



**RHODE ISLAND LIBRARY ASSOCIATION
STRATEGIC PLAN
2018 - 2022**



**RHODE ISLAND
LIBRARY ASSOCIATION**



William Hall Library, Cranston, RI

RHODE ISLAND LIBRARY ASSOCIATION EXECUTIVE BOARD MEMBERS

President: Kieran Ayton (2017-19)	Rhode Island College Library
Vice President: Julie Holden (2017-19)	Cranston Public Library
Past President: Aaron Coutu (2017-19)	Cumberland Public Library
Treasurer: Beatrice Pulliam (2017-19)	Providence Public Library
Secretary: Chelsea Watts (2017-19)	CCRI Newport Library
ALA Councilor: Jack Martin (2015-19)	Providence Public Library
Member-at-Large: Lisa Perry (2017-19)	East Providence Public Library
Member-at-Large: David Meincke (2017-19)	Johnson & Wales University Library

STRATEGIC PLANNING TASK FORCE

Kieran Ayton	President, RILA
Julie Holden	Vice President, RILA
Aaron Coutu	Past President, RILA
Beatrice R. Pulliam	Treasurer, RILA
Rachael Juskuv	Communications Committee, RILA
Karen Mellor	Office of Library & Information Services (OLIS)
Zach Berger	RI Library Information Network For Kids (RILINK)

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The Rhode Island Library Association (RILA), founded in 1903, serves as a state chapter of the American Library Association (ALA) and is a professional association of librarians, library staff, trustees, and library supporters. RILA serves and represents library community members from all types of libraries including academic, municipal, primary and secondary schools, and others.

In 2017, the RILA Board formed a task force to develop a strategic plan. Soon thereafter, RILA engaged ESC of New England to facilitate and guide the strategic planning efforts. As part of



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LIBRARY ASSOCIATION**

this process, RILA recognized the need to reach out, cooperate, and partner with other library organizations including the Office of Library and Information Services (OLIS), the Ocean State Libraries Consortium (OSL), the Coalition of Library Advocates (COLA), Cornucopia of Rhode Island (CORI), and the School Librarians of Rhode Island (SLRI).

The task force then designed and implemented a comprehensive information gathering protocol which consisted of stakeholder interviews and an electronic membership survey. ESC, on behalf of the task force, completed 17 stakeholder interviews to ascertain the needs of the Rhode Island library community. The membership survey gathered information from over 400 respondents, with over half of the respondents not being current RILA members. Topics included reasons for not being a member, the extent of participation in RILA sponsored activities and events, membership in other library organizations, the types of roles the recipients held in the library community, and areas of interest, such as professional development, that the respondents would like to see RILA pursue and develop in the coming three to five years.

Based on this environmental scan, the task force developed the following mission and vision statements that were subsequently approved by the RILA Board:

MISSION: THE RHODE ISLAND LIBRARY ASSOCIATION IS A PROFESSIONAL ORGANIZATION THAT SERVES ITS MEMBERS THROUGH CAREER DEVELOPMENT, EDUCATION, ADVOCACY, NETWORKING PARTNERSHIPS AND LEGISLATIVE ACTION.

VISION: THE CORE VISION OF RILA IS TO INSPIRE AND PROMOTE EXCELLENCE IN LIBRARY SERVICES, THROUGH TRAINING, INNOVATION, AND ADVOCACY. WE CHAMPION AND SUPPORT LIBRARIES TO MEET THE DIVERSE NEEDS OF THE POPULATIONS THEY SERVE. THROUGH COLLABORATION AND COMMUNITY PARTNERSHIPS, RILA WILL SUSTAIN AND ADVANCE A LEGACY OF ROBUST LIBRARY SERVICES IN RHODE ISLAND.

Consistent with the mission and vision, the RILA task force applied insights from the environmental scan to create the following goals:

1. MEMBERSHIP GROWTH & MANAGEMENT
2. RESTRUCTURE BOARD POLICIES, PROCEDURES, & RETENTION STRATEGIES
3. EDUCATION & CAREER ADVANCEMENT
4. COMMUNICATIONS GROWTH & MANAGEMENT
5. ADVOCACY & LEGISLATIVE ACTION
6. FINANCIAL MANAGEMENT

Each goal includes a list of objectives, time line, and responsible individuals or groups. The plan was approved by the RILA Board at their March 2018 meeting.



Rogers Free Library, Bristol RI



Tiverton Public Library, Tiverton, RI

The task force designed and implemented a comprehensive information-gathering protocol consisting of stakeholder interviews, the development of an electronic membership survey, and the creation of “Future of Library” scenarios.

STAKEHOLDER INTERVIEWS

ESC consultants interviewed 17 members of the community and some Strategic Planning task force members both in-person and by phone. The interviews, while based upon a set list of questions, were conducted in a conversational format in order to ascertain the needs of the Rhode Island library community. Those interviewed included the Past RILA President, members of OLIS, the URI Graduate School of Library and Information Studies, Ocean State Libraries Consortium (OSL), New Hampshire Library Association (NHLA), a Past President of New England Library Association (NELA), RI Coalition of Library Advocates (COLA), a librarian at RI Historical Society Library, Providence Public Library, members of Cornucopia, RILA Information Literacy Action Roundtable (ILART), a hospital librarian, and school librarians. At the end of the interview process, ESC produced a summary of the common issues derived from the interviews as a whole. That summary is presented in Appendix A. The results of the interview process were further analyzed and synthesized into a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, found in Appendix C.

ELECTRONIC SURVEY

As part of this project, RILA developed an electronic survey that was sent to over 600 recipients via Survey Monkey. The survey’s areas of inquiry ranged from RILA membership and reasons for not being a member; the extent of participation in RILA sponsored activities and events; memberships in other library organizations; the types of roles the recipients held in the library community; and areas of interest and professional development that the respondents would like to see RILA develop in the coming three to five years. The survey received over 400 responses. 38.7% of responses were members of RILA and 61.26% of responses were non-members of RILA. The detailed survey results are presented and attached to this report in Appendix B.

FUTURE SCENARIO ANALYSIS

Because a good strategic plan needs to stand up to a range of uncertain futures, the task force also developed possible scenarios to broaden thinking and create a more robust plan. These scenarios are summarized below.

SCENARIO 1: RILA AS THE STATEWIDE UMBRELLA FOR LIBRARY ORGANIZATIONS

With RILA's additional membership and strength in public, school and academic libraries, vendors see RILA as an important market and take advantage of a new sponsorship program that enables RILA to fund year-long projects and an Executive Director position, who is able to devote his/her time to preparing programming, continuing education, legislative action and advocacy, and community partnerships for RILA.

SCENARIO 2: RILA AS A HUB FOR CIVIC ENGAGEMENT AND DISCOURSE

Libraries of all kinds throughout the state have steadily attempted to increase visibility as hubs for civic engagement and discourse, with varying degrees of success. RILA has spearheaded these initiatives by holding ongoing professional development workshops to better equip library staff to meet these challenges.

SCENARIO 3: WAR WITH NORTH KOREA & EFFECTS ON RILA IN 2023

For many, libraries are the only access point for technology and communications, particularly for refugees coming to the area. Libraries start to provide space for social workers, counselors, and housing advisors to help refugees with both emotional and basic housing needs.

TECHNOLOGY SCENARIO ADDENDUM: THE FUTURE OF TECH

Libraries partner with local tech developers to build mobile steam/stem labs that travel around the state; they offer free 22nd century skills training, with opportunities to earn digital credentials and on-ramp experiences to internships and mentoring.



Providence Athenaeum, Providence, RI

RILA MISSION, VISION, PRINCIPLES

The RILA task force conducted a series of workshop sessions to identify the core purpose or mission of the Rhode Island Library Association. They reviewed other organizations' mission statements during this process and crafted a statement to reflect who they are and what they do. The task force also developed a vision statement of what they hoped RILA would become as an organization. Finally, the task force identified a list of principles intended to serve as the guiding force behind strategic decisions going forward. The resulting mission and vision statements as well as the list of principles are as follows:

RILA MISSION

The Rhode Island Library Association is a professional organization that serves its members through career development, education, advocacy, networking partnerships and legislative action.

