



Barrington
PUBLIC LIBRARY



Strategic Plan 2026–2029

Barrington Public Library

Barrington, Rhode Island

TABLE OF CONTENTS

I. INTRODUCTION

<i>Note from the Director</i>	1
<i>Reflection on our Previous Strategic Plan</i>	2
<i>Community Profile</i>	3
<i>Town Governance</i>	6
<i>Civic Engagement</i>	7

II. LIBRARY

<i>Library Overview</i>	8
<i>Funding</i>	10
<i>Existing Services</i>	11
<i>Library Snapshot</i>	14
<i>FY2026-27 Funding Analysis</i>	15

III. 2026-29 PLAN

<i>Introduction</i>	17
<i>Methodology</i>	17
<i>Key Takeaways & Insights</i>	
<i>General Survey</i>	18
<i>Community Stakeholder Interviews</i>	20
<i>Non-Department Head Staff Survey</i>	22
<i>Mission, Vision, & Guiding Principles</i>	24
<i>Goals</i>	25
<i>Goal 1: Enhance the library's social infrastructure</i>	26
<i>Goal 2: Be a learning, innovative organization</i>	27
<i>Goal 3: Build organizational resilience and sustainability</i>	29
<i>Goal 4: Support an ongoing organization-wide commitment to diversity & inclusiveness</i>	31

IV. CONCLUSION

<i>Acknowledgements</i>	33
<i>Strategic Planning Committee</i>	34

X. APPENDIX

<i>Appendix A: Organization Chart</i>	35
<i>Appendix B: General Survey</i>	36
<i>Appendix C: Targeted Interviews</i>	43
<i>Appendix D: Non-Department Head Staff Survey</i>	44

Introduction

Note from the Director

Welcome to Barrington Public Library's strategic plan for the next three years. I have had the privilege to lead this organization for the past eight years, and I am continually grateful for the staff whose talent and dedication drive our daily success; the trustees and Friends of the Library whose leadership and partnership strengthen our mission; and the community at large whose enthusiasm and trust make our work meaningful. This plan is a reflection of all of them.

Warmest Regards,
Kristen Chin, Library Director



Barrington

PUBLIC LIBRARY

Where you belong



Introduction

Reflection on our Previous Strategic Plan

The Library's previous strategic plan (2020–2025) was developed at the height of the COVID-19 pandemic. After interviewing consulting firms in early 2020, the March shutdown required us to rapidly adjust our process. The committee met bi-weekly on Zoom from April through October and convened in person with our consultants for the first time during an outdoor final planning session that fall. While the circumstances were far from ideal, the experience demonstrated the nimbleness, resilience, and commitment of our staff in navigating the unexpected to ensure the work moved forward.

Previous Strategic Plan 2020-2025 Mission & Vision:

MISSION

Barrington Public Library provides free access to empowering, life-enriching knowledge—your community hub for discovery and connection.

VISION

Helping to create a thriving community where everyone can live their best life.

These statements crafted in the 2020 plan reflect the library's importance as a place to gather, gain knowledge, and discover ideas that enrich both individuals and the community.

However, five years after the pandemic, we feel an even greater need for our community to see the library as a safe and welcoming space above all else. We have revised the value statement to a phrase that is more concrete and simple—one that we will always strive to embody.

New Strategic Plan 2026-2029 Mission & Vision

MISSION

Barrington Public Library is a safe space for free access to life-enriching knowledge, discovery, and connection.

VISION

Barrington Public Library is an essential community resource for all.

Community Profile



Barrington, Rhode Island, is a bucolic suburban town located about seven miles southeast of Providence on the eastern shore of Narragansett Bay. It is known for its scenic coves, waterfront views, and boating.

The town covers approximately 15.4 square miles, with nearly half of that being water, lying across two peninsulas separated by the Barrington and Palmer rivers. The community has access to several parks and playgrounds, and the East Bay Bike Path runs through the town, connecting Providence to Bristol.



Community Profile

Barrington is a family-oriented suburb known for its tree-lined streets, quality homes, and strong public services. The community is characterized as affluent and educated. Data from the 2020 Census and the 2023 American Community Survey 5-Year Estimates indicate that Barrington's total population is 17,513, with 6,097 total households. The median household income is \$150,542, compared to the Rhode Island median household income of \$86,372. The median home value in Barrington is \$756,000, which is higher than the county median home value of \$445,000.

Approximately 82% of Barrington homes are owned, compared to 12% rented, while 6% are vacant. The majority of the Barrington workforce holds professional positions.

17,513

POPULATION

\$150,542

MEDIAN
HOUSEHOLD
INCOME

85.2%

WHITE

The population of Barrington is 85.2% white. Hispanic and Latino individuals account for 5.8% of the population, while those of Asian descent represent 4.6%. Less than 1% are Black. Languages spoken at home, aside from English, include Spanish (1.7%), other Indo-European languages (4.8%), and Asian and Pacific Islander languages (1.6%).

The median age is 45.4, with 16.5% being 65 years or older, 73% being 18 years or older, and 5.5% being under the age of five.

Community Profile

Education is important to the community, with many families moving to Barrington for its school system. Barrington Public Schools operates four elementary schools, a Blue-Ribbon middle school, and a nationally ranked high school. There are two private schools: St. Andrews School is an independent, co-educational college preparatory boarding and day school, and Barrington Christian Academy is a private, independent, college-preparatory day school serving students in grades K-12. 97.9% of households in Barrington have a computer, and 96.4% have broadband internet.



