

# Willimantic Public Library Strategic Plan

FY 2020-2024



**Approved and Adopted by the Willimantic Public Library Board of Directors  
April 28, 2020**

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## Why a Strategic Plan?

Willimantic Public Library has undergone significant changes over the last five years. These changes included multiple directors, renovation of the Library building, and complete turnover of the Library's Board of Directors. With all these transitions in the recent past, the Board was inspired to make a fresh start and chart a course for the future. Thus discussions began, some two years ago, about the advisability of creating a strategic plan.

Our most important reason for creating a strategic plan was the opportunity it provided for the Board to think more deeply about our community and how the Library could best serve it. The Town of Windham has significant strengths: it retains a strong tradition of civic engagement; its creative energy has led to new forms of entrepreneurship; and our local quality of life is enriched by a lively art scene. At the same time, the town faces significant economic and social challenges.

The total population for the Town of Windham stands at about 25,000. Of that number, about 18,000 are Willimantic residents and 7,000 live in the Windham villages. Some 50% of residents are white non-Hispanic; 40% are Hispanic/Latino; 4% are African-American; and other groups make up the balance. The 2019 Connecticut Economic Resource Center (CERC) town profile<sup>1</sup> for Windham shows that the town's population over the last 4 years has grown by over 3.5%, and Windham has a lower median age, at 30, than the rest of the state, at 41.

According to CERC data, the median household income in Windham (2013-2017), at \$41,293, is significantly below that of the county (\$62,553) and the state (\$73,781). Unemployment rates went down locally over the past few years, but they still exceeded regional and state levels. Not surprisingly, the poverty rate is more than double that of the state (25% versus 10%), and educational attainment is lower. Test scores and graduation rates of students in the Willimantic Public Schools (WPS) have improved, but they still lag behind the rest of the state. According to WPS, over 70% of students in the school system are Hispanic/Latino, and Spanish is the first language in 40% of students' homes. Other languages, including indigenous languages from Central and South America and Arabic, are becoming more common as migration continues.

With its population growth and lower median age, Windham presents a stark contrast with the state as a whole, which is characterized by an aging population and out-migration. These younger members of our community bring vitality and ambition. They represent a precious asset. But they also face linguistic, academic, economic, and other challenges. Windham can benefit from its diverse community only if it commits to supporting the development of all its residents and their full integration into the life of the town.

In this context, the importance of the Willimantic Public Library cannot be overstated. The Library already provides free use of essential tools that may not be present in the home, such as books, Wi-Fi, and computers. It provides open access to vital information of all kinds -- on jobs, health issues, language instruction, educational opportunities, immigration status, and much more. The Library is committed to providing even more resources, programming, educational support, and community- building events in future, and the strategic plan is designed to help us get there.

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<sup>1</sup> Connecticut Data Collaborative: <https://s3-us-west-2.amazonaws.com/cerc-pdfs/2019/windham-2019.pdf>

A second reason for developing a strategic plan was our desire to ensure that the WPL fully embodies the features of a 21 st century library – and that our community is fully aware of what that means. Just as the Town of Windham has changed over the last 50 to 100 years, so has the function of a public library. Libraries still provide access to print materials: books, magazines, newspapers. More recently, collections have included audio books and DVDs. But a library today offers far more than that: it provides Internet access, computers, and expert assistance from experienced library professionals – and does it all for free, with open and equal access to all members of the community.

Thanks to our Library, businesses have a convenient downtown location in which to do research, and real estate agents can share with home buyers the Library’s programs for children and many services as selling points. Art exhibits, authors’ readings, interest groups, and clubs of all kinds can find a home in the Library. At a time when continuing education, both formal and informal, has never been more important, our Library can offer programming, meeting space, and opportunities for enrichment to all ages and all interest groups. As the WPL mobilizes its own and the Town’s resources toward the goals of this strategic plan, the Library will also be primed to pivot to future needs and innovations, ensuring that the Library maintains its stature as a major resource for Windham and a hub for all sectors of our community. That is our vision for the Willimantic Public Library.

Finally, the Board’s interest in a strategic plan was supported by the Association of Connecticut Library Boards (ACLB). ACLB considers having an up-to-date, usable strategic plan a key characteristic of good board governance and strongly recommends that boards use a strategic plan to guide their decision-making and resource allocation. In the wider world, businesses, local governments, and organizations of all kinds have long viewed strategic planning as an essential tool for setting direction, clarifying priorities, focusing resources, and aiding communication. The Library Board hopes that we – and the town – will benefit in these ways from our plan.