RILA VISION

The core vision of RILA is to inspire and promote excellence in library services, through training, innovation, and advocacy. We champion and support libraries to meet the diverse needs of the populations they serve. Through collaboration and community partnerships, RILA will sustain and advance a legacy of robust library services in Rhode Island.

RILA PRINCIPLES

RILA believes in:

- Advocacy
- Collaboration
- Diversity, Equity & Inclusion
- Equal Access for All
- Intellectual Freedom



Weaver Memorial Library, East Providence, RI

GOALS, OBJECTIVES, AND ACTIVITIES

Upon the completion of the Environmental Scan, a team building/goal setting exercise was held with the full RILA Board. After the presentation of the Environmental Scan results and mission/vision statements, the Board identified and ranked over 30 potential goals for consideration. These goals appear in Appendix D.

Consistent with the mission and principles discussed above, the RILA task force applied insights from the environmental scan to combine and synthesize these goals into a final list which when completed should achieve RILA's intended vision.

GOAL 1: MEMBERSHIP GROWTH & MANAGEMENT

OBJECTIVE 1: EXPAND, DIVERSIFY, AND RETAIN RILA MEMBERS

RILA will expand membership in our organization, including diversifying our membership to better reflect the library community of Rhode Island. The Membership Committee will be responsible for continued membership. We will know that we have achieved this goal when we have increased membership to 250 members by December 2018, 275 members by December 2019, 350 members by December 2020 and 450 members by December 2022.

Within these numbers, the Membership Committee will actively seek out other members of the RI Library community who are not as actively involved with RILA. We know that we've achieved this goal when we've increased membership of Academic Librarians to 50 by December 2020, membership of School Librarians to 100 by December 2020, membership of Special Librarians to 35 by December 2020, membership of Paraprofessional Staff to 30 by December 2020, membership of Trustees to 30 by December 2020 and membership of Friends to 30 by December 2020.

The RILA Membership Committee will investigate ALA and other state library organizations to determine member retention strategies.

OBJECTIVE 2: MEMBERSHIP COMMITTEE ORGANIZATIONAL STRUCTURE

In order to continue to grow membership, the RILA Membership Committee plans on expanding participation within the Membership Committee. We will know that we have met these goals when there are two co-chairs and three additional members representing various constituencies in the library community. Current Membership Committee members are responsible for recruiting additional members and we will accomplish this goal by 2019.

OBJECTIVE 3: MEMBERSHIP COORDINATION WITH OTHER LIBRARY ORGANIZATIONS

RILA Membership Committee will actively seek ways to expand joint membership with other professional groups. This upcoming year we will expand joint membership with the School Librarians of Rhode Island (SLRI). We also will create marketing materials to promote joint ALA/RILA Membership Program and coordinate these with the administration of the library schools at the University of Rhode Island (URI) and Simmons College in Boston, Massachusetts, and the Student ALA group at the University of Rhode Island. We will accomplish this by August 2018.

OBJECTIVE 4: PROMOTION OF SCHOLARSHIP OPPORTUNITIES TO MEMBERS

Assess current scholarship and award opportunities and expand them. The RILA Membership Committee will review the De Johnson Scholarship to update the requirements and better market materials to area students who would qualify to receive the scholarship in order to attend professional conferences. We will work with the administration of the library school at URI to accomplish this goal. We plan to complete this objective by December 2018. The Board will also review other scholarship opportunities in 2020.

OBJECTIVE 5: ASSESS, IDENTIFY, AND GROW MEMBERSHIP BENEFITS

RILA Membership Committee will work with the Communications Committee to highlight and promote the membership benefits available to members. Membership also plans to research and create more opportunities for RILA members. These opportunities include-but are not limited to- finding discounts with vendors or area stores, discounts for workshops or conferences offered by other library organizations, etc. We know we will have accomplished this when we have been able to promote benefits to our existing members and found more opportunities. We plan to accomplish this by 2019.

OBJECTIVE 6: EXPAND OPPORTUNITIES FOR THE DEVELOPMENT OF COMMON INTEREST GROUPS

RILA's Membership Committee will work on a plan to identify members interested in developing roundtables, sections, and committees. RILA will support development of initiatives and action by roundtables, committees, and sections through resource allocation (financial, in-house tools, expertise). The RILA Membership Committee will use the survey data from the RILA/NELA Joint Conference in October 2018 to help identify areas of interest. They will also identify common interest groups that are complementary to those offered by OLIS. Examples might be Academic Librarians Roundtable, LGBTQ Diversity Roundtable, and a Paraprofessional Roundtable. In 2019, the Membership Committee will formulate a plan to add new roundtables, sections, and committees as appropriate.

GOAL 2: RESTRUCTURE BOARD POLICIES, PROCEDURES, & RETENTION STRATEGIES

OBJECTIVE 1: CREATE CENTRAL REPOSITORY AND POLICIES FOR CREATING, SHARING, AND ARCHIVING ORGANIZATIONAL DOCUMENTS

RILA will migrate all Google Drive files or electronic files to one shared location. We have created a GSuite location where “institutional knowledge” will be stored. This will allow easier transitions within RILA. The RILA Secretary is responsible for this migration project. We will accomplish this by August 2018. In 2019, we will begin working on an archiving policy for all important RILA documents. This plan will be finished by 2020.

OBJECTIVE 2: REVIEW AND RESTRUCTURE BOARD POLICIES AND PROCEDURES

The RILA Vice President will convene a committee to review the Constitution and the structure of the Committees, Sections, Liaisons and Roundtables. This committee will look at areas to increase membership, formalize procedures, and review board positions and duties. Within this review, we plan to ensure that we can meet Objective 3 and have an efficient, understandable policy. We will finalize this goal at the 2019 annual business meeting.

OBJECTIVE 3: CREATE A NON-LIBRARIAN BOARD POSITION

The RILA board will create a board position to represent individuals working in the library community who do not hold an MLS in order to ensure balanced representation within RILA administration. The Nominating Committee is responsible for the recruitment of this board member. We will be able to accomplish this once we have accomplished Objective 2. We will finalize this goal at the 2020 annual business meeting.

OBJECTIVE 4: BOARD RECRUITMENT & RETENTION

RILA will create a recruitment and succession plan for Executive Board, committee chairs, roundtable chairs and section chairs. The RILA vice president will specifically create a plan for mentoring & training new board members (on boarding) and create a plan for board transition & exit interviews (off boarding). We will know we have accomplished this goal when we have created the policy and it is stored in our institutional knowledge site (GSuite). We plan on working on this in 2019 and finishing it by 2020.

OBJECTIVE 5: BOARD BEST PRACTICES

RILA Members-at-Large will research other non-profits similar to RILA and report to the board findings that RILA could employ. They will also review offerings from ALA’s Chapter Relations Office that RILA can use and implement. We will know that we have accomplished this goal

when the Members-at-Large complete a report and present it to the executive board in summer 2019. The RILA Board will review the report and create and implement an action plan between 2020 and 2022.

OBJECTIVE 6: ORGANIZATIONAL DEVELOPMENT

The RILA President and Vice President will investigate adding the position of a paid Executive Director in 2022. They will develop a plan outlining the potential organizational structure along with budget and implementation strategies for board review to determine if this is a feasible option for RILA. They will begin this project in 2019 and plan to be able to implement any recommendations for change by 2022.

GOAL 3: EDUCATION & CAREER ADVANCEMENT

OBJECTIVE 1: IN PERSON WORKSHOPS & PROFESSIONAL DEVELOPMENT

RILA will work with OLIS to cross promote professional development workshops and opportunities. The Communications Committee will be responsible for the promotion of these events. We will know that we have accomplished this when they are promoted and RILA's website will have a list of workshops that link to the sign-up each month. This will be accomplished by fall 2018.

Each RILA committee/roundtable/section will develop an annual workshop each year. Currently, some of our committee/roundtables already accomplish this, but this will be a requirement for all. This event will promote the committee/roundtable/section's particular focus and be open to the public. The committee/roundtable will be responsible for the creation and organization of the event, with a budget of \$250-\$1,000. This initiative will start in 2019.