Town Governance



The legislative authority is vested in a five-member Town Council, all of whom are elected at-large by the residents of Barrington. The Council enacts and enforces local ordinances, maintains the Town Charter, and oversees zoning regulations and land use codes. Although the Council is elected, daily operations are managed by a Town Manager (although not explicitly detailed online, Barrington follows a council-manager model, like other similar Rhode Island towns). A variety of boards and commissions (e.g., Planning Board, Conservation Commission, Zoning Board of Review, Diversity, Equity & Inclusion Committee, Budget Forecasting Committee, etc.) operate under the Council's oversight. The Council appoints all members for predetermined terms.

Currently, an annual financial town meeting is held where residents gather to debate and vote on appropriations, tax levies, and other budget measures. The budgets voted on include the school budget and the municipal budget. Starting in 2026, Barrington is shifting from this traditional in-person Financial Town Meeting to a Financial Town Referendum. Instead of a meeting, voters will cast ballots at the polls on the budget.

Civic Engagement

The Barrington community takes pride in its commitment to civic improvement. There are 25 boards and commissions that support town departments and 16 civic groups that encompass a range of interests and causes, including gardening, senior services, land conservation, local business, Friends groups, food banks, and town history. The Library often partners with civic groups to provide community programs.



Library Overview

Barrington Public Library is uniquely different from other Rhode Island public libraries. Although we serve a relatively small population of about 17,000, our programming and circulation rival those of a large urban library. We boast the second-highest number of cardholders per capita and rank fourth in total circulation.

13,091

CARDHOLDERS

144,761

LIBRARY VISITS

222,702

TOTAL
CIRCULATION

*based on FY'25



Library Overview

The Library is organized into six departments, each responsible for a major area of service. Oversight of each department rests with a department head, who reports directly to the library director and delegates responsibilities and duties to departmental staff. (See organizational chart in Appendix A.)

The Library is a municipal entity but is governed by the Library Board of Trustees. The Board's responsibilities include establishing library policies, appointing and evaluating the Library Director, and promoting the interests of the Library. Subject to applicable laws, the Board has the authority to set the policies, rules, and regulations governing library services. The Library operates in full compliance with the State of Rhode Island's labor laws pertaining to municipalities and adheres to the Minimum Standards for Rhode Island Public Libraries.

The Trustees consist of seven members appointed by the Town Council to staggered three-year terms. Trustees serve without remuneration. Regular meetings of the Board are held monthly, except during July and August, and are open to the public.

The Library is a member of Libraries of Rhode Island (LORI), a multi-type library network coordinated by Office of Library and Information Services (OLIS) and governed by resource-sharing standards established by the Library Board of Rhode Island.

The Library is also a member of Ocean State Libraries (OSL), a consortium of Rhode Island's 48 public libraries and St. George's School. OSL coordinates a statewide catalog of library materials, digital content, and future-ready technology services for its member libraries, so they may better serve their patrons and communities. The Library must be a member in good standing of LORI and OSL to be eligible for state funding.

Funding



Town of Barrington

The Town provides the Library a budget for salaries and operations, which is funded by the Town of Barrington's local tax revenue.



State of Rhode Island

RIGL 29-6-2 allocates state funds as a grant (Grant-in-Aid) to match a percentage of the expenditures by the local community for its library. To be eligible for state funding, the Town must meet maintenance of effort and appropriate an amount not less than the amount appropriated and expended the previous year from local tax revenues.



Barrington Public Library Foundation

The Foundation is a nonprofit corporation with tax-free status that manages the Library's endowment. Through donations to the endowment, the Foundation provides financial support for capital improvements within the Library. The appointed members serving on the Trustees also serve as the Board of Directors for the Foundation.



Friends of Barrington Public Library

The Friends is a nonprofit volunteer group that serves the Library by providing advocacy and fundraising support. Fundraising includes membership fees, annual book sales, and the Daily Sale in the Library. Most library programs, the Museum Pass program, and special activities and equipment are funded by the Friends.

Existing Services



In a town like Barrington, with a family-focused, highly educated, and community-oriented citizenry, the Library plays many roles:

- A hub for lifelong learning.
- A place for town and civic groups to meet and for the community to study and work.
- An educational, recreational, and cultural resource (digital access, museum passes, programs).



The Library provides traditional library services while also exploring emerging trends.

We continue to serve a community of readers who value physical books, maintaining a deep and diverse print collection.

At the same time, our digital readership has grown significantly since the pandemic.

Existing Services

Over the past five years, we have expanded our offerings to include a Library of Things and a Makerspace, providing new opportunities for creativity and hands-on learning. We have also upgraded the technology in our program rooms to support seamless use by community groups. To better manage the increasing demand for space and events, we implemented a new platform for room-booking, program management, and a reservation system for library programs. This effort culminated in the addition of five new study spaces on the first floor of the library.



Existing Services

Programs for all age groups have increased in both number and popularity. We are fortunate to collaborate with several civic organizations that are eager to partner with us to develop and present programs for the community. Technology and craft programs have a dedicated following among our patrons.

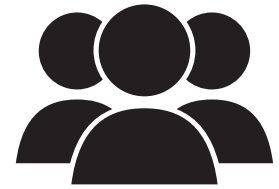
Patrons know the frontline staff on the service desks and trust them to be knowledgeable, professional, and friendly. The welcoming face of someone who knows your name is always inviting and creates a sense of belonging.