## [A Brief History of the Willimantic Public Library](#)

The Willimantic Public Library has a long history as a cornerstone of Willimantic’s cultural identity. In the words of town historian Jamie Eves, “public libraries are so commonplace today that it is easy to assume that we have always had them, but in the 19 th century public libraries were rare.”<sup>2</sup> The first free public library supported by taxation was founded in Peterborough, NH, in 1833, but early libraries were most often private and patrons paid for access with subscription fees. According to Eves, public libraries would remain relatively rare in the US until the period from 1883 to 1929, when thousands of Carnegie libraries would be built.

The Willimantic Library Association was formed in 1853, three decades in advance of the Carnegie era. A women’s group, the Bee Hive Circle, raised funds to purchase books and other reading materials for circulation to the community, free of charge. The goal was “to provide opportunity and encouragement for children, young people and adults to educate themselves continually.”<sup>3</sup> In 1871, the Borough of Willimantic paid the

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<sup>2</sup> Eves: Personal communication

<sup>3</sup> Willimantic Public Library website: <https://www.willimanticlibrary.org/about-library/history.shtml>

Association \$125 and changed the name to the Willimantic Public Library. In so doing, Willimantic became a leader in the movement to establish public libraries.<sup>4</sup>

In 1869, a fire destroyed the original Library, which was located in a commercial building. It was re-established soon after and housed in a series of downtown locations for nearly three decades, often sharing space with businesses. However, the Library was viewed as such a core function of the town that when the Windham County Court House – now known as Windham Town Hall – was completed in 1896, it included dedicated space for the Library. The arched High Street entrance for library patrons, facing High Street, can still be seen to this day. In 1959, when the space in town hall became inadequate, the children’s department moved to the former Taylor home, a Victorian mansion at 191 Prospect Street, and became known as the Taylor-Hatheway Children’s Library. In 1967, the main Library moved from Town Hall into its present quarters at 905 Main Street, and in 1970 the children’s department joined the rest of the collection at the same site.

With the early introduction of electric lights, stained-glass windows, a workers’ village on Quercus Avenue, and other innovations, the thread and textile industries of Willimantic aimed to support the personal betterment of their workers. As part of these efforts, the Willimantic Linen Company founded a second library in 1877, but its use was not limited to workers and their families. Rather, the policy was that “the benefits of the library are free to all.”<sup>5</sup> The Dunham Hall Library, as it was known, existed until about 1940. In short, Windham has a long and venerable history of support for libraries, continuing education, and personal development as a meaningful form of recreation.

## Methodology

The strategic planning process began with a 4-person ad hoc committee but eventually included the entire Board, along with the Library Director, a staff member, and the president of the Friends of the Willimantic Public Library.

The data for the strategic plan was collected through focus groups and a survey. Between June and October of 2019, nine focus groups were conducted with community stakeholder groups identified by the Board as important voices to be heard. A facilitator met with each group, all participants were asked the same set of questions, and answers were recorded. Two additional groups of stakeholders (Town Council and Economic Development Commission) were posed a slightly different set of questions from the general population.

The responses for each group were recorded on flip chart paper, and participants were asked to prioritize their group’s responses by placing a sticker next to the ones that were most important to them. The number of stickers given to each participant was approximately ten percent of the number of responses. No individual participant could place more than two stickers on any response. Multiple individuals, however, could prioritize the same response.

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<sup>4</sup> Eves: Personal communication

<sup>5</sup> Eves: Personal communication

All responses were entered into an Excel spreadsheet along with the question number, focus group name, number of votes, and number of participants. Themes were assigned to each response to facilitate visualizing the community's input. Responses were then tabulated and graphed.

In addition to the focus groups, surveys were distributed both online and in hard copy at the library, and library staff encouraged patrons to fill them out. The ninety-nine responses largely reinforced information gained from the focus groups.

## Looking to the future

The strategic plan's five overarching objectives are 1) to serve as an informational and educational hub for the town; 2) to offer up-to-date technology and services; 3) to provide a comfortable, safe, and attractive environment for patrons; 4) to support the financial health of the Library; and 5) to contribute to the town's success and well-being.

