

GENEVA PUBLIC LIBRARY DISTRICT

STRATEGIC PLAN

FY 2016-2018



Adopted July 23, 2015

BOARD OF TRUSTEES

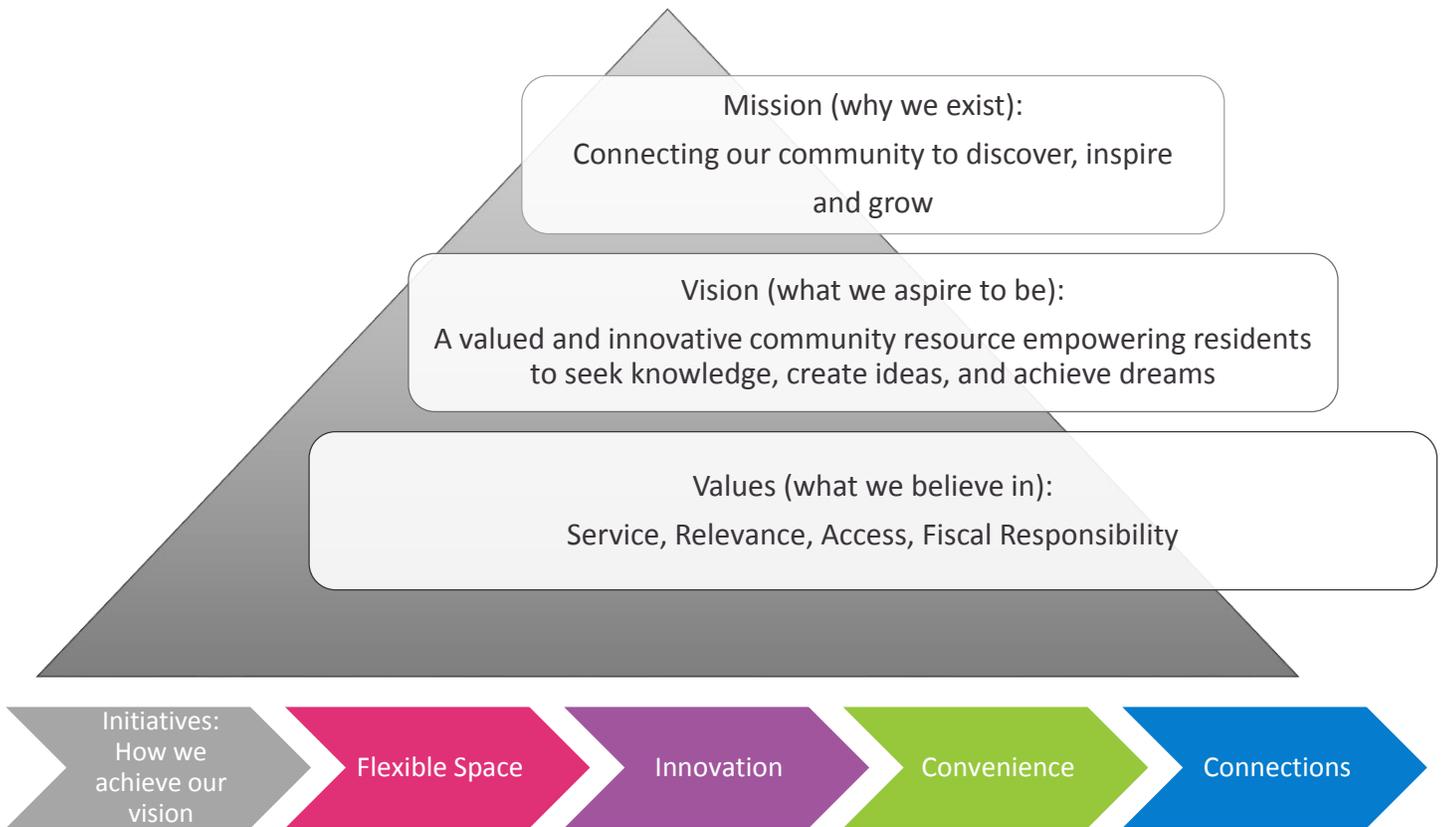
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CONNECTING OUR COMMUNITY TO DISCOVER, INSPIRE AND GROW!