Library Snapshot

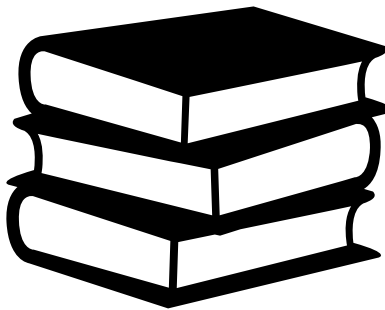


144,761
library visits



782
programs

256,413
items checked out

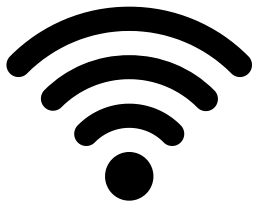


21,030
attendees

84,626
downloads



949
new cardholders



29,292
wifi sessions
(any device)



23,294
public computer
sessions

13,837
total cardholders

40,595

reference
questions
answered

6,166

study room
sessions

5,879

facebook & instagram
followers

Based on FY'25

FY2026-27 Funding Analysis

Public libraries in Rhode Island primarily rely on local tax revenue and state aid for their funding. The potential elimination of the Institute of Museum and Library Services (IMLS) is concerning, as the loss of federal funding to the state library agency, OLIS, may affect services patrons rely on, such as interlibrary loan, the Talking Books program, and Library Services and Technology Act (LSTA) grants to libraries. Barrington has utilized LSTA grants to introduce new services or programs to the public. If these grant funds are eliminated, the Library can seek future funding from the Friends or the Foundation.

In 2026, the town will face a \$250 million bond to renovate schools, and the municipal budget will need to adjust accordingly. In the FY2026 budget, the Library received a 2.8% increase in funding. Staff were given a 3% pay increase, so the operating budget was adjusted to accommodate the staff increase. The line for technology was reduced, with the understanding that the Foundation can meet any dire technology needs during this austere period. The budget forecast for FY2027 is similarly bleak.



FY2026-27 Funding Analysis

The Library has a dedicated Friends group that raises significant funds to support the Library's operating budget. They are a volunteer organization, so support is never guaranteed. However, book sales are steady and even growing, so it can be assumed that funding from the Friends will remain strong over the next three years.

Similarly, the Library's endowment has grown, and the Foundation provides funds for professional development and capital projects. This endowment is subject to market volatility.

The Library has received strong financial backing and support from the community through private donations, driven by the community's passion for the Library and its resources.

In summary, over the next three years, the Library's operating budget is expected to be maintained at current levels, with modest salary cost-of-living increases. Despite these budget challenges, the Library is well-equipped to continue operating without major service disruptions.



Introduction & Methodology

Introduction to Plan

Our 2026-2029 Strategic Planning Committee consisted of the Director, department heads, and a trustee. We decided not to hire a consultant and to create a three-year plan rather than a five-year plan because leadership may change during this period; it was believed that a new director should have input into future planning.

Our committee met mostly in person starting in Summer 2025 and used our old strategic plan to guide the creation of this new plan.

We largely kept the same goals as the 2020 plan since they were broad and still relevant to the community's needs. Our strategies and tactics have been updated based on information gathered from interviews and surveys and our Mission, Vision, and Guiding Principles were updated as well. Overall, we believe this plan is reflective of our current position in our community and ambitious enough to guide our focus over the next three years.

Methodology

The following methods were used to gain insight into the community and its needs:

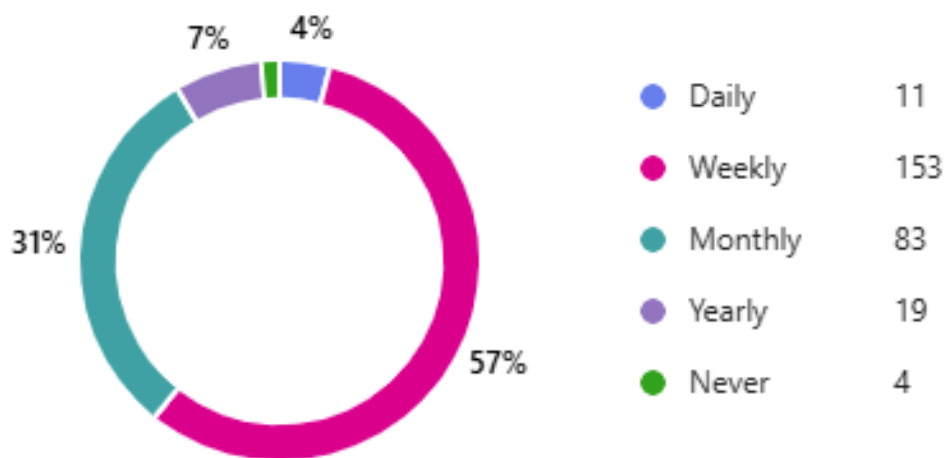
- A general survey was sent through the Library's newsletter to Barrington cardholders, and hard copies were available at various locations throughout the town, resulting in 270 responses. This survey can be found in Appendix B.
- Survey/Interview for non-department head staff members. These questions can be found in Appendix C.
- Targeted interviews were conducted with town leaders, community groups, the Friends, Trustees, teachers, colleagues, faith leaders, and OLIS and OSL staff members. These questions can be found in Appendix D.

Takeaways & Insights

Key Takeaways from General Survey

PARTICIPATION

Respondents are highly engaged: 153 (57%) use the library weekly, 83 (31%) monthly, and only 4 people never use it.