As the strategic planning committee worked on this plan over the past year, we became more conscious of the values we see the Library embodying. The process required us to gather opinions from a wide swath of local residents, patrons, and town leadership about what they thought the Library should be, and synthesize those opinions with our own. It challenged us to articulate the ways in which the Library can play an even more positive and dynamic role in the life of the town than it has to this point. This strategic plan is the product of that effort.

We hope this plan will not only guide the Library's work but also suggest ways in which all members of the community can join their efforts with ours. The Willimantic Public Library is grateful for past support and looks forward to partnering with town government, Windham Public Schools, the business and arts communities, and civic organizations – indeed, the entire Windham community – to shape a more secure and prosperous future.

# Comprehensive Objectives - FY 2020-24

## Comprehensive Objective 1:

### **Establish the Willimantic Public Library as a hub for knowledge, culture, and engagement serving our diverse community.**

The overarching goal of the Willimantic Public Library (WPL) Board of Directors is to make the Library our community's indispensable central source, a "hub," for information, enjoyment, and informal education in the Town of Windham. To reach this goal, the Board has gathered local opinions, surveyed concerns, and kept the needs of our diverse community – particularly children and teens, Spanish-speakers, and seniors – central to our planning.

### Goal 1: Enhance collections to meet the needs of our diverse community members.

#### **Actions:**

- 1.1.1. Acquire high-demand items, in English and in Spanish, for all age groups and interests (ongoing)
- 1.1.2. Create easy, accessible ways for patrons to suggest resources the Library should buy (summer 2020 and beyond)
- 1.1.3. Determine proportions of town population in different age groups (children, teens, adults, seniors) that are non-English-speaking, bilingual, and English-speaking; use as guidance for acquisitions (summer 2020)
- 1.1.4. Systematically identify materials the non-English speaking community wants and needs; approach leaders of the non-English speaking community (fall 2020 and ongoing)
- 1.1.5. Involve bilingual staff in curating the collection (ongoing)
- 1.1.6. Communicate regularly about new acquisitions; post weekly on social media (ongoing)

### Goal 2: Enhance programming and services for all community members, from adults and teens to children, actively reaching out to under-represented populations.

#### **Actions:**

- 1.2.1. Offer regular programs (minimum 24 per year) in both English and Spanish on a range of topics for all age groups, but with special emphasis on teens, seniors, non-English speaking patrons, the unemployed, and underemployed (ongoing)
- 1.2.2. Grow Books and Brews and similar "clubs" (e.g., crafts, film, hobbies) (summer 2020 and beyond)
- 1.2.3. Establish Spanish-language book or movie (or other media) clubs meeting 3-4 times per year at the Library (winter 2021 and beyond)
- 1.2.4. Invite non-profit organizations to offer programs at the Library as introductions to their activities and services (minimum 2 invitations/month, ongoing)
- 1.2.5. Invite community partners to use the Library for events, performances, exhibits (minimum 1 per month, ongoing)

1.2.6. Collaborate with a local nonprofit, e.g., the Commercially Licensed Co-operative Kitchen (CLiCK), Windham Area Interfaith Ministry (WAIM), Windham Grows, Willi Food Coop, and Recreation Department, to add experiential activities to the Summer Reading Program (annually)

1.2.7. Leverage local resources for programming, e.g., authors, scientists, historians, business people (ongoing)

1.2.8. Involve volunteers in providing a range of programs (ongoing)

### Goal 3: Enhance outreach and services to the entire Town of Windham.

#### **Actions:**

1.3.1. Hire a children's/youth services librarian (summer-fall 2020)

1.3.2. Simplify and expedite the process of getting a borrower's card (summer 2020)

1.3.3. Focus outreach and service on specific patron populations each year (2020-2024), identifying recreational, educational, and cultural needs and collaborating as possible with local organizations

- Year 1: Children, birth to 6 years; seniors
- Year 2: Tweens 11-13 years; non-English speakers, immigrants
- Year 3: Teens, college students
- Year 4: Homeschoolers, homeless
- Year 5: Unemployed/underemployed, differently-abled,

1.3.4. Collaborate with Windham Public Schools to provide Library activities at least 3 times per semester (2020-24), focusing on pre-schools and the four elementary schools

1.3.5. Strengthen the Teen Advisory Board by recruiting a core of 6-8 students (fall 2020) to

- Redesign/optimize teen space
- Schedule teen-centered programs once/semester
- Explore adding gaming or maker-space capabilities

