construction of a “silent” telephone booth	Property Management	Library policy requires that cell phone use is only allowed in the Parking Lot lobby	The current policy is impractical and unhelpful to patrons who must take or make telephone calls while using the public use computers
Redecoration and renaming the Rotary Room to the “Newport Rotary Room”	Library Director, Property Management	\$3,000 grant from the Newport Rotary	Updating tired décor; rebranding opportunity for the Library as a conference site with ability to charge fees
Paint pillars of Adult collection a forceful Navy blue	Library Director, Property Management		Uniformity, recalls Newport’s naval association

## Adult Services

The Adult Services Department of the Newport Public Library must respond to changes in patron interests, technological advancements, database use, and research tools and skills, while remaining fluent in traditional aspects of librarianship. Perhaps no other department in libraries must straddle the dual paths that Adult Services must travel. The Adult Services staff thoroughly embodies that concept that the only constant is change.

The Adult Services Desk, an L-shaped area that is reflective of the time in which was constructed, needs to be reimagined and placed in a more efficacious location. We plan to dismantle the desk within the next three years and replace it with a centrally located desk that is at patron eye-level that will also remain ADA compliant.

### **Goal #1: The Library Will Offer More Genealogical Programming**

#### Objectives:

- 1.10 Address the explosion in interest in the subject, particularly among those of retirement age
- 1.11 Offer genealogical database workshops throughout the year
- 1.12 Bring in more guest speakers who are expert in the field

Activity	Responsibility	Notes	Benefits and Outcomes
Expand beyond Ancestry.com to offer more genealogical information and research tools	Adult Services Department	Print and online resources	The Library is the perfect setting for research of this kind that is time-consuming and benefits from a quiet atmosphere
Explore commensurate programs that will appeal to those interested in genealogy	Adult Services Department	Family tree software or illustration instructors	Retirement age patrons are dedicated to the Library and rely on fresh and inviting programs

**Goal #2: Create a “Preservation Studio” for Converting Older, Analog Formats to Digital Formats**

Objectives:

- 2.1 Refresh degraded, difficult to handle materials
- 2.2 Make materials available online

Activity	Responsibility	Notes	Benefits and Outcomes
Equipment inventory	Adult Services Department	Photo-feed scanner; VHS-DVD converter; slide converter, et al.	Allow patrons to be more hands-on with their own projects
Train staff	Adult Services Department	Accompanied by requisite policies and procedures	Sets parameters and expectations while providing vital service

**Goal #3: Create Enticing Program Brochures That Increase Interest and Attendance**

Objectives:

- 3.1 Professionally produced materials can easily and affordably outshine in-house output
- 3.2 Make materials available online

Activity	Responsibility	Notes	Benefits and Outcomes
Reserve for programs with an expected larger audience	Adult Services Department	Graphic designer?	More attendees which raises Library’s profile
Retain artwork	Adult Services Department	Save for reuse and reimagining	One-time payment



## Young Adult

### Goal #1: Increase Visibility of Young Adult Collection

#### Objectives:

- 1.13 Increase circulation
- 1.14 Raise awareness of collection within teen community

Activity	Responsibility	Notes	Benefits and Outcomes
Create and update bookmarks based on Readers' Advisory booklists, including links to teen "Find A Book" webpage	YA librarian		Easy access to topic specific book recommendations whether or no YA librarians are available; highlights on-line resources for 24 hour access
Highlight RA booklists on Instagram	YA librarian		Reach teens in "their space" with book recommendations
Highlight RA booklists via Web posts	YA librarian		Reach teens, YA literature loving adults, and parents with book recommendations
Create a new book display every month	YA librarian		Displays make topic specific collections visible within the library; monthly rotation keeps them fresh
Host at least nine class visits to the library	YA librarian		Introduces teens to the library, YA librarians and available materials; YA librarians support academic endeavors by providing research resources specific to class assignments
Make at least three in-school visits	YA librarian		Introduces teens to the library, YA librarians and available materials; YA librarians support academic endeavors by providing research resources specific to class assignments

Activity	Responsibility	Notes	Benefits and Outcomes
Reach out to schools for weekly or monthly librarian drop-in sessions	YA librarian		Teens become more comfortable with YA librarians making them more like to visit NPL and ask for help; teens are introduced to a variety of books available at NPL
Send book talk flyers to schools	YA librarian		Teens are introduced to a variety of books available at NPL; keeps the dialog open between teachers and YA librarians