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PLAN SYNOPSIS



FLEXIBLE SPACE INITIATIVE:

Provide a well-maintained facility with flexible space to accommodate the ongoing needs of our community

Goal 1: Community members will be welcomed by efficiently used, engaging spaces	Objective 1A: Provide comfortable furnishings designed to support productive use of the library by individuals and groups
	Objective 1B: Provide greater efficiency and improve usability of limited use spaces
Goal 2: Community members will visit a high-functioning, safety-conscious facility	Objective 2A: Plan for continued maintenance of building and grounds, and replacement of fixed assets
	Objective 2B: Provide leadership for emergency preparedness in the Library
Goal 3: Community members will have a modern library designed to provide flexible space and accommodate 21st century needs	Objective: 3A: Document space needs of providing library service to our community
	Objective 3B: Plan for new or upgraded facility based on findings from Needs Assessment

INNOVATION INITIATIVE:

Lead and foster innovation in our community

Goal 1: Community members will enjoy and explore experiential learning opportunities	Objective 1A: Provide up-to-date equipment and resources for connecting and creating in a digital world
	Objective 1B: Stimulate imagination in our community members
Goal 2: Community members will be welcomed by an engaged, patron-focused staff	Objective 2A: Staff will have training and tools necessary to assist community members
	Objective 2B: Provide consistent level of staffing across whole library

CONVENIENCE INITIATIVE:

Deliver excellent service to our community with maximum ease and convenience of use

<p>Goal 1: Community members will visit a library that is easy and fun to use, and customer-friendly in its arrangement and layout</p>	<p>Objective 1A: Enhance access for use of library materials and services by customers</p>
	<p>Objective 1B: Enhance user experience for discovery of collection materials by customers</p>
<p>Goal 2: Community members will have access to library services designed to meet their busy lifestyles</p>	<p>Objective 2A: Provide convenience-oriented services to our community members</p>
	<p>Objective 2B: Provide easy access to information and resources 24/7 through up-to-date and user-friendly virtual resources</p>

CONNECTIONS INITIATIVE:

Promote community engagement through strong connections and partnerships

<p>Goal 1: Community members of all ages and at all stages of life will enjoy library resources and services of interest and relevance</p>	<p>Objective 1A: Provide opportunities for engaging age specific groups that are currently underrepresented at the Library</p>
	<p>Objective 1B: Provide service to targeted groups in our community</p>
<p>Goal 2: Community members will be aware of library services and opportunities</p>	<p>Objective 2A: Build library brand recognition in the community</p>

INTRODUCTION

Geneva Public Library District crafted this strategic plan to serve as a roadmap for guiding service priorities and allocating resources for the next three fiscal years, spanning the period of July 2015 to June 2018. While previous plans were written to cover longer periods of time the current plan was written to provide guidance over a shorter time span due to the rapid pace of technological development and change in society.

The plan is not an exhaustive list of services provided by the Library but rather a working document intended to guide priorities and assist the Board of Trustees and staff of the Library in achieving our vision of being a valued and innovative community resource for empowering residents to seek knowledge, create ideas and achieve dreams.

BACKGROUND

The Library last completed a strategic plan in August 2004. Upon hiring a new director in the summer of 2014 the Library embarked upon a process of self-evaluation, including: an analysis of strengths, weaknesses, opportunities, and threats; collection of demographic information; facilitation of community conversations, and an online and in-library survey. The Library hired Face to Face Communications, library consultants who specialize in visioning, to work with the Board of Trustees and staff to articulate the Library's mission, vision, values and strategic initiatives for providing library services of value and relevance to community members. The planning process kicked off at the Library's annual staff inservice in January 2015 and was completed in July 2015.

A Strategic Planning Committee was appointed to create a clearly defined and actionable plan for achieving and measuring strategic initiatives identified by the Board of Trustees and Library Administration.