1.3.6. Extend clubs (1.2.2., 1.2.3) to satellite locations (spring 2022 and beyond)

1.3.7. Make the Library a Volunteer Income Tax Assistance (VITA) site during tax season (spring 2021 and beyond)

1.3.8. Create a policy manual for staff that explains policies and practices clearly and supports communication with patrons (fall 2020)

1.3.9. Capture information gathered from town-wide relationships in databases for use in operationalizing the hub. (winter 2021)

1.3.10. Provide staff development on ways to serve as guides to the hub (winter-spring 2022)

## Comprehensive Objective 2:

### Ensure the Library's online presence is relevant and easy to access and navigate.

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### Goal 1: Redesign Library's web presence for currency, attractiveness, user-friendliness.

#### Actions:

- 2.1.1. Identify strengths and weaknesses of current website, needs and wants of users (summer 2020)
- 2.1.2. Calculate current uptime and performance baseline to access <https://www.willimanticlibrary.org/> (spring 2020)
- 2.1.3. Research and explore having the hosting agency also work as developer (spring 2020)
- 2.1.4. Research available content managers (spring 2020)
- 2.1.5. Hire web designer or engage expert volunteer (summer 2020)
- 2.1.6. Create a new, mobile-friendly website that is accessible from multiple points, easy to edit (spring 2021)
- 2.1.7. Create a comprehensive set of rules for editors: what is allowed, guidelines for editing (winter 2021)

### Goal 2: Ensure content remains up to date, relevant, user-friendly.

#### Actions:

- 2.2.1. Migrate to an accessible content manager e.g., WordPress (summer 2020)
- 2.2.2. Draw on staff expertise to maintain web content (fall 2020)
- 2.2.3. Refresh website as needed with regard to accessibility standards and current design (fall 2020 and ongoing)
- 2.2.4. Provide links to community partners on Library website, supporting easy access to their services (fall 2020 and ongoing)
- 2.2.5. Add high-demand subscriptions, databases as budget allows (ongoing)

### Goal 3: Support Library staff in keeping Library technology, website, and social media current, attractive, and useful.

#### Actions:

- 2.3.1. Assign roles; provide staff development on monitoring, editing website (winter 2021)

- 2.3.2. Assign roles; provide staff development (minimum 2 workshops) on maintenance of social media sites (winter/spring 2021)
- 2.3.3. Coordinate staff work with overall communications strategy, priorities (ongoing)
- 2.3.4. Develop a three-year plan to update/reconfigure website (winter 2021)
- 2.3.5. Develop a five-year plan to replace all technology (spring 2021)

## Comprehensive Objective 3:

### **Enhance the physical appearance, patron comfort, and accessibility of the Library.**

Responses to the Library's focus groups and surveys consistently indicated dissatisfaction with the appearance, comfort, and accessibility of the Library. By addressing these problems, the Library can significantly enhance its usefulness and attractiveness to the community.

#### Goal 1: Enhance the exterior of the building to create a welcoming entrance.

##### **Actions:**

- 3.1.1. Add energy-efficient lighting to highlight the mural during the evening (spring 2021)
- 3.1.2. Install electronic sign board in front foyer (spring 2021)
- 3.1.3. Redesign the front garden area for attractiveness, ease of maintenance (June 2021)
- 3.1.4. Add bench seating, creating a small courtyard (fall 2020)
- 3.1.5. Raise funds to support enhancements (summer-fall 2020)

#### Goal 2: Enhance comfort and aesthetics of the interior.

##### **Actions:**

- 3.2.1. Research existing lighting for code compliance; explore lighting alternatives (summer 2020)
- 3.2.2. Explore financial incentives from the town or state for LED lighting (spring 2020)
- 3.2.3. Hire a professional or recruit an expert volunteer to suggest ways to better utilize space (fall 2021)
- 3.2.4. Buy comfortable furniture and desk lamps for reading tables, study carrels (winter 2022)
- 3.2.5. Use color and art to define and beautify spaces (winter 2022)
- 3.2.6. Acquire shelves that are easy to move around to facilitate flexible use of space, e.g., for performances or exhibitions (winter 2022)
- 3.2.7. Raise funds to support enhancements (summer 2020 and ongoing)

