

BDPL STRATEGIC PLAN FROM HERE TOWARD HAPPY

This appendix contains the record of our SWOT Analysis and our detailed decision record moving forward for the library.

APPENDIX

SWOT ANALYSIS: THREATS

INTERNAL

Facility

Pandemics

Low literacy & reading deficit

Staffing levels

Mounting frustration internally with location due to lack of use.

Limited hours of operation.

Insufficiently sustainable municipal and county support and funding model.

Insufficient budget for digital materials.

Occasional disruptive behavior of patrons continues to play a role in other families avoiding the library.

If only the most needy are supported in their habits, people may entirely stop funding and supporting the library.

Bookstores duplicate some services in some capacity.

Other agencies try to offer services that are most closely associated with libraries due to the libraries inability to offer generous programming, space and staffing.

EXTERNAL

If the workforce does not become more education, people will leave the city.

Micro-economies such as hotels depend on ground-level industries such as restaurants which sustain our economy/budget for funding.

Overemphasis on athletics

Library seen as low education and entertainment facility.

Parental apathy/confusion (time management of play versus education, not knowing what values to choose for kids)

Gender issues such as women using library twice as much as men

Economic fluctuations leading to city support

False dichotomies regarding class and color, origin polarization

New and habitual homelessness

Mental health issues

Other agencies competing for typical library roles and audiences

Evolution of perspective where both wealthy and rural citizens marginalize library because they are unaware of all the great services we offer.

Geographic conflicts may contribute to library location and support being an issue.

Small micro-branches may need to be created.

No collaborative spaces per audience and lack of seats per population

Lack of quality quietude due to atrium-style ceilings

Library heavily associated with only negative stigma such as difficult, poor and poorly socialized people.

STAFF

Staff hiring must be scrutinized since some local people have been reluctant to change, learn and grow; hence, new efficiencies have gone untapped with bad morale replacing innovation and positive public perception of a small library stretching an effective dollar with great services.

Staff often feel the library is not valued by the public and is treated as a step-child by many of the powerful town players that could make the library more inherently recognized as valuable.

Staffing levels –hiring new professionals who are effective, not just anyone who happens to be properly degreed.

Difficult patron base to manage due to intensive needs and lack of literacy and social skills.

Gender bias

Racial inequities and serving disparities due to inability to support Hispanic and other ethnic cultural needs and lack of knowledge and reluctance to use based on trust equity.

BUDGET

The budget is not sustainable and must be increased with public support over time or the library will likely need to become a non-profit, carving out an even meagre existence.

Other serious social and financial problems exist within the city and almost all override the library's importance in public perception.

This budget is only sustainable over time with a much more under-sized operation as opposed to an expanded one.

Budget is absolutely insufficient to add programming so endowments and friends must be relied upon.

Rising costs of materials and digital formats in most of our products and services.

Any funding cuts to the state would likely make us unable to offer some of our best services.

Budget often makes recreational and leisurely arts entertainment unaffordable. Many would use library, not for information, but for leisure instead.

Many will never support a bond issue for library expansion or building.

Limited hours marginalizes possible family use

Insufficient support from support avenues via county and to a much less degree, the city.

Insufficient support from a strong Friends of the Library Group

PROGRAMS

Competition for city resident's time even though there are admittedly few options for leisure according to many.

Perception of importance of outside activities and sports often outweighs idea that learning can be intelligent play or facilitates the idea that the two cannot fully exist due to time constraints.

Rural citizens perceive library's programs and services as unnecessary and do not support the library with their time or donation funding.

Citizens have perceptions that they have adequate information due to Google/internet and much too often do not realize they lack quality dense information that has been well-researched.

Reduced time for traditional family activities due to involvement in sports activities.

People use Google for almost all information retrieval without knowledge of source credibility.

Different age groups use the library very differently. All are credible and all need representation, which costs more.

Having a diverse community with many origins, races and ages increases the need for adequate resources.

Need more inclusive collection

TECHNOLOGY:

Increased dependence on internet and social networks to meet all needs.

Demand for sophisticated technology in all aspects is great

Many residents lack technology skills and still don't want to learn while others bypass second generation technology.

Technologies cost for replacement and sometimes life expectancy issues can arise.

Difficult to maintain all formats.

Home tech is sometimes better than library tech.

Digital accessibility from home and other/passwords security protocol issues

No fee journalism

People don't realize they need civil and educated debate/discussion. They increasingly need a third space representing community dialog and intellectual difference and expression but also increasingly are unaware and without self-knowledge to know what is missing.