OBJECTIVE 2: ONLINE WORKSHOPS & PROFESSIONAL DEVELOPMENT

RILA will develop at least one online programming event for its members per year. In order to do this, RILA must evaluate virtual meeting software options. RILA will create professional development programming that is complementary in scope to that offered by OLIS. This programming will be online programming, such as webinars. RILA will have to investigate purchasing virtual meeting software. We will accomplish this goal by 2020.

OBJECTIVE 3: MENTORSHIP AND CAREER ADVANCEMENT

RILA will create a mentorship directory as a resource for the RI library community. We will know we have accomplished this by reaching out to experienced librarians and paraprofessionals across the state for potential mentorship opportunities. RILA will form a mentorship directory and communicate with library schools to form partnerships and develop recruitment strategies

for mentors. The RILA President, Vice President, and Secretary are responsible for creating this directory and organizing opportunities. This will be accomplished between 2019 and 2020

OBJECTIVE 4: PROFESSIONAL STANDARDS AND COMPETENCIES

As the state's association for librarians and library staff, RILA will develop a list of technical competencies and credentialing options available for its members and the RI library community. We will accomplish this goal by developing a list of technical competencies for librarians and paraprofessionals. This list will be completed by 2021. RILA will implement credentialing programs by January 2022. (ALA Divisions have lists of competencies that could be useful for us).

OBJECTIVE 5: ANNUAL CONFERENCE

RILA will evaluate and expand its Annual Conference. This goal will be accomplished by creating a survey to gather input from the Joint NELA Conference in winter 2018. RILA will analyze the survey results and create a professional development plan for the following Annual Conference.

RILA will then expand its successful conference programs, especially technology related, to run select high interest programs during the year. The RILA Conference Committee will choose programs that draw interest and run them during the course of June 2019-December 2019.

RILA Conference Committee will explore new joint conference options with School Librarians of Rhode Island (SLRI) similar RI library organizations in 2020.

GOAL 4: COMMUNICATIONS GROWTH & MANAGEMENT

OBJECTIVE 1: BUILD A DYNAMIC COMMUNICATIONS GROUP

RILA will improve communication & transparency to its members. We will know we have achieved this goal by having a group of 10-15 people who represent the RI library community as part of the Communications Committee. We will create this group by promotion through the RILA bulletin and group meetups. This goal will be accomplished by Summer 2018.

OBJECTIVE 2: WEBSITE MANAGEMENT

The Communications Committee will create a website/social media plan and flowchart to implement for the next RILA year. This will include creating rebranded content for the organization that incorporates RILA's revised mission and vision. This goal will organize the different communication outlets that RILA has and create a structured content push. The plan will be developed and implemented by December 2019. It will include the development of a new RILA website, to be launched in 2020.

OBJECTIVE 3: BUILD A TWO (OR THREE) TIERED SYSTEM (BULLETIN, BLOG & RESEARCH)

The Communications Committee will create a new news/bulletin system. We will know that we have achieved this by evaluating our newsletter system and current sources of news output. We also plan to create a new section of the website with continuous events/news section (blog posts from the RILA listservs). RILA's information will now include professional support materials, including, but not limited to annual reports on salaries. This goal will be accomplished by December 2021, with an additional goal of reviewing the idea of creating scholarly content and publications as well in December.

OBJECTIVE 4: PROMOTING ADVOCACY AND LEGISLATIVE ACTION

The Communications Committee will work with the Legislative Action Committee to create legislative briefs and quarterly reports and publish them through RILA channels. This will be started in September 2018. They will also create a media advisory list and update and maintain this list in the RILA GSuite. This will be completed by December 2018.

OBJECTIVE 5: MEMBER ENGAGEMENT

The Communications Committee will work on a plan to increase member engagement. This will include actively marketing RILA's committees, sections, and roundtables, to members. Members will also be encouraged to participate in RILA's advocacy goals and outreach initiatives. This plan will be completed by June 2019 and implemented thereafter.

GOAL 5: ADVOCACY & LEGISLATIVE ACTION

OBJECTIVE 1: CREATE ADVOCACY ENGAGEMENT TEAM

RILA will create an Advocacy Engagement Team for when legislative advocacy issues arise. RILA will survey the library landscape for other potential organizational partners for advocacy campaigns. RILA will establish a framework for ongoing advocacy initiatives that includes broad representation of membership and external partners. This will begin in 2019 and be completed by 2021.

OBJECTIVE 2: IDENTIFY ISSUES AND ADVOCATE SOLUTIONS TO ADVANCE AWARENESS AND SUPPORT OF LIBRARY SERVICES IN THE STATE.

RILA will work with its committees, such as Legislative Action, Intellectual Freedom, and others to identify advocacy priorities. RILA will develop, communicate, and implement an action plan for key advocacy initiatives, including salaries and compensation of library employees. RILA will identify legislative initiatives and strategies for action. RILA will identify national library

legislation for local action, in partnership with ALA (annual/participate in National Library Legislative Day). This objective will be accomplished each year.

OBJECTIVE 3: LEVERAGE REGIONAL AND NATIONAL RESOURCES TO DEVELOP STRATEGIES FOR ADVOCACY.

RILA will work with its committees to identify relevant advocacy topics and strategies promoted by ALA. RILA will implement localized campaigns to raise awareness of libraries (e.g., Libraries Transform). RILA will collaborate with NELA on regional advocacy efforts to promote libraries. This goal will be accomplished by 2020.

OBJECTIVE 4: DEVELOP AN EDUCATION PLAN TO TRAIN RILA MEMBERS AND STAKEHOLDERS TO BE STRONG ADVOCATES FOR RI LIBRARIES.

The Legislative Action Committee will develop materials and identify strategies in conjunction with the Communications Committee to enable librarians to be strong advocates for libraries. RILA will publicize its advocacy action plan annually and provide materials on current issues in a timely manner. This ties into Goal 4, Objective 4, promoting advocacy and legislative action.

GOAL 6: FINANCIAL MANAGEMENT

OBJECTIVE 1: FINANCIAL MIGRATION AND LONGEVITY

RILA will migrate RILA financial information into Quickbooks. The RILA treasurer is responsible for this migration. We will know that we have accomplished this goal when the migration is complete. We plan to complete the migration by June 2018.

RILA will develop a 5 year budget plan to help ensure RILA's financial health for the future. This could include determining if RILA needs to perform an audit of RILA finances. The RILA treasurer is responsible for convening the Budget and Finance Committee which will work to create this plan and propose strategies to improve RILA's financial health for the future. We will know we have accomplished this goal when the plan is complete and approved by the Board and strategies have been presented to the board for discussion. We plan to complete the plan by March 2019.

OBJECTIVE 2: IDENTIFY AND DEVELOP NEW REVENUE STREAMS.

RILA will identify and develop new revenue streams to support and sustain its operational mid-term and long-term goals (i.e., improving professional development offerings between annual conferences) and strategic initiatives (possible hiring of Executive Director). RILA recognizes the need to provide quality continuing education opportunities that develop the skills of its members.

RILA also believes that providing quality continuing education offerings at an affordable price will help attract new members as well as engage long-time members. RILA's Budget and Finance Committee will convene a brainstorming session with the Board to identify 3 new revenue stream possibilities. We will know that we have accomplished this goal when the revenue-generating plans have been proposed and approved by the Board. We will implement at least one revenue-generating plan by December 2018, and one in each successive year through December 2020.



Robinson Research Center, Rhode Island Historical Society Library, Providence, RI

MASTER TIMELINE OF STRATEGIC PRIORITIES

The Strategic Planning Task force identified 6 strategic priorities to be implemented through actionable plans over a period of 5 years beginning in 2018 and continuing through 2022. Our priorities are:

1. MEMBERSHIP GROWTH & MANAGEMENT
2. RESTRUCTURE BOARD POLICIES, PROCEDURES, & RETENTION STRATEGIES
3. EDUCATION & CAREER ADVANCEMENT
4. COMMUNICATIONS GROWTH & MANAGEMENT
5. ADVOCACY & LEGISLATIVE ACTION
6. FINANCIAL MANAGEMENT

The master timeline of action items for strategic priorities is included below. Short-term priorities are included in year 1; mid-term priorities are included in year 2, and long-term priorities are included in year 3. Additional 2 years of 2021 and 2022 provide future timelines to be reviewed periodically.