FACILITY SATISFACTION

Average ratings (scale 1-5 with 5 being the best):

- Cleanliness: 4.77
- Event Spaces: 4.75
- Accessibility: 4.72
- Art Gallery: 4.61
- Public Computers: 4.53

MOST VALUED SERVICES

Top mentions from open-ended responses:

- Books: 221 mentions
- Programs: 126 mentions
- Museum Passes: 76 mentions
- Events: 22 mentions

Books dominate, but programs and museum passes are strong secondary priorities.

Takeaways & Insights

NOTABLE TRENDS

- Digital engagement: Many respondents use Libby, Hoopla, and Kanopy for e-books and streaming.
- Frequent praise for children's programming, yoga, and craft classes.
- Pain points:
 - Limited Sunday hours and evening programs.
 - Wait times for e-books and museum passes.
 - Some concerns about noise levels and bathroom conditions.

OPPORTUNITIES FOR IMPROVEMENT

- Expand teen and adult programs (crafts, lectures, and social events).
- Improve website navigation for event schedules.
- Consider more copies of popular e-books and museum passes.
- Explore quiet zones and coworking spaces for remote workers.

AGE-SPECIFIC PRIORITIES

- Younger groups (Under 18, 18–24) emphasize programs and activities.
- Middle-aged groups (35–54) focus on quiet spaces, evening hours, and family programs.
- Older groups (55+) highlight comfort, accessibility, and cultural events.

FEEDBACK BASED ON USAGE

- Daily users praise friendly staff and quick checkouts, but rarely suggest improvements.
- Weekly users request more programs, quiet spaces, and better bathrooms.
- Monthly and yearly users emphasize extended hours and more events.
- Non-users often cite lack of interest or awareness as barriers.

Takeaways & Insights

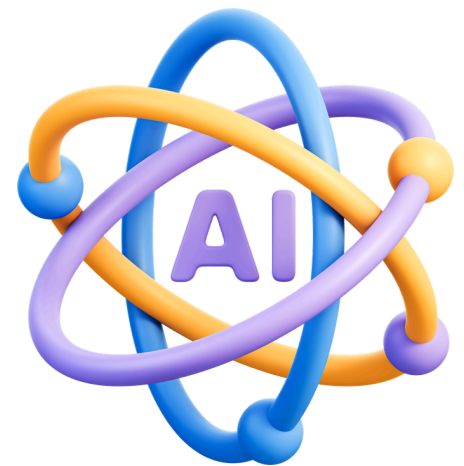
Key Takeaways from Targeted Interviews

LIBRARY ROLE & COMMUNITY ENGAGEMENT

- Libraries should always remain inclusive, welcoming spaces, including in times of political or health crises, offering forums for diverse viewpoints and reinforcing our public value.
- There's a strong interest in intergenerational programming, especially with the Senior Center and schools.
- Faith leaders and churches can be neutral facilitators for community conversations and advocates for libraries.
- The Bay Spring Community Center and Barrington Garden Club see value in collaborating with the Library to expand reach and engage youth (e.g., Junior Garden Club).
- Temple Habonim is interested in joint programming like a Jewish Film Festival and holiday events.
- Schools and educators want easier access to materials and more collaboration with students (e.g., Teen Advisory Board).

TECHNOLOGY & INNOVATION

- AI is a recurring theme: used for staff training, information literacy, and enhancing services without replacing staff.
- Suggestions include offering tech classes (e.g., Canva, AI, mental health & screentime) and exploring virtual reality.
- Libraries should evaluate technology's role in improving services rather than letting it dictate operations.



Takeaways & Insights

FUNDING & ADVOCACY

- Concerns about federal and state funding cuts, especially with potential dismantling of IMLS.
- Libraries should seek private grants, collaborate to share expenses, and educate boards and municipalities about the Library's value.
- Advocacy includes supporting legislation that protects access to digital content and defending librarians from censorship or harassment.



STAFF DEVELOPMENT & RESILIENCE

- Emphasis on staff training in de-escalation, mental health support, and resisting mission creep.
- Staff resilience can be built through positive reinforcement and planning resources like the Ready Now Field Guide.

STRATEGIC PLANNING

- Libraries should conduct asset inventories, evaluate service usage, and understand their competitive landscape. Focus on data-driven messaging to communicate impact and attract supporters beyond the library community.

Takeaways & Insights

Key Takeaways from Non-Department Head Staff Survey

GENERAL EXPERIENCE & JOB SATISFACTION

- Staff enjoy working with friendly colleagues, helping patrons, and being part of a supportive community.
- Challenges include keeping up with technology, handling difficult patron interactions, and performing tasks at the desk due to staffing.
- Wages are seen as competitive within Rhode Island but not compared to Massachusetts. Person in Charge (PIC) roles are perceived as underpaid.
- Staff feel valued by both leadership and patrons.
- The work culture is described as positive, cohesive, and welcoming.

COMMUNICATION & LEADERSHIP

- Internal communication is generally effective, with tools like Microsoft Teams helping, though staff must remember to use it.
- Staff feel they receive necessary information, though some note the need to be proactive.
- Leadership is supportive, though town dynamics can be challenging.
- Feedback is not discouraged but also not actively encouraged.

PATRON SERVICES

- Common patron needs include food/drink areas, tech issues (Koha, app, printing), and cell phone use in the Children's Room.
- Staff feel equipped to handle difficult patrons thanks to policies and resources.
- Suggestions include more tween-focused and passive programming.