#### Goal 3: Make better use of the gallery space.

##### **Actions:**

- 3.3.1. Develop a gallery use policy (summer 2020)
- 3.3.2. Improve lighting in the gallery space, using systems commonly used in galleries and museums, e.g., track lighting (summer 2020)
- 3.3.3. Keep walls freshly painted and in good repair (ongoing)
- 3.3.4. Host 4-5 exhibits per year (fall 2020 and beyond)
- 3.3.5. In collaboration with local organizations, develop themes and exhibits that connect to town events (fall 2020 and beyond)
- 3.3.6. As possible, rotate exhibits among different locations, e.g., Library, town hall, mill museum (fall 2020 and ongoing)

3.3.7. Add a movable wall to expand and reconfigure gallery space as needed (summer 2022)

3.3.8. Raise funds to support enhancements (summer 2020 and ongoing)

#### Goal 4: Enhance access to the Main Street location for all community members.

**Actions:**

3.4.1. Research possibilities to collaborate with senior center, senior housing, West Avenue, and other locations on use of private transportation, e.g., vans, to provide free rides to the Library (one collaboration by fall 2020)

3.4.2. Partner with Windham Regional Transit District (WRTD) to take patrons who have limited access to transportation to the Library (fall 2021)

3.4.3. Explore collaboration with Meals on Wheels to offer free donated books to their clients (fall 2021)

3.4.4. Research sources of federal, state, local funding

3.4.5. When Walnut Street parking garage is completed, reserve 4 standard spaces, 2 handicapped-accessible, for Library patrons (2024)

#### Goal 5: Seek alternative locations for the Windham Public Library.

**Actions:**

3.5.1. Explore feasibility of a mobile Library, additional satellites (spring 2022)

3.5.2. Add satellite locations as staffing allows, e.g., at Senior Center, Card Home, Food Coop, daycare centers (2022-2024)

3.5.3. Remain alert to local opportunities to increase the Library's square footage, e.g., moving into Mill #2 or other available space on Main Street (2024)

## Comprehensive Objective 4:

### **Raise funds sufficient to support the Library's Strategic Goals.**

Financial support from the Town of Windham is the bedrock of the Library's existence. At the same time, the Board recognizes that the Library must raise additional funds to enhance quality, provide needed services, and more fully serve the community.

#### Goal 1: Maintain and increase town budget allocation.

##### **Actions:**

- 4.1.1. Create an annual calendar of budget steps and deadlines (winter 2020 and annually thereafter)
- 4.1.2. Recruit Board members, Friends, volunteers to attend budget hearings, speak in support of budget (spring 2020 and annually)
- 4.1.3. Lobby for increases, particularly in staff and acquisitions (spring 2020 and annually)
- 4.1.4. Collect data on cardholders, circulation, web traffic, etc. to support lobbying (ongoing)
- 4.1.5. Support get-out-the-vote efforts when town budget goes to referendum (summer-fall 2020 and annually)

#### Goal 2: Build fundraising/development capacity.

##### **Actions:**

- 4.2.1. Consult with a development professional, e.g., from Eastern or UConn (spring-summer 2020)
- 4.2.2. Clarify Board's legal status re: fundraising, control of funds (spring 2020)
- 4.2.3. Develop fundraising policy (summer 2020)
- 4.2.4. In collaboration with Friends, develop a plan and process for ongoing fundraising (fall 2020)
- 4.2.5. Identify potential funding sources (fall 2020 and ongoing)

#### Goal 3: Implement fundraising capacity.

##### **Actions:**

- 4.3.1. In collaboration with Friends, review strategic plan, focus on goals: acquisitions, programming, web redesign, etc. (spring 2020)
- 4.3.2. Set fund-raising priorities (spring and fall, semi-annually)
- 4.3.3. Begin soliciting donations, bequests (fall 2020)
- 4.3.4. With Friends, launch fundraising campaign to redesign website (spring-summer2020)
- 4.3.5. Leverage fundraising by coordinating with community events, organizations, businesses

#### Goal 4: Expand grant-seeking to support strategic goals.

**Actions:**

- 4.4.1. Create database of available grants, their funding priorities, deadlines (ongoing)
- 4.4.2. In collaboration with Library staff, establish priorities for grant-writing (summer 2020)
- 4.4.3. Support the writing of two successful grants per calendar year (ongoing)

## Comprehensive Objective 5:

### **Contribute to the Town of Windham's success and community well-being.**

The Library sees itself as a team player in efforts to enhance the success of the town as well as the well-being and prosperity of its residents.