YEAR 1 (SHORT-TERM PRIORITIES) FY JANUARY 1, 2018 - DECEMBER 31, 2018

GOAL 1: MEMBERSHIP GROWTH AND MANAGEMENT

RESPONSIBILITY: RILA MEMBERSHIP COMMITTEE WITH HELP FROM MEMBERS-AT-LARGE

BUDGET: \$100 (FOR MARKETING MATERIALS)

- Increase RILA membership to 250 active RILA members
- Begin process of expanding our joint membership program to include School Librarians of RI (SLRI)
- Begin process of expanding the Membership Committee with a co-chair and 3 additional members
- Form a committee to review the De Johnson Scholarship
- Update marketing materials to promote the ALA/RILA Joint membership program and send to library school administration at URI and Simmons, and the URI ALA Student Group. (Membership Committee with Members-at-Large)

GOAL 2: RESTRUCTURE BOARD POLICIES, PROCEDURES, AND RETENTION STRATEGIES

RESPONSIBILITY: RILA SECRETARY, TREASURER, PRESIDENT, AND VP

BUDGET: \$0

- Migrate all Google Drive files and other electronic files to the RILA G Suite (Secretary)
- Create a committee to review the RILA constitution, including the areas on RILA committees, sections, roundtables, and liaisons.
- Members-at-large begin working on Board best practices.
- Explore CORI and SLRI becoming a RILA Section.

GOAL 3: EDUCATION AND CAREER ADVANCEMENT

RESPONSIBILITY: RILA PRESIDENT AND RILA CONFERENCE CO-CHAIRS

BUDGET: \$0

- ❑ Communications Committee will cross-promote OLIS professional workshops and opportunities on the RILA website.
- ❑ Reach out to Dorothy Swain for planning advice on creating a mentorship directory for RILA members.
- ❑ Communicate with library schools to form partnerships and recruitment strategies, using the updated marketing materials from Goal 1.
- ❑ Send out a survey after the NELA Joint Conference at the end of the year to determine professional development opportunities RILA members would like at future annual conferences

GOAL 4: COMMUNICATIONS GROWTH AND MANAGEMENT

RESPONSIBILITY: RILA COMMUNICATIONS COMMITTEE

BUDGET: \$0

- ❑ Begin to build a dynamic communications group with representatives from all types of libraries. Use the RILA Listserv and Bulletin to recruit members. Goal of 10-15 active members who represent the RI library community.
- ❑ Begin to work on a website/social media plan and flow chart and continuously update social media sites.
- ❑ Begin to work on a RILA website plan to update the website, make it mobile-friendly, and ADA accessible.
- ❑ Communications Committee initiates with OLIS to cross promote professional development workshops.
- ❑ Communications Committee will work with Legislative Action Committee to create and publish legislative briefs and reports
- ❑ Communications Committee will create a media list and update it in RILA GSuite

GOAL 5: ADVOCACY AND LEGISLATIVE ACTION

RESPONSIBILITY: RILA LEGISLATIVE ACTION COMMITTEE, MEMBERS-AT-LARGE

BUDGET: \$0

- ❑ Monitor potential advocacy initiatives (ongoing)
- ❑ Review legislative action and advocacy communications from ALA's chapter relations office (ongoing)
- ❑ Create quarterly reports based on the template Lorraine sent us and send this to Communications Committee to be published on RILA website.

GOAL 6: FINANCIAL MANAGEMENT

RESPONSIBILITY: RILA SECRETARY, TREASURER, PRESIDENT, AND VP

BUDGET: \$50 PER YEAR FOR QUICKBOOKS

- ❑ Migrate RILA financials into Quickbooks (Treasurer)
- ❑ Convene the Budget and Finance Committee to develop a 5 year budget plan (Treasurer)
- ❑ Convene a brainstorming session with a Board to identify 3 new revenue stream possibilities to support RILA's mid, long-term and strategic goals. Identify initial revenue-generating plan by December 2018
- ❑ Begin work on 5 year budget plan to help ensure RILA's financial health for the future

YEAR 2 (MID-TERM PRIORITIES) FY JANUARY 1, 2019 – DECEMBER 31, 2019

GOAL 1: MEMBERSHIP GROWTH AND MANAGEMENT

RESPONSIBILITY: RILA MEMBERSHIP COMMITTEE WITH HELP FROM MEMBERS-AT-LARGE

BUDGET: \$100 (FOR MARKETING MATERIALS)

- ☐ Increase RILA Membership to 275 active members.
- ☐ Finalize SLRI as a RILA Section or arrange a joint membership agreement.
- ☐ Begin awarding De Johnson Scholarship to library school students
- ☐ Research opportunities for improved RILA membership incentives which could include discounts with local vendors, workshops, conferences, etc.
- ☐ Membership Committee has a co-chair and 3 additional members
- ☐ Membership Committee reviews survey data from the RILA/NELA Joint Conference to identify potential areas for new sections, roundtables, and committees and create a plan to implement new common interest groups.

GOAL 2: RESTRUCTURE BOARD POLICIES, PROCEDURES, AND RETENTION STRATEGIES

RESPONSIBILITY: RILA SECRETARY, TREASURER, PRESIDENT, AND VP

- ☐ Present revised RILA Constitution to the RILA membership and vote on changes at Annual Meeting.
- ☐ Begin to work on Board retention and transition plans and archiving policies for the future.
- ☐ Research a non-librarian Board position.
- ☐ Members-at-large complete Board best practices and present report to Executive Board in summer 2019.
- ☐ Begin investigating the process of hiring an Executive Director

GOAL 3: EDUCATION AND CAREER ADVANCEMENT

RESPONSIBILITY: RILA PRESIDENT AND CONFERENCE CO-CHAIRS

BUDGET: \$500 FOR VIRTUAL MEETING SOFTWARE

- ☐ Analyze 2018 Joint Conference survey results
- ☐ Reach out to experienced librarians across the state to recruit potential library mentors
- ☐ Begin to create a mentorship directory
- ☐ Begin to investigate online programming possibilities for members and evaluate virtual meeting software options
- ☐ Roundtables begin holding a major event each year.

GOAL 4: COMMUNICATIONS GROWTH AND MANAGEMENT

RESPONSIBILITY: RILA COMMUNICATIONS COMMITTEE

BUDGET: \$100 FOR MARKETING

- ☐ Complete website/social media plan and flow chart and continuously update social media sites.
- ☐ Complete RILA website plan to update the website, make it mobile-friendly, and ADA accessible.
- ☐ Evaluate alternatives to Constant Contact. Determine if RILA Bulletin should move to Wild Apricot.