MARKETING, PUBLIC RELATIONS AND ADVOCACY

Limited public understanding of why the library should be supported with individual technology available even among the most educated.

PARTNERSHIPS

Poorly-conceived past partnerships continue to effect new possibilities.

The library has been marginalized due to partnerships pre-existing in the community to bridge cultural and educational gaps normally associated with a community library.

ENVIRONMENTAL

Lack of library visibility

Continued lack of library support will erode public confidence further that there should be a library in a city where municipal funds are already heavily scrutinized and city wealth makes employee representation and department performance and representation nearly impossible.

Lack of library use

The library serves as one of the placeholders for livability index destinations determining proximity of the library to neighborhoods and other conveniences such as the grocery store.

Lack of library appreciation and individual support

SWOT: OPPORTUNITIES

INTERNAL

FACILITY:

Interiors can be enhanced even more without too much expense.

We can brainstorm ideas about how to make the library become more of a venue for arts, exchange of ideas, learning place and family destination.

We can make the library's meeting room more visible as a destination for public meeting space.

EXTERNAL

The library does provide a space that can often be used for many size audiences and a variety of group needs.

Private partners looking to decrease land and building expense may decide the library is a great place to mutually provide space and service.

Potential to renovate space over time.

State and federal funds on horizon that could make building grants available for public libraries.

Café style atmosphere

Courtyard, garden, amphitheater, play areas

Cultural and arts exhibit space

Bike Path and sidewalks

More user-friendly family hours

STAFF:

May be able to increase part-time staff over time.

May be able to make more time for staff training with enough staff remaining in place.

Hiring dedicated librarian for youth services.

Increase staffing and funding sources

BUDGET:

Endowments funds such as Friends and Boyce Ditto Library Trust funds may become more readily available for support.

Adequate staffing may increase abilities to grant write.

Properly redirected funding from endowments may increase abilities to receive top-notch grants if we hire professional grantwriters for renovation or building support.

We should explore other means and methods of funding a new site location and library other than passing referendum and exploring a bond. We should consider some public/private partnerships and what they could mutually provide.

Local politicians are served by supporting endeavors that assist with job creation and education and get crumbling infrastructure off the backs of the average tax-paying citizen.

Well-supported libraries provide hours of entertainment, education and the feeling of being in a luxurious environment full of comfort, quiet, innovation and cultural and intellectual equity.

We should continue to explore all avenues of revenue generation at the library with content creation, coffee, merchandise and enhanced services.

Books by mail option and homebound delivery

PROGRAMS:

Increased staff and trained staff can better assist with in-house marketing.

Professional librarians can explore more public relations opportunities.

Staff and time permitting, we can make the most of well-crafted videos and podcasts.

Library can become a leader for literacy equity.

Library can become a leader for health knowledge.

Find niche markets for library services.

Grow number of seniors using library by providing programs and public relations.

Create more content for families in both real-time and virtual.

Demand will naturally increase as more affluent educated families move to the community to escape city density and expense if we continue to provide top-tier school education.

As community education grows, we could provide grant education and database resources.

We could explore relationships with Clark Gardens to provide discounts and passes.

New services such as notary.

Expand tween programs and provide strong teen advisory group to keep readers.

Provide more card drives in community and schools.

Families looking for artful, creative opportunities will no longer feel as if the city is lacking a very significant piece of educational and intelligent play outside of amusement park entertainment for kids.

Enhance presence with outreach content from other identified partners.
Create teen-generated teen programs.
Create correspondence layer and receive homework alerts from librarians, parents and teachers to enhance school resources.
Provide some type of after-school involvement.
Assist with college education processes.
Provide local forum for job fair knowledge /job kiosks and enhance our career information.
Create additional book clubs htat are more successful than of the past.
Participate in one book/one community plans with other city partners.
Improve business collections as people learn to appreciate what the library can offer.
Seed library
Increase ESL
Job Fair
More info in library
More library info at chamber of commerce
Cultural and arts exhibit space

TECHNOLOGY

Demand more for sophisticated technology in all aspects of life.
Offer better and more instruction for technology use.
Migration to digital resources.
Rapidly evolving media formats and third-generation technology applications make technology less out of expense reach.

The community will feel in supporting building and technology that this city has made enormous strides toward becoming a progressive community that recognizes innovation provides the forum for a successful community, economy and future prosperity for our children to remain local and support the economy.