#### Goal 1: Support economic development and job growth.

##### **Actions:**

- 5.1.1. Prioritize and establish relationships with town manager, director of economic development, Economic Development Commission, business-oriented organizations, benevolent associations, social welfare agencies, enterprises (fall 2020 and beyond)
- 5.1.2. Develop a plan to support town and community partners' development goals, workforce needs and job readiness (December 2020)
- 5.1.3. Identify and fill gaps in Library resources supporting economic development (winter 2021)
- 5.1.4. Inventory job training, other services already available in town; determine ways to support and supplement (winter 2021)
- 5.1.5. Communicate availability of Library computers, Wi-Fi, databases for research and to assist job-seekers
- 5.1.6. Coordinating with Chamber of Commerce, highlight attractiveness of Library services for existing and incoming businesses, professional practices, new residents (e.g., info packets for realtors) (spring 2021)
- 5.1.7. Identify ways to support goals of the 2017 Plan of Conservation and Development (POCD) (spring 2020)
- 5.1.8. Support local micro-enterprise efforts, giving job-seekers and especially youth an opportunity to gain experience running a business (fall 2023-spring 2024)
- 5.1.9. Develop assessments and collect data to demonstrate Library's effectiveness, guide improvement (fall 2020 and ongoing)

#### Goal 2: Support and improve educational outcomes, pre-kindergarten to grade 12, college, and beyond.

##### **Actions:**

- 5.2.1. Led by children's librarian (1.3.1.), determine needs, ways Library can provide needed services (fall 2020)
- 5.2.2. Prioritize and establish collaborations with relevant partners  
Early childhood centers, Windham Public Schools, EASTCONN, Senior Center (2020)  
Windham Free Library (Windham Center), Guilford Smith Memorial Library (South Windham) (2021)  
Arts at the Capitol Theater Magnet School (ACT), Windham Regional Technical School (WRTS), Quinebaug Valley Community College (QVCC), Smith Library/Eastern Connecticut State University (2022)  
Service organizations, e.g., Spanish American Merchants Association (SAMA), Windham Area Interfaith Ministry (WAIM), American Job Corps (2023)

Develop at least two collaborations each year of this plan (2020-24) focused on priority populations (1.3.3.)

5.2.3. Develop programming to support educational, cultural, and recreational needs at each level, including teens and language communities (fall 2020 and ongoing)

5.2.4. Develop assessments and data to demonstrate effectiveness, guide improvement (ongoing)

### Goal 3: Support the town as a regional center for arts, entertainment, and recreation.

#### **Actions:**

5.3.1. Establish relationships with the Windham Music, Arts and Culture Commission; Arts at the Capitol Theater Magnet High School (ACT); Theatre Guild; Willimantic Whitewater Partnership; Joshua's Trust other entities (fall 2021 and ongoing)

5.3.2. Supplement town events with Library activities, e.g., acquisitions, authors' readings, performances, book clubs, displays, exhibitions (ongoing)

5.3.3. Develop assessments and data to demonstrate effectiveness, guide improvement (ongoing)

### Goal 4: Establish public relations function to communicate Library's contributions to partners in town government, education, arts, and diverse communities.

#### **Actions:**

5.4.1. Post strategic plan on Library website (spring 2020); present at Town Council meeting (fall 2020)

5.4.2. Create a Library "brand" to use in communications from Library staff, Board, Friends, and volunteers (February 2021)

5.4.3. Develop a logo, slogan, and "elevator pitch" emphasizing Library's contributions (February 2021)

5.4.4. Use English and Spanish for all communications

5.4.5. With Friends, launch public relations campaign highlighting Library's contributions, support of town and community goals, using range of media (spring 2021)

5.4.6. Maintain presence at gatherings of town government, educational and cultural events (ongoing)

5.4.7. Maintain high visibility as hub of the community by, e.g., recruiting spokespersons, sending out regular communications, leveraging local media (ongoing)

5.4.8. Hire a Library staff person with responsibility for communications, social media, programming (summer 2023)

5.4.9. Increase percentage of citizens in the Town of Windham claiming familiarity with Library programs, collections, and services by 15% for each year of the strategic plan (2021-2024)

5.4.10. Develop other assessments that demonstrate effectiveness, guide improvement (ongoing)