The following individuals served on the Strategic Planning Committee:

- Mark Adams, Board of Trustees Treasurer
- Ellen Anderson, Digital Services Librarian
- Meredith Anderson, Reference Coordinator
- Kate Cobo, Circulation Services Manager
- Kristine Johnson, Circulation Clerk
- William Karnoscak, Deputy Director
- Paula Krapf, Public Relations and Marketing Coordinator
- Christine Lazaris, Library Director
- Bob Shiffler, Board of Trustees President
- Lisel Ulaszek, Youth Services Assistant Manager

The Board of Trustees wishes to acknowledge the work of the Committee and thank the members for their service.

The plan was officially adopted by the Board of Trustees on July 23, 2015. Library Administration will report progress toward achieving goals and objectives set forth in the strategic plan annually to the Board with bi-annual updates.

PLANNING PROCESS

The Library Director, working with Face to Face Communications, developed a timeline and process for drafting a strategic plan. Central to the planning process was the understanding that the Library serves the unique and specific needs of our community. To more fully understand these needs the Committee examined the current status of the Library and the community. The Committee relied on three primary sources of information:

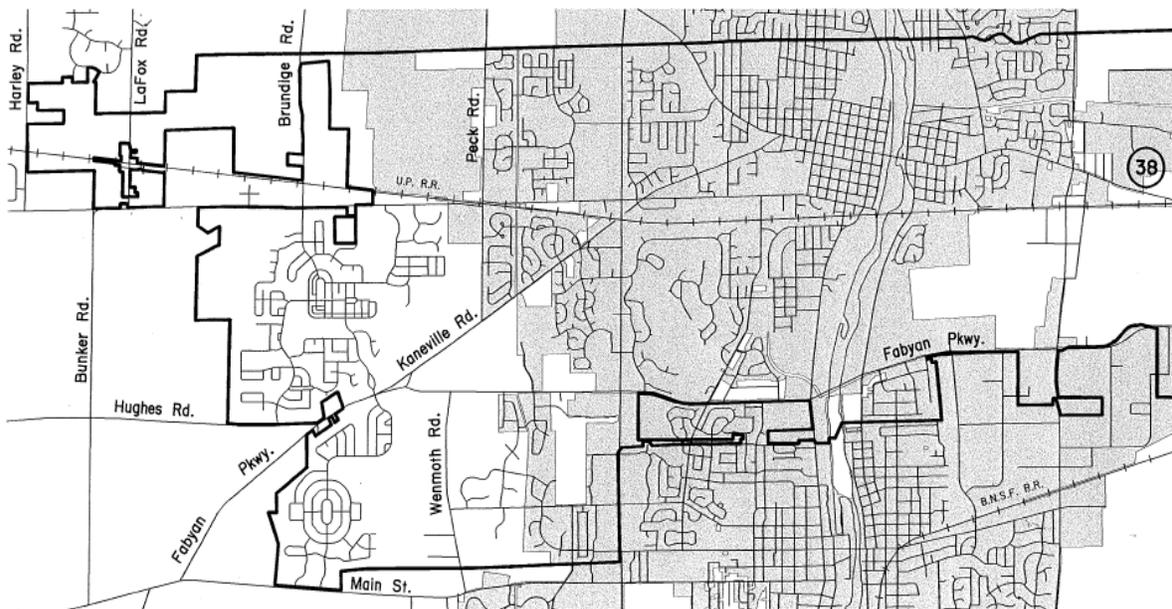
1. Community demographic analysis consisting of census information and market segmentation data;
2. Community input gathered from community conversations and an online and in-library community survey; and
3. Trends in public library service and current usage patterns observed in the library.

The Committee was tasked with first defining the Library's mission (why we exist), vision (what we aspire to be), and values (what we believe in). Using this as a foundation for developing a plan to position the Library to nimbly respond to community needs and the current environment the Committee identified four strategic priorities: flexible space, innovation, convenience, and connections. Finally, goals and objectives with clear actions and measurements were developed for each initiative.