FACILITIES & RESOURCES

- Facilities are generally adequate, but a dedicated computer classroom would improve tech help.
- Staffing constraints limit programming and desk coverage.

Takeaways & Insights

PROFESSIONAL DEVELOPMENT

- Staff want better onboarding, documentation, and training—especially part-time staff unfamiliar with key spaces like the Gallery and Auditorium.
- AV training is recommended for PIC roles.
- Cross-training is welcomed for flexibility and emergency coverage.

EQUITY, DIVERSITY & INCLUSION

- ESL services, especially for Spanish speakers, are identified as an area for improvement.

LOOKING FORWARD

- Desired changes include:
 - Adjusted hours: close at 12:30 pm on Friday, and consider 8 pm closing on weekdays.
 - More inclusive staff activities and outings.
 - Preparing for trends like AI integration and potential funding challenges.
 - Increased awareness of the Library's Foundation.

VISION FOR THE FUTURE

- Ideas include:
 - Space redesigns (e.g., garden room, bookstore, café, sliding doors).
 - Improved signage and layout.
 - Sunday hours and potential expansion into the Peck Center.
 - More frequent all-staff meetings and interdepartmental collaboration.

2026-2029 Plan

Barrington Public Library (the Library) provides library services to the Town of Barrington.

The following statements help steer our work forward:

Mission

Barrington Public Library is a safe space for free access to life-enriching knowledge, discovery, and connection.

Vision

Barrington Public Library is an essential community resource for all.

Guiding Principles

The Library adheres to the American Library Association's policies regarding freedom of access. This includes the Library Bill of Rights, Freedom to Read, Freedom to View, and related statements contained in the Intellectual Freedom Manual. We uphold the principles of intellectual freedom, the citizens' right to information, the right to the confidentiality of users' records, and oppose censorship and the dissemination of misinformation.

2026-2029 Plan

Our Strategic Planning Committee identified four goals to work towards in this 2026-2029 Strategic Plan. Each goal is supported by strategies, tactics, and outcomes to guide implementation.

Goal 1

Enhance the library's social infrastructure

Goal 2

Be a learning, innovative organization

Goal 3

Build organizational resilience and sustainability

Goal 4

Support an ongoing organization-wide commitment to diversity & inclusiveness

GOAL 1: Enhance the library's social infrastructure

Foster a sense of belonging and connection

- Provide welcome to the library packet and/or tour. Work with real estate agents who can offer packets to new home buyers.
- Host a bi-monthly “new to Barrington” event
- Recruit library ambassadors.
- Reduce social isolation with passive activities and all-inclusive programming.
- Offer community listening sessions or anonymous surveys to learn what people need socially, not just information.

Outcome: Increased social belonging and trust in the library.

Provide a welcoming, safe and equitable space for the community

- Incorporate conversation corners --spaces intentionally designed to encourage informal social interactions --into floor plan.
- Include a Cafe area that provides a defined space for informal gathering.
- Incorporate movable furniture and comfortable spaces to accommodate work, group and solo study, social interaction, and quiet reading

Outcome: Patrons feel respected, safe and physically, and emotionally welcome.

Be a community partner and resource to maintain relationships and develop new ones

- Host intergenerational programs
- Offer cultural events
- Showcase local talents and skills
- Participate in community outreach
- Collaborate with schools, non-profits and local businesses

Outcome: Community members feel supported and valued.

GOAL 2: Be a learning, innovative organization

Evolve the Library's presence outside of the building

- Explore options for a mobile outreach vehicle—such as a book bike or bookmobile—to deliver library resources and services to underserved areas of Barrington. Research and pursue grant opportunities to support this initiative.

Outcome: Increased access to library materials and services for residents in underserved areas of Barrington through the development of a funded, sustainable mobile outreach initiative.

Provide non-traditional hands-on learning experiences

- Reimagine and revitalize the Library's Makerspace and explore staffing enhancements and upgraded or replacement equipment to support innovation and creativity.
- Develop joint programs and/or projects with RISD—such as exhibitions, workshops, student internships, and grant partnerships—that strengthen the Library's capacity and community impact.

Outcome: A larger, fully equipped, and effectively utilized Makerspace will foster engagement and learning.

Foster adaptive and collaborative library employees

- Establish a bi-annual all-staff meeting focused on teambuilding and feedback.
- Create an easy way for staff at all levels to propose ideas for improving collections, spaces, or patron experiences.
- Set-up regular training opportunities for part-time staff to become better acquainted with Teams, Koha, etc.

Outcome: A more connected, collaborative, and informed staff culture where employees at all levels feel empowered to share ideas, build skills, and contribute to continuous improvement in library services and operations.

GOAL 2: Be a learning, innovative organization

Establish practices for ongoing evaluation and learning

- Establish a system for continuous assessment of programs and services by regularly collecting and analyzing patron feedback (surveys, focus groups, suggestion boxes) and use results to refine services.
- Utilize "Follow Up" functionality in Libcal to send out a survey to patrons after programs (one survey that will encompass all programs) - limitation, only used for programs that require registration, will require someone to go in and sort feedback.

Outcome: A consistent, data-driven approach to evaluating library programs and services will result in more responsive offerings that reflect patron needs and interests and support ongoing improvement in program quality and engagement.

GOAL 3: Build organizational resilience and sustainability

Support our funding streams (Town, Friends, & Foundation)

- Visual recognition of items and equipment funded by the Friends and Foundation.
- Revamp "Friends recognition week" to include the Foundation.
- Find effective avenues for local library advocacy and outreach (town parade, farmers' markets).
- Explore ways to collaborate and partner with the town in town-wide initiatives.
- Showcase our successes by pitching post event content to local outlets to reach audiences who do not follow us on social media.