## Goal #2: Keep YA Collection Current and Appealing

Objectives:

2.1 Keep shelves stocked with new releases and popular items

2.2 Weed entire collection annually

Activity	Responsibility	Notes	Benefits and Outcomes
Pull circulation statistics, by collection, for previous 2 years	YA librarian	Annually	Identify low demand materials for weeding consideration
Review circulation statistics and make weeding selections	YA librarian	Annually	Clear under-used materials from shelves making room for in-demand materials
Review non-fiction collection for timeliness and accuracy	YA librarian	Annually	Clear outdated materials from shelves making room for in demand materials; identify subject areas needing more materials
Review all materials for condition	YA librarian	Annually	Weed and replace, if necessary, unsightly materials
Pull circulation statistics, by collection, for previous 2 years	YA librarian	Annually	Identify low demand materials for weeding consideration

### Goal #3: Maintain and Improve Partnerships Within the Community

Objectives:

- 3.1 Connect with and maintain relationships with schools and teachers, the homeschooling community, and teen service organizations

Activity	Responsibility	Notes	Benefits and Outcomes
Send introductory letter to teachers re: NPL materials, services and teacher support options	YA librarian		Introduce/reacquaint teachers with YA librarians; increase awareness of Library relevance to their academic endeavors
Send regular announcements of NPL Teen activities to media outlets	YA librarian		Increase awareness of Library program opportunities, including community service, opportunities to teens
Send regular announcements of NPL Teen activities to Thompson Middle School and Roger's High School	YA librarian		Increase awareness of Library program opportunities, including community service, opportunities to teens
Continue sending teen program announcements to home school listserv administrator	YA librarian		Increase awareness of Library program opportunities, including community service, opportunities to home schooled teens; maintain communication
Offer programs designed to meet the needs of homeschool families	YA librarian		Demonstrated responsiveness to patron requests Increase Library relevance to home school families Maintain open lines of communication
Send regular announcements of NPL teen activities to The Hut, Newport Boys & Girls Club and the YMAC	YA librarian		Increase awareness of Library program opportunities, including community service, opportunities to teens service organizations

Activity	Responsibility	Notes	Benefits and Outcomes
Contact Newport Boys & Girls Club re: Book Club partnership	YA librarian		Bring librarian and Library recognition to teens who might not otherwise visit; increasing Library relevancy to their lives; providing intellectually stimulating afterschool activity to these teens
Partner with the Newport Gulls baseball organization to encourage teen summer reading	YA librarian		Support intellectual stimulation to teens over the summer months

## The Friends of the Newport Public Library

The Officers and Members of the Friends of the Newport Public Library believe that a vibrant public library enhances community life.

The Friends promote and support the Library and its activities by encouraging community involvement, providing financial support, advocating for the Library in the larger community, and performing other services of use to the Library.

The Library in turn supports the Friends, providing suitable space for the Friends Bookstore in the Lower Lobby, the back room area for receiving and pricing donations, providing lighting, heating and cooling, and by providing custodial services.

In concert with the Library Director, the Friends will seek to strengthen the mutually beneficial bond between Library and Bookstore. The Library Director will investigate the possibility of moving the Bookstore in the space presently occupied by the Maker Lab, the feasibility of which is not guaranteed. The benefit to the Library would come from the higher exposure such a placement would afford the Bookstore. All revenue raised by the Bookstore goes to support the Newport Public Library.

## In Conclusion

A Long Range Plan is an exacting exercise in leadership. The staff of the Newport Public Library works diligently every day—every hour of every day—to ensure that the residents of the City of Newport and the patrons and visitors to the Library receive expert service enhanced by solid, professional librarianship. It is the animating spirit of what we do, knowing that every day brings another opportunity to help our patrons by offering informational needs, career guidance, computer assistance, a jolly toddler sing-along, an engaging story time, a sympathetic ear, a new chess gambit, and an inviolable respect for privacy. All of our services are provided for in a spotlessly maintained building in which Newporters can take the utmost pride.

We have been busy over the last couple of years but the staff of the Library is always looking for the next challenge, the new frontier of service and accommodation. That is why, beginning in July 2020, it will be the dedicated goal of the Library Director and the entire staff to attain one of the most coveted titles available to public libraries: the Best Small City Library in the country. Awarded by *Library Journal* magazine, this award comes with a \$5,000.00 cash prize and a great deal of prestige.

On the following page you will find an outline of the way ahead. If you have any questions, please feel free to contact the Library Director at any time.

## Notes