DEMOGRAPHIC ANALYSIS

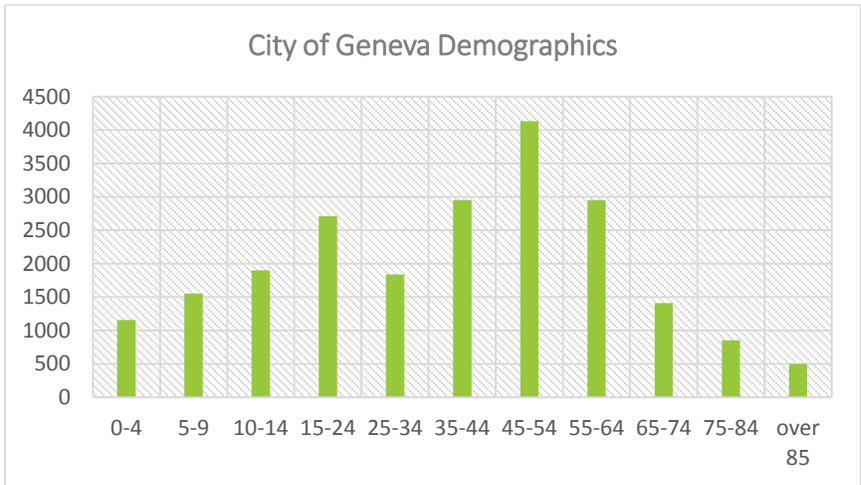
Geneva Public Library (127 James Street, Geneva, Illinois, 60134) is located 40 miles west of downtown Chicago on the Fox River in Kane County, Illinois. The population of Geneva Public Library District is 30,500, according to data compiled in the 2010 census. Chicago Metropolitan Agency for Planning (CMAP) forecasts an increase in population for the township of Geneva of approximately 38% between 2010 and 2040. Applying the same population projection to current census data the Library District potentially could serve an estimated population of 42,090 residents in the next 25 years. Currently, two-thirds of the population live within the City limits of Geneva, while the other one-third live southeast and southwest of the downtown Geneva area. While Geneva started out as a rural community, over the last 50 years, the area has acquired a more suburban character. The community is known for excellent schools, a thriving small business community with unique historic storefronts, and a friendly, neighborly character and charm.

District Boundaries



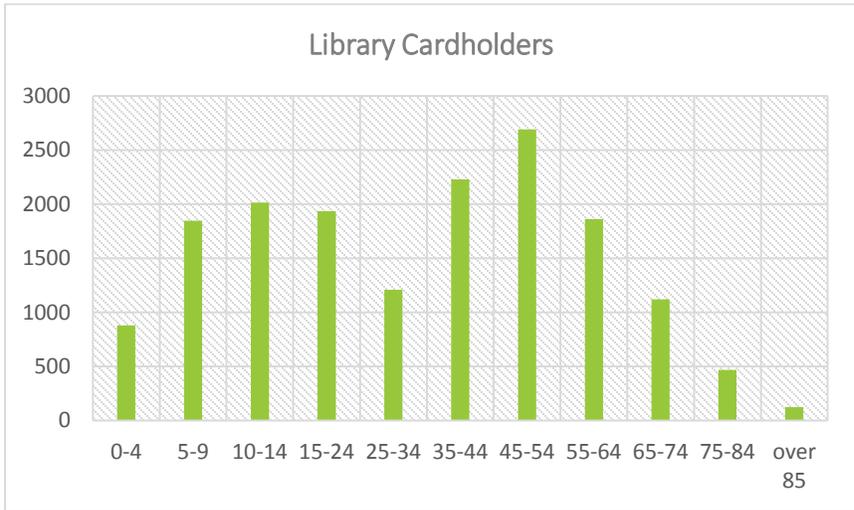
City demographic figures indicate 45-54 year olds represent the largest group of people in Geneva. Their children (15-24 year olds) also represent strongly in the city's population. Approximately 78% of the households are families with children. The median age of residents is 40.7 years of age. The majority of the District is white; 4.7% of the population is of Hispanic origin. 8.3% of the population of Geneva is self-employed; this figure is higher than average when comparing it to the state of Illinois rate of 4.8%.