Outcome: Public awareness of our supporting organizations increases, and overall support (monetary or advocacy) remains steady or grows.

Supplement staffing with interns and volunteers

- Identify roles for potential student interns & volunteers.
- Identify sources for these interns and volunteers (organizations / schools).

Outcome: Interns and volunteers meaningfully support staffing needs and program delivery to strengthen day to day operations.

Improve the building's energy efficiency

- Evaluate window energy efficiency.
- Evaluate need to update insulation in attic for better heat retention.
- Repair and weather seal the building's external doors (Friends entrance).
- Install LED lights everywhere

Outcome: Potential areas for reducing energy waste are identified, helping the building operate more efficiently.

GOAL 3: Build organizational resilience and sustainability

Implement green practices

- Convert gas powered tools to electric / battery operated tools.
- Identify ways to reduce our paper consumption/waste (print less, scan more, use “Print to PDF” for hard copies), public paper towel dispensers with hand blowers.
- Seek out an estimate for rooftop solar
- Seek ways to increase our capacity to recycle

Outcome: Library adopts practices that reduce energy use, waste, and overall environmental footprint.

Prepare and respond to external threats

- Seek a new study for viability of installing a building generator.
- Active shooter and fire drill reviews at all-staff meetings (police/fire).
- Put in place and enforce procedures for securing exterior, unmanned doors.

Outcome: The library implements new or improved measures to keep staff, visitors, and the building safe from hazards, accidents, and deliberate threats.

GOAL 4: Support an ongoing organization-wide commitment to diversity & inclusiveness

Recruit and support a more diverse Board of Trustees

- Collaborate with community organizations and town departments that engage with or serve more diverse members.
- Meet with the library liaison from the Town Council and discuss the diversity initiative when a trustee position becomes available.
- Invite applicants to observe a board meeting.
- Assess board practices and onboarding materials and procedures to ensure they are welcoming, inclusive, and supportive. Include DEI initiatives in the materials.

Outcome: Current board members will have a better sense of their role as library trustees, applicants will be better equipped and more informed to serve as board members, and The Board will see more diversity among applicants.

Offer materials, services, resources, and programs that reflect all members of the community

- Along with mainstream publishers, selectors will seek alternative, small-press, independent, and self-published content in a variety of formats. Tactic: Conduct periodic assessments of the collections to identify gaps in representation and diversity.
- Seek art exhibits that increase cultural awareness.
- Encourage diverse community members to showcase or lead a program about their culture.
- Partner with local community groups, cultural organizations, and schools to organize joint events and programs that showcase and celebrate multiculturalism.
- Consider an ESL program.

Outcome: Multiculturalism and diversity will be celebrated every day in the Library, not just during designated months so we can serve a greater part of our community.

GOAL 4: Support an ongoing organization-wide commitment to diversity & inclusiveness

Work towards hiring more diverse staff with equitable hiring practices

- Examine position descriptions to ensure that we do not require unnecessary qualifications.
- Reach more diverse applicants. (how will we do that?)
- Look to GSLIS programs to offer paid internships to diverse library school students.
- Offer diversity training to staff to increase understanding, reduce bias and discrimination, improve communication, and create a culture where everyone feels valued and supported.

Outcome: The staff will be more diverse, fostering a greater understanding of those who are different from us and more members of the community will see themselves represented in the staff when they visit the Library and will feel included.

Improve accessibility and use of the Library

- Install a wayfinding touchscreen utilizing graphics as well as text in the foyer.
- Seek to eliminate stairs at the Library's entrance and determine if a walkway could be installed for use by all.
- Install wayfinding signs at the elevators.
- Install softer lighting in comfortable seating areas.
- Explore reinstating curbside pickup.
- Continue to offer hybrid programs when practical to allow those who have difficulty getting to the Library to participate.

Outcome: Employing universal design elements helps create a space where patrons of all abilities can participate fully and feel the same sense of comfort and inclusion as everyone else.

Acknowledgements

We extend our sincere thanks to the following individuals for generously giving their time for interviews.

Library Organizations for Support Interviews

- Steve Spohn, Executive Director, Ocean State Libraries
- David Demick, Technology Coordinator, Ocean State Libraries
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- Danielle Margarita, Youth Services Coordinator, Office of Library and Information Services
- Lori DeCesare, Resource Sharing Coordinator, Office of Library and Information Services
- Kate Wells, State Librarian, The Rhode Island State Library

Partners in the Community

- Cindy Elder, Executive Director, Barrington Land Conservation Trust
- Jonathan Leviss & Jacob Brier, Diversity, Equity, and Inclusion Committee for the Town of Barrington
- Maria Kallis & Sally Troup, Barrington Garden Club
- Jean Bellm, Director of Senior Services and Recreation for the Town of Barrington
- Carrie Newton, President, Touch a Person in Need (TAPIN) food bank
- Melissa Woods, Engage Life Director, Atria Bay Spring Village
- Danny Penengo, Board Member, Bay Spring Community Center
- Rabbi Howard Voss, Altman, Temple Habonim
- Herb Durfee, Planning and Resilience Coordinator, Town of Barrington
- Maria Bruce, Board Member, Barrington Preservation
- Friends of the Barrington Public Library
 - Joyce VanSluyter, Board Member
 - Chuck Vansluyter, Board President