Improve wifi access with more hotspots.
Increased provision of digital online materials.
Make more computers and education available for gamers.
Use technology opportunities to sell reader's experience.

Work with adults and teens to understand technology likes and dislikes.
Consider new migration system that provides better and more modern library materials and services integrated support.
Specific Advisory technology mentioned: hotspots, videoconferencing, streaming services, digital ebooks & readers,
Better makerspace and intelligent play
More user-friendly website

ADVOCACY, MARKETING AND PUBLIC RELATIONS

Chance to increase visibility and public awareness with needs education.
Expand and systemically manage marketing efforts.
Promote value of quality services and place in people's lives
Cultivate library advocates through use of plan and knowledge of resources.
Educate external stakeholders about library.
Increase public understanding of resources.
Consider alternative communications and who they might reach.
Capture, identify and crystalize people's understanding of the library's value in the Google and e-reader's age.
Publicize programs through all social networks.

People will understand the library is the technological innovation hub for any small town community representing the aesthetic, commitment, flagship and cultural representation of value systems that support and sustain business. This intellectual capital will naturally expand economic blueprint with corporations scanning for intellectual wealth.

Look for opportunities to develop powerful stakeholders to campaign for the library.

Provide branding strength for local teens so they identify the library as cool.

Find outsourced programming that does not further burden staff time.

Find under-represented groups and cross-promote with them.

PARTNERSHIPS

Cultivate relationships with organizations who use our Community Room.

Use existing partnerships to leverage resources and foster good will.

Forge and strengthen existing partnerships we have grown and cement our alliances with:

*Schools, colleges, homeschoolers and educational organizations.

*Parks & Recreation

*Senior centers and assisted living facilities.

*Civic value groups

*Religious organizations

*Cultural partners

*Social service providers

*Business community

*Employment agency

Increase awareness of friends group with website and more visible place for application.

Intergovernmental cooperation between agencies.

Creation of library academy to teach people all the library has to offer.

Partners will help bolster the idea that the library provides all types of intellectual information that a few articles on the internet cannot since it provides all types of immersive learning and makes information equity affordable for all.

SWOT: WEAKNESSES

INTERNAL

FACILITY

Location floods due to improper drainage conditions
Location needs about \$500k worth of improvements in order to be completely safe.
Improper kitchen for public.
Building shape wasted space

No bathroom for staff.

No staff lounging area or proper staff kitchenette.
Children's area much too small.
No space for children's modern amusements.
No space for preteens.
No space for kid's programming and theatre.
No privacy for teens to feel welcome.
No separate sound barriers for common areas and quiet areas.
No meeting and conference rooms.

Work space for staff not large enough.

No modern book drop or modern drive-thru service.
Lacks a physical makerspace of any type.
Lacks space for local art exposition venue.
Lacks a space for entertaining medium and large community groups for cultural events and theatre.

Lacks modern staff circulation area.
Space is cramped and square footage of library limits collection size growth.

EXTERNAL

Facility is highly marginalized by citizens due to location.

Facility is highly unused due to age.
Facility is highly unused due to size and needs for proper venues.

Facility is highly unused due to need for modern library aesthetics and feeling not technologically relevant.
Facility does not lend itself to a natural garden environment for learning.
Facility does not provide a space for outdoor recreation.
Limited parking.
Facility does not provide a walkable or bicycle-safe walking path.
Facility is not located near a park or other outdoor amusement.
Facility is not near any senior community services.
Facility is not located as a resource for community newcomers.
Facility is not located near a mall or other multi-use development.
Facility is not located downtown where other routine facilities and amenities are visible.
Facility cannot be accessed easily by many community residents who have disabilities.
Facility cannot be accessed easily by senior citizens.
Facility prevents delivery of indicated necessary services.

Facility is not perceived as comfortable for users.
Location may be perceived as unsafe, particularly during evening hours.

Not perceived as the community center!

Limited amount of display shelving is insufficient to accommodate needs.
Not meeting demand for bookstore/coffee shop style amenities/comforts.

No real space for local history.

No real space for genealogy.

No plan in place for library disaster planning and they are not part of the community's resiliency.

Current exterior of the property is not satisfactory for drainage

Our sprinkler system does not work properly

The amount of property is going unused

STAFF

Lack of staff and volunteers speaking Spanish.

Lack of more time for public enrichment and relationship-building.

Lack of bodies for physical demands such as cleaning, maintenance, shelving and storage needs.

Need more staff for offering GED, ESL and After-school enrichment.

Need more staff for programming such as more adult and senior programs.