- ❑ **Begin to create rebranded content for the organization that incorporates RILA’s revised mission and vision.**
- ❑ **Implement a plan to work on increasing member engagement; actively market RILA’s committees, sections, and roundtables.**

GOAL 5: ADVOCACY AND LEGISLATIVE ACTION

RESPONSIBILITY: RILA LEGISLATIVE ACTION COMMITTEE, MEMBERS-AT-LARGE,
BUDGET: \$0

- ❑ **Continue to provide quarterly legislative action reports**
- ❑ **Use previous year’s legislative action and advocacy research to establish a framework and action plans for ongoing advocacy initiatives that includes a broad representation of RILA membership.**
- ❑ **Begin to create an advocacy/legislative action Engagement Team to handle advocacy campaigns.**

GOAL 6: FINANCIAL MANAGEMENT

RESPONSIBILITY: RILA TREASURER
BUDGET: \$50 PER YEAR FOR QUICKBOOKS

- ❑ **Propose strategies to the Board to improve RILA’s financial health into the future (Treasurer and Budget and Finance Committee)**
- ❑ **Determine if RILA needs an audit for finances.**
- ❑ **Complete 5 year budget plan to help ensure RILA’s financial health for the future**
- ❑ **Continue pursuit of ongoing or introduction of next revenue-generating plan during 2019**

YEAR 3 (LONG-TERM PRIORITIES) FY JANUARY 1, 2020 AND BEYOND

GOAL 1: MEMBERSHIP GROWTH AND MANAGEMENT

RESPONSIBILITY: RILA MEMBERSHIP COMMITTEE WITH HELP FROM MEMBERS-AT-LARGE
BUDGET: \$100 (FOR MARKETING MATERIALS)

- ❑ **Continue creation of new roundtables, committees, and sections, as needed, based on survey results from the Joint Conference.**
- ❑ **Increase membership to 350 members by December 2020**
- ❑ **Increase membership to 450 members by December 2022**
- ❑ **Increase membership of Academic Librarians to 50 by December 2020**
- ❑ **Increase membership of School Librarians to 100 members by December 2020**
- ❑ **Increase membership of Special Librarians to 35 members by December 2020**
- ❑ **Increase membership of Paraprofessional Staff to 30 members by December 2020**
- ❑ **Increase membership of Trustees to 30 members by December 2020**
- ❑ **Increase membership of Friends to 30 members by December 2020**
- ❑ **Review other scholarship opportunities for members in addition to De Johnson Scholarship**

GOAL 2: RESTRUCTURE BOARD POLICIES, PROCEDURES, AND RETENTION STRATEGIES

RESPONSIBILITY: RILA SECRETARY, TREASURER, PRESIDENT, AND VP

BUDGET: \$50 PER YEAR FOR QUICKBOOKS

- ☐ Complete and implement recruitment and succession plans, with exit interviews for Executive Board, Committee chairs, Roundtable chairs, and Section chairs.
- ☐ Create non-librarian Board position
- ☐ Complete archiving policy.
- ☐ Begin to investigate hiring an Executive Director
- ☐ Implement an action plan for Board best practices based on the report created by Members at Large.

GOAL 3: EDUCATION AND CAREER ADVANCEMENT

RESPONSIBILITY: RILA PRESIDENT AND CONFERENCE CO-CHAIRS

BUDGET: \$500 FOR VIRTUAL MEETING SOFTWARE

- ☐ Implement improved annual conferences with improved professional development; explore joint conference with SLRI.
- ☐ Implement mentorship program
- ☐ Work with OLIS to create complementary programming, including technology related, that runs throughout the year.
- ☐ Locate individuals who teach technology training to develop a list of technical competencies for librarians and paraprofessionals
- ☐ Implement online programming
- ☐ Create list of technical competencies and credentialing options
- ☐ Implement technology competency/credentialing program

GOAL 4: COMMUNICATIONS GROWTH AND MANAGEMENT

RESPONSIBILITY: RILA COMMUNICATIONS COMMITTEE

BUDGET: \$100 OR MARKETING

- ☐ Create professional support materials, including annual reports on library salaries.
- ☐ Create News and Events section of the RILA website that is continuously updated. Includes blog posts
- ☐ Release new RILA website in 2020, which will include rebranded RILA content.

GOAL 5: ADVOCACY AND LEGISLATIVE ACTION

RESPONSIBILITY: RILA LEGISLATIVE ACTION COMMITTEE, MEMBERS-AT-LARGE,

BUDGET: \$0

- ☐ Create advocacy campaigns which promote legislative advocacy and library awareness using the RILA legislative advocacy Engagement Team.
- ☐ Collaborate with NELA on regional advocacy efforts

GOAL 6: FINANCIAL MANAGEMENT

RESPONSIBILITY: RILA TREASURER

BUDGET: \$50 PER YEAR FOR QUICKBOOKS

- ☐ Perform audit of RILA finances, if not completed in 2019.
- ☐ Identify additional and long-term revenue-generating plans

APPENDIX A

Interview Guide

APPENDIX B

Survey Questions & Results

APPENDIX C

SWOT Analysis

APPENDIX D

Mapping the Goals

APPENDIX E

Scenario Analysis

Time: Approximately 45 Minutes

Note: All discussions are strictly confidential for the purposes of strategic planning. No names will be used in any part of this correspondence. The items below are summarized by question:

How do you know RILA?

- Heard about RILA through membership in other library organizations
- Through work
- Attend Executive Board meetings
- Longtime member and attend conferences
- Served on Conference Committee

What do you think RILA's mission is?

- Promoting public libraries – did not realize that RILA's mission is to support all libraries in RI
- Supporting all libraries is the main focus
- Strengthen libraries and connect libraries to enrich life in Rhode Island
- RILA is a professionally skilled organization involved in librarian careers (staff)
- RILA supports the continued advancement of libraries and sets the agenda for the betterment of libraries across the state
- Provide consist treatment of libraries and aware of all aspects
- Coordinate and connect different facets of library services for the State of Rhode Island
- Work with GSLIS, regional states
- Support RI libraries and librarians
- Advocacy
- Public awareness
- Professional development

What does RILA do?

- Annual conference
- Continuing Education programs
- Advocacy at the State House and new legislation supporting libraries
- Recognizing funding sources
- Professional development for librarians at public libraries
- Hold bi-monthly meetings
- Work with NELA
- Grant and Aid

What can RILA do to improve?

- Consistency on perceived RILA mission
- Internal – support librarians and library professionals
- But little understanding of what kind of support

- External – PR for libraries and librarians
- Advocacy with government agencies
- Same traditions – needs improvement
- Leadership should build support for all library services
- Collaborate with all libraries – COLA, academic and public
- Work with NELA to let go of old traditions and move forward with new practices
- Bring in new leadership and trained leadership
- Seem to hold onto grudges
- Focus on year-long agenda and goals to meet mission
- More opportunities for members to network
- RILA continue to reach out to others to participate
- Remain transparent

What should RILA be doing moving forward?

- Continue what they are doing and be a good watch dog
- Seek funding for librarians and training programs
- Provide more leadership and collaborate with all library organizations
- Continue partnerships with OLIS and RILA
- Continue function as connector and networking
- URI, OLIS and RILA work together on programs
- Should have action oriented goals, provide direction/leadership along with URI leadership
- Increase diversity
- Strategic plan is an excellent idea and will help to map out where the organization will be in years to come
- RILA should consider a full time Director which would report to the Board

What additional things can RILA offer you?

- Collaboration with SLRI
- Need reciprocity with NELA and provide opportunities for leaders to participate in conference and programs for free
- Support other states and participate in initiatives
- Action oriented organization
- Budget or funding
- URI small facility and RILA could assist in filling initiatives
- Mentoring program
- Work along with GSLIS for more opportunities to grow and networking
- Review of salary range for librarians and make recommendations

How does RILA support you in your library work?

- Conferences, professional development and networking
- Getting the word out regarding programs/bulletins helpful
- Support recruitment of programs and formal channels
- Keeps us at the table regarding Rhode Island needs

- Enhancements
- More visibility

What can RILA do to support all people connected to libraries?

- COLA & RILA – Recognize grass roots programs, volunteer time and professional support groups
- Promote work of all communities and support their libraries
- More transparent to all libraries – less internal
- Accepting of all people – openness
- Should not be the “good old boys” network – was always run by a few for many years
- Overlap with OLIS & RILA
- Listen and share information with all libraries/schools in Rhode Island (public information)
- Grants – OLIS posts but RILA does not
- Listserv by RILA
- Better connect all libraries to information
- Need event page on web site
- Promote what RILA does with a united front
- Voice for all libraries and library staff



Salve Regina University McKillop Library, Newport, RI

Throughout the strategic planning process, outreach was conducted to stakeholder groups to learn about both the internal and external factors that would influence the development of the new Strategic Plan.

RILA SURVEY QUESTIONS:

1. Are you currently are RILA member?
2. Who pays for your membership fee?
3. Why are you not a RILA member?
4. What type of library are you connected with?
5. What best describes your role in the library?
6. Rate your experience in the past five years with RILA activities or events?
7. In the past five years, where have you sought library professional development and networking? (Check all that apply)
8. What other library organizations are you a member of? (Check all that apply)
9. Would you be interested in any of these services/activities through RILA?
 - a. Mentorship
 - b. Career Development Services
 - c. Networking/meetups events
 - d. Webinars
 - e. Advocacy
 - f. Professional Development Workshops
10. What would you like to see RILA do for you in the next five years? (List specific examples)

EXECUTIVE SUMMARY

Many respondents still see RILA as a “Public Library” organization.