Government/Community Leaders and Peers

- Phil Hervey, Town Manager
- Jordan Jancosek, Town Council Member
- Sarah Hunecke, Librarian, Barrington High School
- Katie O'Keene, Librarian, Primrose Elementary School
- Melanie Roy, Librarian, Barrington Middle School
- Eileen Dyer, Director, Rogers Free Library
- Chris Watson, Treasurer, Library Board of Trustees



2026-2029 Strategic Planning Committee

Kristen Chin, Director
B. Douglas Swiszczy, Assistant Director
Esme Devault, Vice President of Library Board of Trustees
Kevin Amaral, Head of Custodial Services
Siobhan Egan, Community Engagement Librarian
Patrick Elliot, Technology Coordinator
Benjamin Hanley, Head of Information Services
Lisa Lesinski, Head of Children's Services
Tanya Paglia, Young Adult Librarian



Barrington
PUBLIC LIBRARY

Where you belong

Help Shape the Future of Barrington Public Library!



Barrington Public Library is in the process of developing a new Strategic Plan to guide us over the next three years—and we want your input! Your feedback will help us understand what the community values most about the library, how we can better serve your needs, and what new opportunities we should explore. Whether you're a regular visitor or haven't been in a while, your voice matters. This brief survey will take just a few minutes to complete. Thank you for helping us build a library that reflects and supports our entire community.

* Required

1. Please indicate your age range. *

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 and older

2. Are you a current resident of Barrington, Rhode Island? *

- Yes
- No

3. If you do not currently live in Barrington, please specify the town and state where you reside. *

4. On average, how often do you use the library? *

- Daily
- Weekly
- Monthly
- Yearly
- Never

5. What is your primary reason for using the library? *

6. What library services are the most important to you? For example: books, programs, story time, museum passes etc. Please list as many as you want. *

7. For the most part, do you find the library staff to be friendly, helpful, and knowledgeable? *

- Yes
- No

8. Describe your most recent experience with a library staff member. *

9. Do you attend library programs? *

- Yes
- No

10. Why do you not attend library programs? *

11. What are your favorite types of programs to attend? *

12. How do you find out about programs and services at the library? (Check all that apply). *

- Website
- Flyers in the Library
- Social Media (Facebook, Instagram, etc)
- Newspaper
- Flyer at local business
- Library's Email Newsletter
- Library's Monthly Print Newsletter
- Word of Mouth
- Other

13. On a scale of 1 to 5, WITH 5 BEING THE BEST, how would you rate the following aspects of the library facility? If you have never used or noticed an aspect of the library, please choose N/A. *

	1	2	3	4	5	N/A
Cleanliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comfortable Reading Areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sufficient Quiet Spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private Work/Study Space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makerspace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public Computer Areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Art Galleries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Event Spaces (e.g. Salem Family Auditorium, Collis Family Gallery)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restrooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Directional Signage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Are you aware of the following services and programs offered by the library? *

	Yes	No
Borrowing physical materials (e.g. books, book-on-cd, movies, magazines)	<input type="radio"/>	<input type="radio"/>
Borrowing digital materials (e.g. books, audiobooks, movies, and magazines) from eZone, Libby, hoopla, or Kanopy	<input type="radio"/>	<input type="radio"/>
Borrowing materials through interlibrary loan (outside the Ocean State Library system from academic libraries or out-of-state libraries)	<input type="radio"/>	<input type="radio"/>
Teen Room	<input type="radio"/>	<input type="radio"/>
Children's Room	<input type="radio"/>	<input type="radio"/>
Makerspace	<input type="radio"/>	<input type="radio"/>
Digitizing analog media (e.g. VHS, cassette tape, LP, etc.)	<input type="radio"/>	<input type="radio"/>
Book Club in a Bag	<input type="radio"/>	<input type="radio"/>
Museum passes	<input type="radio"/>	<input type="radio"/>
Homebound delivery	<input type="radio"/>	<input type="radio"/>
Public computer access	<input type="radio"/>	<input type="radio"/>
Wi-Fi and internet access	<input type="radio"/>	<input type="radio"/>
Business services, (e.g. photocopies, printing, fax machine, scanning, etc.)	<input type="radio"/>	<input type="radio"/>

	Yes	No
Free programming for all ages (e.g. story times, film screenings, book discussions, concerts, etc)	<input type="radio"/>	<input type="radio"/>
Community meeting spaces	<input type="radio"/>	<input type="radio"/>
Exhibition space for local artists	<input type="radio"/>	<input type="radio"/>
Tech classes and one-on-one instruction	<input type="radio"/>	<input type="radio"/>
Library of Things	<input type="radio"/>	<input type="radio"/>
Library of Things Junior	<input type="radio"/>	<input type="radio"/>

15. Do you ever visit the library's website? (www.barringtonlibrary.org) *

Yes

No

16. Are you able to find what you are looking for on our website? *

Yes

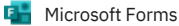
No

17. What does Barrington Public Library do well? *

18. What are some areas the library could improve upon? *

19.What would encourage you to use the library more often? *

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Appendix C Non-Department Head Frontline Staff Survey Questions

General Experience & Job Satisfaction

1. What do you enjoy most about working at this library?
2. What are the biggest challenges you face in your role?
3. Do you feel your wages are competitive?
4. Do you feel your contributions are valued by leadership and patrons?
5. How would you describe the work culture here?