Insufficient staffing has led to staff burnout in the past and may now lead to burnout.

Lack of staff available for manning technology needs and technology education needs.

Management has at times been negative toward most populations, children, homeless, poor and the general public in the past causing increased poor usage which has almost cemented a poor image.

Insufficient staff and time for public relations activities.

Inability to recruit qualified MLS librarians due to increased competition among libraries and attrition of librarians.

No staffing for local history or genealogy resources.

Inability to make use of grants due to inordinate demands on management and staff.

Lack of perceived support for stronger county funding model.

Lack of participation in Friends Group.

Funding type and model for Friends Group is unclear at this time.

Need better communication and support for fundraising, membership drives and education about leadership from successful organizations and the state library.

Low community support

Limited funding sources

Friends of Library lacks identity, roles activities and income sources

Hispanic community may feel disenfranchised by library or does not know how to use or both

Limited staff causes limited hours of operation which means fewer open evenings.

Staffing makes community outreach to increase library worth nearly impossible.

Library lacks spaces for community meetings for different types of needs, public audio/video conference, lecture, boards, and theatre.

No succession plan in place for staff and particularly management or Library Manager (Director).

Job titles do not match job duties and pay is for longevity only rather than aptitude and education.

Completed volunteer and ambassadorship program

BUDGET

No real budget for ebook and particularly databases and digital services.

Unstable annual budget.

We receive no E-Rate funding or other federal fund sources.

Friends funding support structure is unstable at this time.

County contribution of library funding is dated and nominal.

Friends group is small.

We have no sources of fundraising other than occasional internal grants.

Need more curriculum support for homeschoolers.

Materials budget is marginable but needs improvement.

Few grants sought after as well as few often available to meet deep and varied demands of our diverse community.

Budget restrictions make serving family hours very difficult.

Pay equity for advanced abilities, work amount and education

Competitive affordable ebook access

No digital budget

PROGRAMS

Need more developmentally age-appropriate targeted programs.

Materials circulation could still improve.

Need to expand patron base and have library card drives.

Some lack of program support due to limited community free programming sources and limited ability to pay from exterior.
Teen disconnect

Teens do not use the library.
Men use the library less often.
Lack of Spanish resource and environment.
Library resources are under-utilized.
Community outreach limited so resources are not properly recognized.
Fewer programs are available for after-school attendance.
Need to target teen programs and services.
Lack of Spanish in every facet
Limited outreach
Lacking in program evaluation
Lacking in ability to offer program consistently without interruption due to staff
Extreme need for volunteers
Lack of grant-writing for competitive resources due to staffing levels
Need much better homeschool resources

TECHNOLOGY

Need more autonomy and website space and design capability outside current content management.
Need more financial investment budgeting for technology.
Few resources for genealogy and languages.
Need access to wireless printing.
Prefer ability to mirror patron screens and take over.
Need more presence with links to bestsellers, new titles and reading lists.
Need more online ability such booking Community Room.
No after-hours answers for services.
Need to be able to do online registrations.
Need to pay for printing while bypassing staff payment and using card payment system.
Need rotational funding for modern pcs and operating systems and support peripherals.
Need increased bandwidth to support higher rates of speed of emerging data.
Not adequately supporting gamer interests and needs.
Not supporting coding clubs and coding interests.
Not supporting artificial intelligence or nanotechnology.
Lack of technology to meet handicapped and disadvantaged populations.

MARKETING

Our marketing campaign is contingent on our unreliable staffing abilities.

We need to add a few other social media options.

Limited and inconsistent marketing efforts due to incredible demands.

Limited time and success educating external stakeholders about library issues.

Need to target marketing to teens.

Many people don't understand we need a 21st Century Library.

Many external stakeholders lack awareness of why the library remains important in the internet and downloadable content age.

Many people in poor communities label the library as a place of irrelevance or are afraid they will be perceived as poor if they use the library.

Limited success educating stakeholders about the nature of library issues.

PARTNERSHIPS

We need a well-represented visible Friends Group to conduct membership and fundraising drives.

We need business and friends to sponsor programs throughout the year.

We need much stronger relationships with the various schools and the homeschooling groups.

We need many more volunteers.

We need to be doing programming partnerships with many agencies.

We have developed many partnerships but not advanced mutual programs at this point.

SWOT: STRENGTHS

INTERNAL

FACILITY

Interior is being visually updated
Given size, space is becoming more successfully reallocated.
Roof has been fixed.
Onsite Friends bookstore area is working.