While RILA members participate in the annual conference or a presentation sponsored by RILA, they are not very involved in committees or roundtables.

People do not know what RILA does.

RILA still seen as for librarians - not for paraprofessionals.

More transparency and communication and collaboration needed.

MEMBERSHIP ANALYSIS

Over 50% of respondents were non-members. When asked why they were not a member of RILA, (Q3) non-members largest answer was “Other” at 37.6% of responses. 34.4% of the response was that “No one has ever approached me about being a member” and 17.2% responded with “Not enough benefits of being a RILA member”.

Figure 1 represents a word cloud representation of the answers.



Figure 1

PAST RILA EXPERIENCES

RILA Members Responses

Only 20.99% of members did not have experience with the Annual Conference.

The largest category where members did not have experience with a RILA activity or event was with the “RILA Board/Committee” & “Meetups/Networking” (Between 74-77%). Experience in a “Roundtable” was almost 70% non-participation as well. (Figure 2)

	EXCELLENT	VERY GOOD	GOOD	FAIR	POOR	I HAVE NOT PARTICIPATED IN THIS	TOTAL
Annual Conference	19.75% 32	33.95% 55	18.52% 30	6.79% 11	0.00% 0	20.99% 34	162
Presentation sponsored by RILA	12.35% 20	25.93% 42	17.90% 29	0.62% 1	0.00% 0	43.21% 70	162
Roundtable	6.79% 11	11.73% 19	9.88% 16	1.85% 3	0.00% 0	69.75% 113	162
RILA Board/Committee	6.17% 10	10.49% 17	6.17% 10	1.85% 3	0.62% 1	74.69% 121	162
Meetups/Networking (Library Libations, etc.)	3.70% 6	8.64% 14	5.56% 9	3.70% 6	0.62% 1	77.78% 126	162

Figure 2

Members who had participated in RILA events rated “Presentations sponsored by RILA” as highest, with the Annual Conference and Roundtable experiences close behind. (Figure 3)

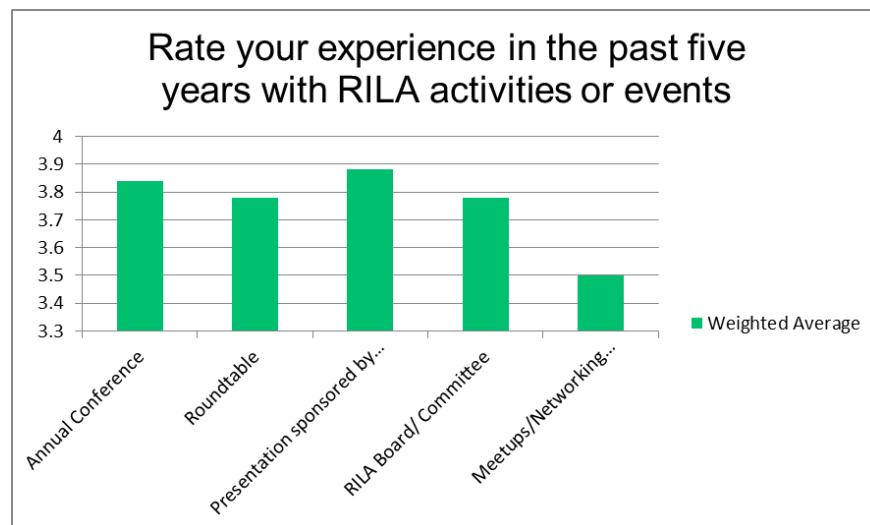


Figure 3

Non-RILA Members Responses

Only 28.37% of Non-Members had experience with the Annual Conference. Only 10% of Non-Members have participated in any other RILA activities or events. (Figure 4)

	EXCELLENT	VERY GOOD	GOOD	FAIR	POOR	I HAVE NOT PARTICIPATED IN THIS	TOTAL
Annual Conference	3.85% 8	11.06% 23	11.54% 24	1.92% 4	0.00% 0	71.63% 149	208
Presentation sponsored by RILA	2.88% 6	10.58% 22	2.40% 5	0.48% 1	0.00% 0	83.65% 174	208
RILA Board/ Committee	0.96% 2	0.96% 2	1.44% 3	0.00% 0	0.48% 1	96.15% 200	208
Meetups/Networking (Library Libations, etc.)	0.96% 2	2.88% 6	2.40% 5	0.96% 2	0.00% 0	92.79% 193	208
Roundtable	0.48% 1	2.40% 5	0.96% 2	0.96% 2	0.00% 0	95.19% 198	208

Figure 4

The highest rating from non-members showed participation in “Presentations sponsored by RILA” and then the Annual Conference. (Figure 5)

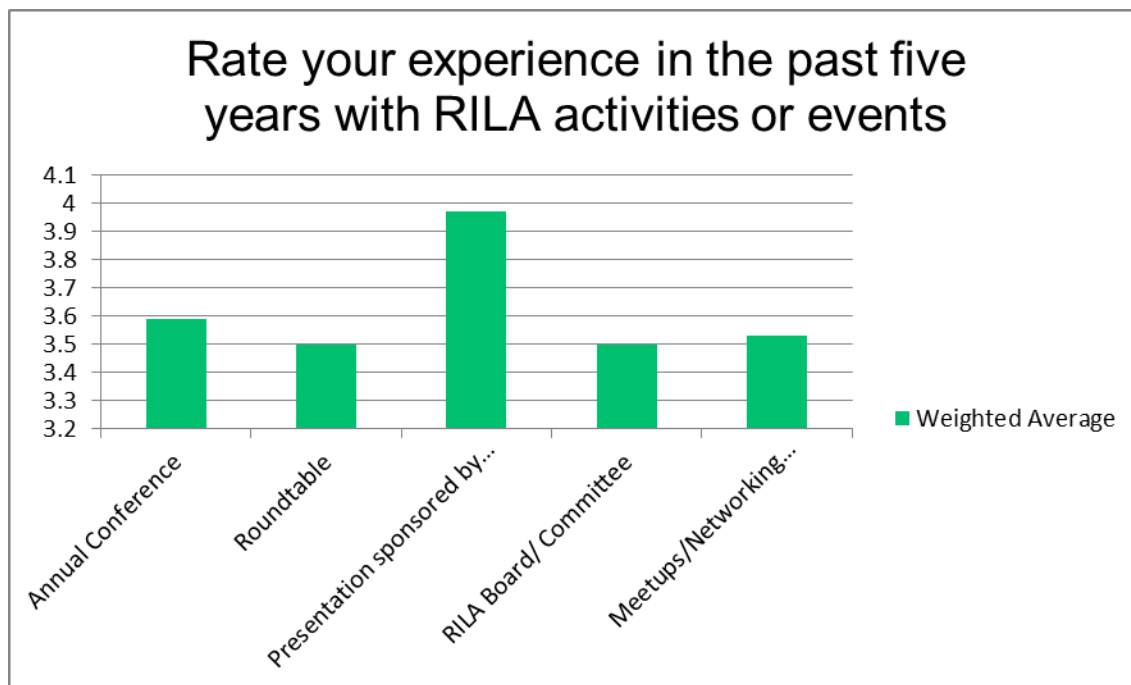


Figure 5

INDIVIDUAL LIBRARY PROFILES

Public Librarians (182 respondents)

- 50% of respondents are members of RILA; respondents who are members of RILA work in Reference, Director or Youth Services Positions.
- 53.3% of RILA members pay for their own membership.
- People connected with Public Libraries are not members of RILA because no one has ever approached them (41.9%), or they are not a librarian and thought it was for librarians (Other). 18% of respondents also believe there are not enough benefits of being a RILA member.
- Many of the “No, I am not a RILA member” identified their role in the library in the “Friends” category (18.6%), “Board Member” category (17.4%) or “Circulation/Access Services” (15.2%).