Communication & Leadership

5. How effective is internal communication across departments and teams?
6. Do you feel you get the information you need to do your job effectively?
7. Do you feel supported by library leadership? Why or why not?
8. Are staff encouraged to share ideas or feedback? What happens when they do?

Patron Services

8. What types of patron needs are most common? Are there any recurring complaints or issues?
9. Do you have the skills to deal with difficult or disruptive patrons?
10. Are there any services or programs you believe we should offer but currently don't?

Facilities & Resources

11. Are the library's facilities and equipment adequate for your job?
12. What resources (staffing, technology, training, etc.) would help you do your job better?

Professional Development

13. What kinds of staff training would you find most valuable?
14. Would you like to be cross-trained to work in other departments as needed?

Equity, Diversity & Inclusion

15. Are there underserved groups in the community we should be reaching more effectively?

Looking Forward

17. If you could change one thing about how the library operates, what would it be?
18. What ideas do you have for improving staff morale or collaboration?
19. What trends or changes in public libraries do you think we should be preparing for?
20. What do you hope the library looks like 5 years from now?

Appendix D

Targeted Interview Questions

Libraries and Library Organization Questions

Please describe your current role in your library organization.

What trends in services should public libraries be considering within the next three years?

What do you see as the role of a public library during a time of crisis (health, political, etc.)?

What is the most valuable asset that a public library should have to be responsive to community needs during a time of crisis?

How can public libraries adapt to changes in funding levels?

What are the best avenues for library advocacy? What are some emerging trends in library advocacy?

How can technology shape the future of the library?

What are challenges faced by libraries, especially public libraries in Rhode Island?

What new skills and competencies should librarians acquire to better serve patrons in times of uncertainty?

Community Organization Questions

What library facilities are most valuable to your business or organization?

Has your organization partnered with or collaborated with the Barrington Public Library in terms of programs, events, or services?

If yes, how did you collaborate and what benefit did your organization receive as a result?

If no, would you like to collaborate with the library in the future?

If you would like to collaborate with the library in the future, how could we collaborate and how would that benefit your organization?

How would you rate your interaction with the library staff?

Please elaborate on your experience working with the library staff.

What does the library do well?

How could the library improve?

What else would you like the library to consider as it develops a strategic plan.

If you were to tell a friend about Barrington Public Library, what would you say?

Patron Questions

How often do you visit the library or use the library's online resources?

What would encourage you to use the library more often?

Please elaborate on your interactions with library staff.

How do you find out about programs and services at the library?

What are your primary reasons for visiting the library's website?

How would you rate the usability of the library's website?

What benefit do you gain from attending public programs or classes at the library?

Do you feel the library offers well rounded programming relevant to the community?

Please share your ideas for additional programming you would like to see at the library.

What library services are most important to you?

How can the library leverage technology to improve your library experience?

What physical materials would you like the library to add to the collection?

What digital material would you like the library to add to the collection?

What could be improved about the library building?

What does the library do well?

How could the library improve?

What else would you like the library to consider as it develops a strategic plan?

If you were to tell a friend about Barrington Public Library, what would you say?

Town Official Questions

Have you been to the library within the past 12months?

Please share why you have not been to the library within the past year. What library services are most important to you as a library patron? What library services are most valuable to you as a town official? How does the library currently help the town meet its goals and its obligations to citizens, e.g. educational, recreational, informational goals?

What other roles could the library play to support the town's needs in the future?

What does the library do well?

How could the library improve?

What else would you like the library to consider as it develops a strategic plan?

If you were to tell a friend about Barrington Public Library, what would you say?

Teachers, School Librarians, and Parents Questions

What is the most important role the library plays in support of schools?

What children's and teen services are most important to you as a teacher, librarian, or parent?

- Borrowing physical materials
- Borrowing digital materials
- Study and meeting space
- Museum passes
- Reading recommendations
- Digital and online learning, e.g. Tumblebooks, AskRI.org
- Internet and computer usage

What children's and teen programs are most important to you as a teacher, librarian, or parent?

- Story Times
- Pre school programming
- Elementary grade programming (grades K 3)
- Middle grade programming (grades 4 & 5)
- Teen programming (grades 6 to 12)
- Family programming
- Summer reading program

What is the most valuable children's service the library offers?

Do you feel that there are open lines of communication with the youth services librarians?

Are the youth services librarians easily accessible and responsive?

What is the most valuable teen service the library offers?

What is the best way for the library to support school missions and educational goals?

What does the library do well?

How could the library improve?

What else would you like the library to consider as it develops a strategic plan?

If you were to tell a friend about Barrington Public Library, what would you say?

Trustee Questions

What do you see as the Trustees' role in the evolution of the library?

Why is this organization worthy of your volunteer time?

If money was no object, what changes would you like to see at the library? Please expand.

If the library's budget suffers due to national, state, and town debt that results from the pandemic, what can the library do to weather the next 5 years and rebuild to the current level of staffing, hours, and services?

As a Barrington resident, do you feel that there are areas in the community where the library could or should have a greater presence?

What is your elevator pitch when trying to convince someone to join the Board?

What are the strengths of the current Board?

What are the weaknesses of the current Board?

Do you feel that the library director gives you enough information to successfully develop policies for the Library?

If you feel that the library director does not provide you enough information, please elaborate on that response.

Do you feel that the library director respects the Board as a governing body and works well with its members to achieve a common goal?

If you answered no to the previous question, please elaborate on that response.

What does the library do well?

How could the library improve?

What else would you like the library to consider as it develops a strategic plan.

If you were to tell a friend about Barrington Public Library, what would you say?