STAFF

A few dedicated staff want to improve services.
Good customer service as we can be available.
Capable staff members.
Culture of communication good but challenged due to erratic change.
Consistent disciplined work ethic.
Competitive need to over-achieve in spite of extreme challenges.
Staff is being used to their limits and also cross-trained in most capacities.
Fully transparent
Approachable staff
Flexible staff
Willingness to improve/adapt
According to Advisory Board, Strong Leadership
Disciplined work ethic
Cross-trained to limit

BUDGET

Boyce Ditto Trust Fund now available for improvements and operating at discretion.
Friends of BDPL funds have been saved for many years.
The state library makes our annual database contract affordable.
We have reviewed budget needs and phased out old sources of funding that did not merit funding.

EXTERNAL

COMMUNITY SCANNING

The city appears to be growing downtown.
Our schools are excelling in their performance.
Our medical community is growing and branding as a health destination.
We are claiming a time space as a weekend destination getaway.
Friends of the Library money is large amount due to investment over the years
Better tax base
Branding health destination with possible Blue Zones project

Transparency

PROGRAMS & SERVICES

Received TMLDA Award twice for outstanding service roles for public libraries

Strong Summer Learning Programs for kids.

Online test preparation.

Regular story times for kids.

Good programs for children and families.

When staff is stable, strong program offerings are available.

Updating collections and expanding offerings.

Great access to consortium materials and interlibrary loan.

Spanish language collection.

We participate in two great digital ebook programs.

We now have tutoring online and resume-building assistance.

We have added collections that support some modern needs.

We have created a space to nurture business support and literacy.

We are creating a collection to support visibility for local author's works.

Library is highly rated in performance criteria by TMLDA.

Free materials and resources of all types

No late fee fines for patrons

Future Planning Center addresses careers, testing, literacy and small business

TECHNOLOGY

Workstations retooled so that they could be used in other departments.

Website presence become more effective.

Resources for online reading.

Resources for tutoring.

Resources for research.

Resources for crafts.

Resources for remodeling and construction.

Resources for automobile repair.

Resources for testing and achievement.

Literacy resources page added to library website.

Obtaining technology to reduce need for staff labor such as downloadable books and Meescan technology.

Provision of wifi to users
Several computers for public use.
24/7 access to catalog and databases
Reference sources are converting to online formats.
Credit card payment now available.
Two great E-Read contracts

PARTNERSHIPS

We have a great partnership with Azle, East Parker, Springtown and Weatherford.
We have a great partnership with North Texas On the Go Consortium.
We have great sponsorship from the business community for Summer Learning Club.

DECISION ONE: MAKE CERTAIN THAT BDPL HAS ACCESS TO STABLE SOURCES OF PERSONNEL AND INCOME (INSIDE LIBRARY STAFF, ADVISORY BOARD AND FRIENDS OF LIBRARY SCOPE ONLY)

OBJECTIVE 2021-22: STUDY FRIENDS OF THE LIBRARY GROUPS IN THE NORTH TEXAS AREA TO FIND GREAT FUNDRAISERS, UNDERSTAND PHILOSOPHY OF SERVICE AND HOW THEY COMMUNICATE THEIR MESSAGE, FIND SUPPORTERS AND FUNDING.

OBJECTIVE 2021-22: MAKE CERTAIN WE UTILIZE THE FORMER BOYCE DITTO TRUST FUND MONEY FOR ENHANCEMENTS TO OPERATING BUDGETS AND CONSIDER ADDING STAFF BUDGETING FOR AT LEAST ONE EMPLOYEE IN LEANER YEARS.

OBJECTIVE 2022-23: MAKE SURE WE HAVE AT LEAST TWO TO THREE LARGE FUNDRAISERS AND MEMBERSHIP DRIVES THAT WILL ATTRACT COMMUNITY IDENTITY.

OBJECTIVE 2022-23: CONTINUE TO PROMOTE OUR PRODUCTS AND SERVICES TO COUNTY RESIDENTS SO THAT LIBRARY FUNDING WILL RECEIVE MORE PRIORITY FROM COUNTY SOURCES OR WE FIND EQUITABLE FINANCIAL EXCHANGES FOR ACCESS.

OBJECTIVE 2021-22: INCREASE VOLUNTEERS AND CREATE A STRONG VOLUNTEER PROGRAM COMPLETE WITH A VOLUNTEER WHO IS A VOLUNTEER TRAINER. CREATE REWARD SYSTEM.