Patron Activity Information



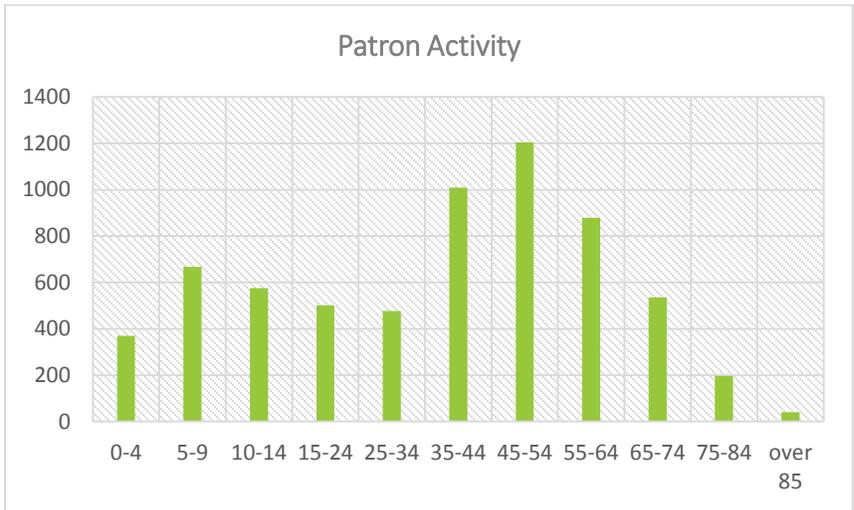
45-54 year olds represent the largest group of people within Geneva city limits.

Median age for residents in 60134 zip code is 40.7 years.



The Library has 16,327 registered cardholders as of April 2015.

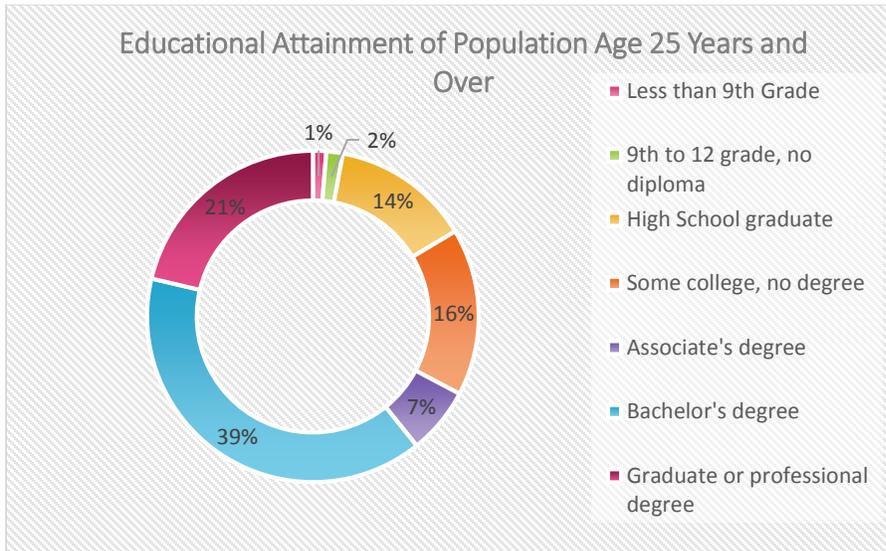
When comparing library cardholders by age to city demographics a stronger reach with children is noted.



When comparing patron activity by age group to library cardholders a lower than anticipated rate of usage amongst 10-24 year olds is noted.

