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| **Gloucester Lyceum and Sawyer Free Library, Gloucester**  **Deborah Kelsey, Library Director, kelsley@sawyerfreelibrary.org** | **YEAR**  **FY2020** |

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| Goal (from library’s current Long-Range Plan)  1. Align library assets to inspire learning, drive development, grow social capital and create opportunities. |

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| **Objectives (if included in current Long-Range Plan)** | **Actions** | **Timeframe for Activity** | **By Whom (optional)** |
| a. Promote library as a member of the Funding Information Network | i. Reach out to nonprofit organizations on Cape Ann through the Chamber of Commerce | Annually | Technology Librarian |
| a. Promote library as a member of the Funding Information Network | ii. Train staff and community on how to use Foundation Center databases | Annually | Technology Librarian |
| b. Increase collaborative progrmming | Deepen relationships with natural partners, e.g. Cape Ann Museum, Gloucester Writers Center, Art Haven, Wellspring House, Gloucester Meeting House Foundation, Cape Ann’s public libraries to identify topics of shared interest | Ongoing | Assistant Director |
| c. Engage new users | Offer and promote experimental programs and services | Ongoing | All |
| d. Include and curate a community collection of mentors, experts, volunteers | Connect with community experts as a component of the volunteer program |  | Assistant Director |
| e. Reach out and engage teens | Develop targeted programs and services |  | Community Librarian |
| f. Reach out and engage young professionals | Develop targeted programs and services |  | Community Librarian |
| g. Work on the 400th | Participate on the planning committee | Ongoing | Local History Librarian |

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| Goal (from library’s current Long-Range Plan)  2. Provide access to content. |

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| **Objectives (if included in current Long-Range Plan)** | **Actions** | **Timeframe for Activity** | **By Whom (optional)** |
| a. Manage physical and digital collections | Employ best practices established in the Collection Management Manual and analyse results | ongoing | Technical Services Librarian |
| b. Procure and share physical versions of content | Select materials in multiple formats based on topic, genre, and demand | monthly | Assistant Director |
| c. Procure and share digital versions of content | i. Evaluate electronic collections and modify and augment as indicated by subject and usage | monthly | Assistant Director |
| c. Procure and share digital versions of content | ii. Train staff in WordPress through NOBLE | annually | Technology Librarian |
| c. Procure and share digital versions of content | iii. Train staff to create Podcasts to repurpose in library programs | annually | Technology Librarian |
| d. Have high-speed broadband and technologies to deliver and help create content | i. Identify specific community needs | ongoing | Technology Librarian |
| d. Have high-speed broadband and technologies to deliver and help create content | ii. Respond to community needs by acquiring, promoting, and training the community on available technologies | quarterly | Technology Librarian |
| e. Provide access to local history / community collections | Refer to specific goals and actions outlined in the Library’s Preservation Long Range Plan FY2019-FY2023 | ongoing | Local History Librarian |
| f. Include and curate a community collection of mentors, experts, volunteers | Develop a human library program |  | Assistant Director |
| g. Improve communication | Oversee website development and maintenance | ongoing | Assistant Director |

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| Goal (from library’s current Long-Range Plan)  3. Ensure the long-term sustainability of the public library. |

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| **Objectives (if included in current Long-Range Plan)** | **Actions** | **Timeframe for Activity** | **By Whom (optional)** |
| a. Transform the service model to develop the library assets: people, place, platform | Evaluate current programs, services, facility, grounds, and staff to identify opportunities for transformation |  | Director & Assistant Director |
| b. Secure sustainable funding base for the future | Work with the Fundraising Committee, Friends of the Library, Board of Trustees, Samuel Sawyer Foundation, and the City and other funding sources | Ongoing | Director |
| c. Modernize physical facility | Work with Building and Grounds and Library Building Committees on immediate and long term capital projects | Ongoing | Director |
| d. Demonstrate effectiveness and impact | Identify baselines, benchmarks, and goals for each target population and measure outcomes | Ongoing | Assistant Director & All |
| e. Amplify the level of service and reinforce the library’s central role | Augment and promote the programs and services of community partners |  | Assistant Director |
| f. Improve communication | Identify and train staff in marketing tools and techniques |  | Assistant Director |
| g. Communicate value proposition of the public library | Develop the case for the library; advocate for the library during the city budget process; install the library calculator on the website; write to the community |  | Director |
| h. Capitalize on economies of scale in the networked world and maintain local control | i. Become a Magnet library to complement and supplement the offerings: programming, broadband, core collections, hours, staff, and services, and reinforce the strengths of the region’s public libraries |  | Director |
| h. Capitalize on economies of scale in the networked world and maintain local control | ii. Evaluate membership benefits of and MVLC for Gloucester and Cape Ann |  | Director |

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| Goal (from library’s current Long-Range Plan)  4. Cultivate leadership. |

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| **Objectives (if included in current Long-Range Plan)** | **Actions** | **Timeframe for Activity** | **By Whom (optional)** |
| a. Vision and strategic plan to align the library with the community’s key goals | Idenitfy community’s key goals | ongoing | Director |
| b. Provide engagement tools to bring together disparate voices within the community | Collaborate with Cape Ann Forum, Gloucester Conversations, and City government to facilitate civil conversations on current issues |  | Assistant Director |
| c. Sustain the educational, economic, and civic health of the community | Collaborate with Cape Ann Chamer of Commerce, Gloucester public schools and other local educational initiatives to augment and support their programs |  | Community Librarian & Children’s Librarian |
| d. Develop advocates | Relate volunteer program directly to library services and expand number of volunteers | Ongoing | Assistant Director |
| e. Strengthen intersections between diverse individuals and organizations of the community | i. Forge effective relationships with at least five community organizations |  | Community Librarian |
| e. Strengthen intersections between diverse individuals and organizations of the community | ii. Reach out to individuals less well served by traditional library services |  | Community Librarian |
| f. Reach out and engage teens | Form an advisory group |  | Community Librarian |
| g. Reach out and engage young professionals | Form a virtual advisory group |  | Community Librarian |