OBJECTIVE 2022-23: CREATE AN AMBASSADORSHIP PROGRAM THAT REWARDS VOLUNTEERS AND HELPS THEM NATURALLY MARKET VALUES, PRODUCTS AND SERVICES TO PEOPLE AT THEIR POINT OF NEED

OBJECTIVE 2021-22: CREATE ONE EVENT ANNUALLY THAT RECOGNIZES VOLUNTEERS AND THEIR CONTRIBUTIONS TO OUR EFFORTS.

DECISION TWO: INCREASE TECHNOLOGY ACCESS AND AVENUES TO SUPPORT DIGITAL LIBRARY USERS (INSIDE LIBRARY AND CITY SCOPE)

OBJECTIVE 2021-22: ADD E-READ CONTENT, ADD MORE TECH INSTRUCTION, ADD TABLETS FOR KID LITERACY

OBJECTIVE 2022-23: ADD WIRELESS PRINTING AND ADULT AND CHILD TABLET LENDING WITH DOWNLOADED E-READ CONTENT

OBJECTIVE 2022-23: CONTINUE TO PROMOTE OUR PRODUCTS AND SERVICES TO COUNTY RESIDENTS SO THAT LIBRARY FUNDING WILL RECEIVE MORE PRIORITY FROM COUNTY SOURCES OR WE FIND EQUITABLE FINANCIAL EXCHANGES FOR ACCESS.

DECISION THREE: MARKET LIBRARY VALUES, MATERIALS AND PRODUCTS (INSIDE LIBRARY SCOPE ONLY)

OBJECTIVE 2021-22: MAKE CERTAIN WE UTILIZE THE FORMER BOYCE DITTO TRUST FUND MONEY FOR ENHANCEMENTS TO OPERATING BUDGETS AND CONSIDER ADDING STAFF BUDGETING FOR AT LEAST ONE EMPLOYEE IN LEANER YEARS.

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OBJECTIVE 2022-23: PURCHASE A VAN THAT HAS LIBRARY BRANDING PROMOTING WIDESPREAD LIBRARY OUTREACH, “*Boyce Ditto on-the Go*”

OBJECTIVE 2022-26: CONTINUE TO USE EXISTING MARKETING STRATEGIES OF AVAILABLE SOCIAL NETWORKS AND FREE JOURNALISM. SEEK OUT RELATIONSHIPS.

DECISION FOUR: INCREASE VISIBILITY BY INCREASING PARTNER STRENGTHS (LIBRARY SCOPE WITH PARTNER SCOPE)

GOAL 2021-22: STRENGTHEN RELATIONSHIPS WITH THREE PARTNERS THIS YEAR. DOCUMENT RELATIONSHIP AND PROCEEDINGS, EVALUATE

GOAL 2022-23: STRENGTHEN RELATIONSHIPS WITH FIVE PARTNERS NEXT YEAR.

GOAL 2023-25: STRENGTHEN RELATIONSHIPS WITH FOUR PARTNERS.

GOAL 2026-27: MAINTAIN RELATIONSHIPS AND SUPPORT CHANNELS. CONTINUE TO EVALUATE NEED.

DECISION FIVE: MAKE PLANS FOR NEW BUILDING BASED ON COMMUNITY SURVEY RESULTS (REQUIRES LIBRARY, CITY AND COMMUNITY SUPPORT)

GOAL 2021-22: CONTINUE WITH SITE ASSESSMENT; SEEK OUT GRANT SUPPORT FOR BUILDING

GOAL 2022-23: CONTINUE GRANT EXPLORATION AND WRITING PROPOSALS WITH PAID GRANT WRITER. CHOOSE SITE FOR BUILD. FIND FUNDING OPPORTUNITY; PRIMARY CONSIDERATION PUBLIC/PRIVATE PARTNERSHIP LIKELY BUT EXPLORE BOND ISSUANCE DEBT AND REFERENDUM PASSAGE. FIND INVESTORS AND DEBT ISSUANCE PROVIDER, FIND ARCHITECTURAL FIRM

GOAL 2023-24: BEGIN SITE CLEARANCE AND BUILDING PROCESS, FIND SUPPORT FOR INTERIOR FURNISHINGS

GOAL 2024-26: BEGIN BUILDING AND COMPLETE AS MUCH OF INITIAL PHASES AS POSSIBLE BASED ON INVESTMENT

GOAL 2025-27: COMPLETE NEW BUILDING SITE TO DEGREE PLANNING PHASES FIND FUNDING BASED ON ROOM/ADDITION PRIORITY