School Librarians (115 respondents)

- 75% of respondents are not members of RILA.
- School librarians who are members of RILA (25% of respondents) personally pay for their membership.
- School Librarians are not members of RILA because they are a member of SLRI and no one has ever approached them to be a member of RILA.
- School librarians get over 50% of their professional development from SLRI, RILINK, Media Smart Libraries and OLIS.

Academic Library (61 respondents)

- About 55.74% of respondents are not members of RILA.
- Non-Members feel there are not enough benefits of joining RILA (24.53%) and no one has ever approached them (23.53%). Others see RILA as a public library group and are involved with academic library groups.

Other (38 Respondents)

- 52.8% of respondents were non-members. Respondents were not members of RILA because they were retired or a vendor (45%) or no one had ever approached them (25%).
- Respondents identified as retired, GSLIS, Government, Friends or Patron.

Special Library (11 Respondents)

- About 54.6% of respondents are non-members of RILA and are members of other library groups such as MLA or Law. They are not members of RILA because they feel that there are not enough benefits of being in RILA (33%). This is a very small selection of respondents and it does not feel that we got enough data to get relevant information.

INTEREST IN NEW EVENTS

All respondents, even when separated by membership & type of library, responded similarly. The top three interests are in professional development, advocacy and webinars. Networking and career development showed some interest, while mentorship was opposed.

When separated by library type the only discrepancies in this data were that academic libraries were interested in mentorship and “other” libraries were interested in career development.

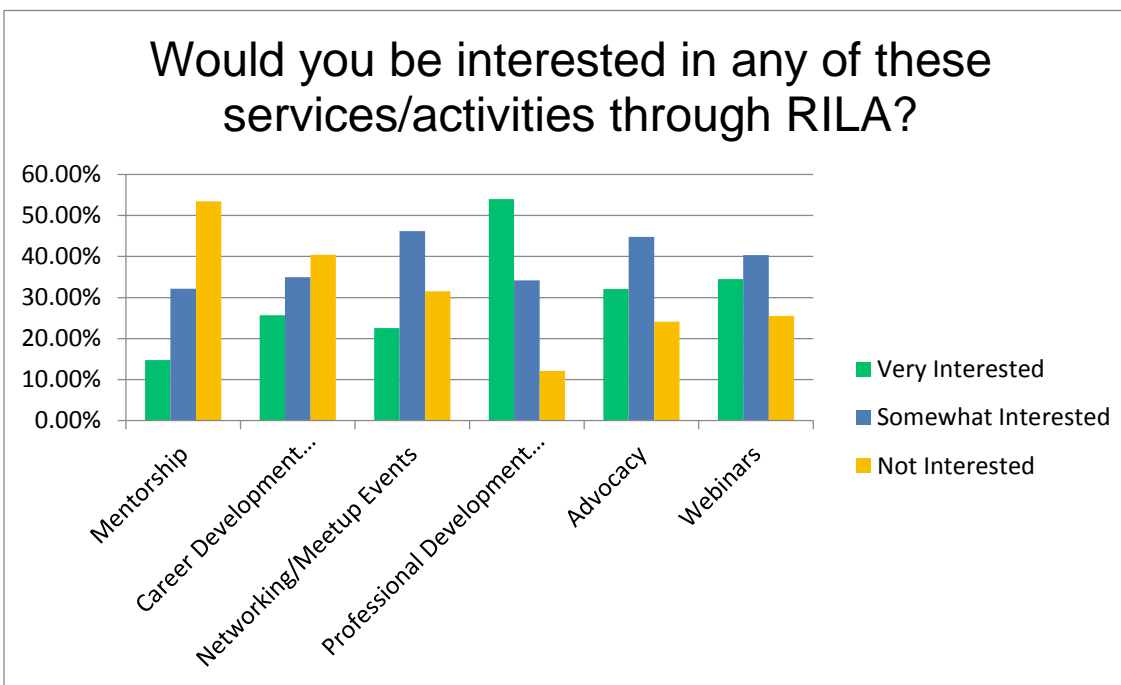


Figure 6

There were also some other responses that people would be interested in seeing like technology classes, legislative activities and advocacy training, “hands-on” workshops like book repair, and bringing in expertise from non-library perspectives about how to meet needs of community.

THE NEXT FIVE YEARS

This open ended question asked respondents to tell us how they envision RILA in the next five years. We received over 300 responses.

Highlights included communication and transparency within RILA and to its members; connecting with other library groups in the state; becoming a more cohesive organization that is supportive of and recognized by the library community as a whole; an organization that’s invested in and on top of emerging library trends; an organization that provides professional development and workshops; an organization that is an advocate, telling different library stories and being involved in legislative issues. RILA could be an informative support for all the different aspects of RI libraries, including library trustees or Friends groups. The organization can be a better advocate for the disadvantaged, including librarians of color, and offer training for librarians regarding LGBTQ.

TEXT ANALYSIS OF QUESTION 10: WHAT WOULD YOU LIKE TO SEE RILA DO FOR YOU IN THE NEXT 5 YEARS (FIGURE 7)



Figure 7

An analysis of the Strengths, Weaknesses, Opportunities, and Threats facing an organization is an important facet of a strategic planning process. Understanding a systems view of the conditions within which the organization operates, known as a SWOT Analysis, provides useful information about planning for the future.

In preparing the new Strategic Plan, the task force asked itself the following questions relative to this information:

- Is there anything the Strategic Plan must address immediately? (Weaknesses)
- What are the emerging issues that should be considered by the Strategic Planning task force? (Opportunities)
- What are perceived barriers to implementation of mission/vision? (Threats)

<p>Strengths <u>(Biggest advantages, do well, do better than others, others see as strengths)</u></p> <ul style="list-style-type: none"> • Exposure gained through involvement on RILA Board & Committees • Internal: educate & support through advocacy & professional development for public libraries, librarians, & library professionals • Coordinates RI library services with other related organizations • Provide funding awareness • External: gains state & local support through legislative action (strong “watch-dog”) • Professional development through workshops, continuing education, round tables, & annual conference • Provides employment opportunities • Younger, cohesive Board • Advocacy helped to gain financial support • Received award because staff learned from attending trainings • Advertising video • Assistance with grants & networking 	<p>Weaknesses <u>(Issues causing problems or complaints, areas least effective/efficient, vulnerabilities, could we improve, others see as weaknesses)</u></p> <ul style="list-style-type: none"> • Promotes only public libraries: doesn’t support academic libraries • Lack of knowledge of RILA/its image: know only about annual conference • Educating only librarians & professionals (need volunteers trained) • Caters to younger crowd • Web site • Lack of direction & future focus • Baggage carried forward • Lack of communication • Passive organization • People are siloed • Lack of leadership supply: Board recruitment, retention, & continuity • Lack of diversity of Board (including staff positions) • Lack of programming throughout the year • Question relevancy of all Committees & Roundtables • Overlap of OLIS & RILA • Lack of financial stability • Not open to paraprofessionals • Visibility and transparency
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<p>Opportunities <u>(Best opportunities facing us, trends that present possible opportunities, changes ahead in technology, markets, lifestyle, etc.)</u></p> <ul style="list-style-type: none"> • Improve awareness & visibility especially to academic, school, & archivists personnel • Reach all library personnel at all levels • Lobby government agencies: identify & promote a voice for all libraries • Train throughout the year • Increase membership • Communication: activate blogs, daily newsfeeds, publicize listserv & participate in community fairs • Collaborate with all libraries & related organizations (SLRI, URI, NELA, GSLIS) • Improve networking • Identify current & future needs & issues • Seek more funding for libraries; educate members about state/local budgets • Involve URI in everything • Staff structure: hire full-time Director • Support other states & participate in their initiatives • Develop mentor program • Revisit Annual Conference programming • Membership recruitment & retention 	<p>Threats <u>(Obstacles ahead, threats to our position due to costs, technology, policy, funding, etc.)</u></p> <ul style="list-style-type: none"> • Conference timing (during day), costs (too much), relevancy of programming (quality & topics) • Libraries are endangered • Too traditional (not forward thinking) in today's world • Libraries don't need librarians; salaries questioned • State/local financial commitments • No physical location for RILA
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Goals/Implementation Plan: As part of the strategic planning process, the task force convened the full board to develop an initial list of over 30 goals:

- RILA develops workshops throughout the year (Predictable)
- Board policy and procedures & Board development
- Increase diversity of membership & librarianship
- Improve content and accessibility of annual conference
- More “non-librarian members” on the Board
- Develop salary survey and publish guidelines
- Monthly lobbyist report needed
- Increase awareness of censorship and 1st amendment etc.
- Create career advancement committee
- Create academic librarians roundtable
- Improve member benefits
- Create advocacy “swat” team
- Write/plan recruitment and retention strategy
- Pursue umbrella strategy
- Leverage membership in ALA
- Do more with membership software
- Re-brand the message
- Develop mentorship program
- Improve communications & transparency for members
- Create better communications between internal and external PR
- Growth and immersion of roundtables
- Create recruitment strategy for library students
- Continuously improve and update RILA web site
- SLRI: Tap into their resources
- Create business plan to hire Director
- Target academic institutions
- Promote value of libraries to the General Assembly
- Create an advocacy dashboard
- Develop statewide tool lending
- Run mini conferences throughout the year
- Develop credentialing for technology
- Research non-profit membership engagement best practices
- Develop list of technical competencies for tomorrow’s librarians
- Develop programs for library Trustees and Friends

These goals were ranked in terms of importance and eventually synthesized into the five goals presented in the main report. Additionally, a sixth goal for Financial Management, represented in the Goals and Objectives section above, was created during this process.

Goal 1: Membership Growth & Management	<ul style="list-style-type: none"> • Increase diversity of membership & librarianship • Create academic librarians roundtable • Improve member benefits • Do more with membership software • Target academic institutions • Develop programs for library Trustees & Friends
Goal 2: Restructure Board Policies, Procedures, & Retention Strategies	<ul style="list-style-type: none"> • Board policy and procedures & board development • More “non-librarian members” on the board • Write/plan recruitment and retention strategy • Leverage membership in ALA • Develop mentorship program • Growth and immersion of roundtables • Create business plan to hire Executive Director • Research non-profit membership engagement best practices
Goal 3: Education & Career Advancement	<ul style="list-style-type: none"> • RILA develops workshops throughout the year • RILA improves content and accessibility at annual conference • RILA creates career advancement committee • RILA develops a mentorship program • Create recruitment strategy for library students. • RILA runs mini conferences throughout the year • RILA develops credentialing for technology • RILA develops a list of technical competencies for tomorrow’s librarians
Goal 4: Communications Growth & Management	<ul style="list-style-type: none"> • Re-brand the message • Improve communications & transparency for members. • Create better communications between internal and external PR • Continuously improve and update RILA website

<p>Goal 5: Advocacy & Legislative Action</p>	<ul style="list-style-type: none"> • Develop salary survey and publish guidelines • Monthly lobbyist report needed • Increase awareness of censorship and 1st amendment etc. • Create advocacy “SWAT” team • Pursue umbrella strategy • SLRI: Tap into their resources • Promote value of libraries to the General Assembly • Create an advocacy dashboard
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James P. Adams Library, Rhode Island College, Providence, RI

SCENARIO 1: RILA AS THE STATEWIDE UMBRELLA FOR LIBRARY ORGANIZATIONS

- RILA has a new strategic plan that focuses on increasing opportunities for members and advocacy to support the needs of libraries and librarians across the state.
- The ability to offer a robust digital platform and potential to utilize the RILA lobbyist attracts the School Librarians of RI (SLRI), Coalition of Library Advocates (COLA), and Cornucopia of RI. They become divisions or roundtables of RILA.
- With RILA's additional membership and strength in public, school and academic libraries, vendors see RILA as an important market and take advantage of the new sponsorship program that enables RILA to fund year-long projects and an Executive Director position.
- The Executive Director is able to devote his/her full time job to preparing programming, continuing education, legislative action and advocacy, and community partnerships for RILA.

SCENARIO 2: RILA AS A HUB FOR CIVIC ENGAGEMENT AND DISCOURSE

- Due to the deterioration of the political climate of the country, there is a critical need for improved access to quality bias-free resources (especially news sources), information and digital literacy outreach, social news-sourcing navigation and assessment skills, public meeting spaces, and community engagement.
- Libraries of all kinds throughout the state have steadily attempted to increase visibility as hubs for civic engagement and discourse, with varying degrees of success. RILA has spearheaded these initiatives by holding ongoing professional development workshops to better equip library staff to meet these challenges.
- Technological advances in omnichannel access (seamless multiple channel access across multiple platforms) and artificial intelligence have created a surge in requests for on-demand, asynchronous library services that match the excitement of rapidly evolving technology; some libraries struggle with budget and staffing to meet these demands.

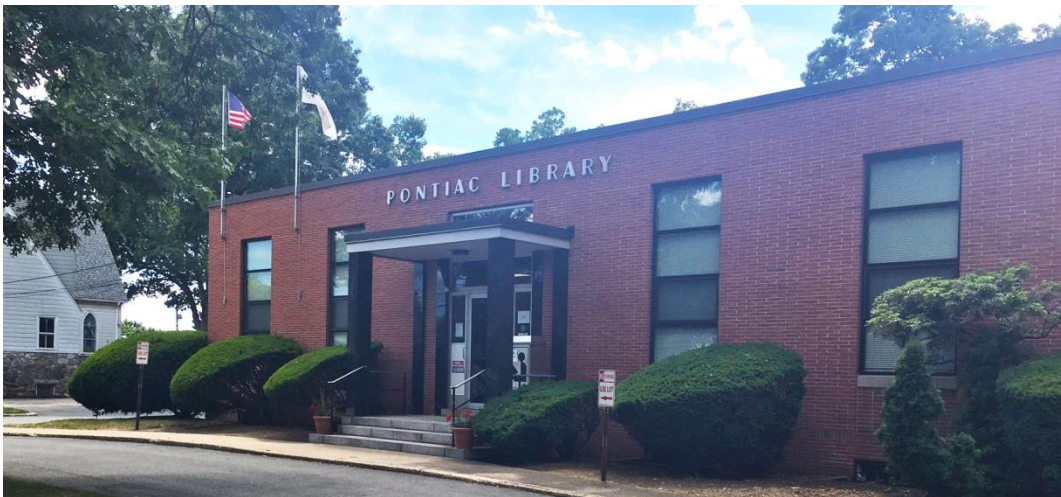
SCENARIO 3: WAR WITH NORTH KOREA & EFFECTS ON RILA IN 2023

- Due to the continued threatening tweets from the President of the United States, North Korea makes a preemptive strike and nuclear armed missiles are sent in attacks across the world, including Alaska and Los Angeles.
- On the home front, there is a shift in population away from the West Coast and New England and Rhode Island receives a large number of these in-country refugees, straining state and local government budgets.
- RILA and RI Libraries respond:

- For many, libraries are the only access point for technology and communications, particularly for refugees coming to the area.
- Libraries start to provide space for social workers, counselors, and housing advisors to help refugees with both emotional and basic housing needs.
- Local schools see a major influx of students. Partnerships with the schools will allow libraries to help provide space to help keep the school system going.

TECHNOLOGY SCENARIO ADDENDUM: THE FUTURE OF TECH

- Technology funding to libraries in Rhode Island from local foundations such as Champlin and the like is scant in 2030. Without key infrastructure support, many RI libraries will face a reduction in hours and struggle to deliver key literacy services. RI libraries begin to look at national nonprofits as potential sources of funding and identify local entrepreneurial partners.
- RILA and RI Libraries respond:
 - Libraries partner with local tech developers to build mobile steam/stem labs that travel around the state and offer free 22nd century skills training, with opportunities to earn digital credentials and on-ramp experiences to internships and mentoring.
 - RILA and OLIS develop a Future of Libraries lab where library staff get funding and time to develop and test drive new technology-driven services and program experiences.



Pontiac Free Library, Warwick, RI