Social Demographic Information

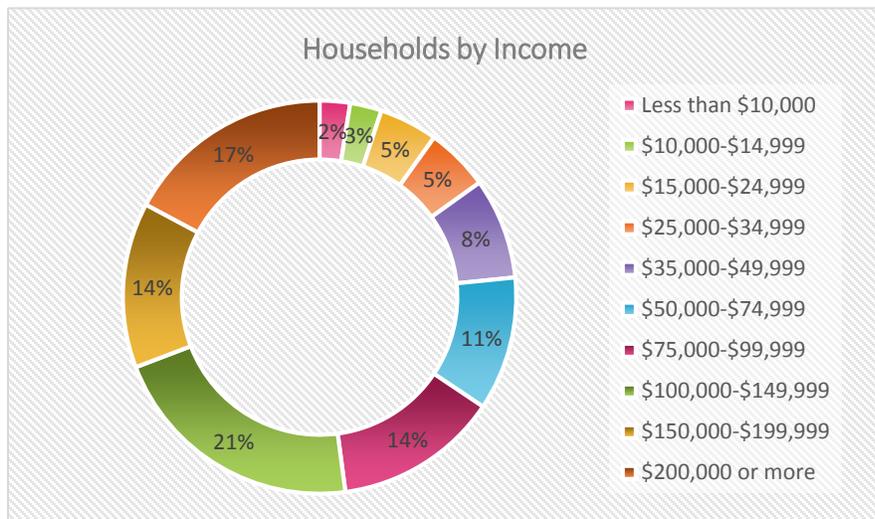
Educational attainment rates in Geneva are high and well above national and regional averages. Sixty percent of the population over the age of 25 holds a bachelor's degree or higher in comparison to 31.6% of the population of Kane County.



Geneva: 60% hold Bachelor's degree or higher
 Kane County: 31.6% hold Bachelor's degree or higher

Economic Demographic Information

The median household income for Geneva is \$103,401; in comparison the median household income for Kane County is \$69,530. Yet, ten percent of households in Geneva have an income of less than \$25,000.



Geneva: \$103,401 median household income; 3.5% poverty rate
 Kane County: \$69,530 median household income; 11.1% poverty rate

COMMUNITY INPUT

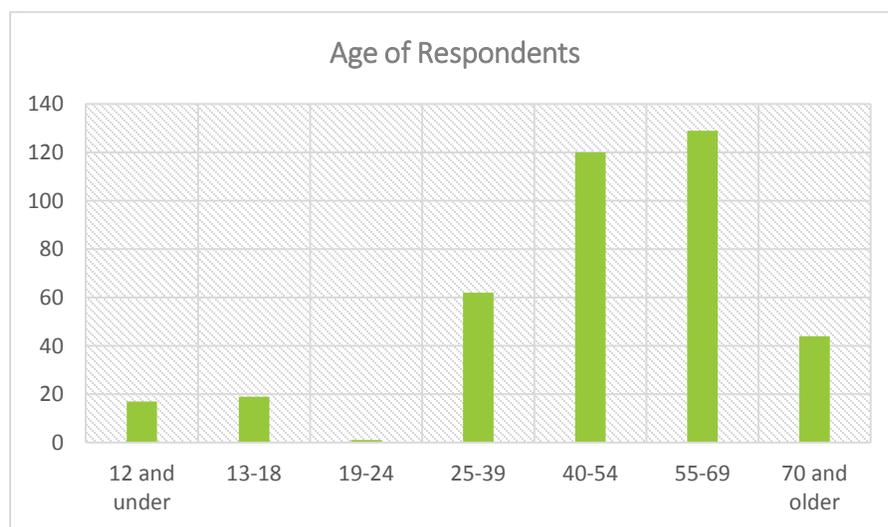
Community conversations, led by the Library Director with community members, were offered each month from November 2014 to February 2015. The first conversation was by invitation to Friends of the Library. This conversation centered on: community spirit and volunteerism, concern over increasing taxes and aging populations, and the desirable nature of the walkable and historic characteristics of Geneva.

The next three conversations were open to the general public and offered at different times and days of the week. They were advertised in the Library Link newsletter that went to every District household, on the Library website, via social media, flat screens in the Library, and through word of mouth advertising.

Participation across the three events was very low with only four community members taking part in conversations. One of the conversations included the director of a local service agency. This conversation included a lively discussion on the role of libraries in helping at risk populations. Teen drug use, adults reentering the workforce, and financial literacy were also topics of discussion. Other community conversations focused on the future of the library and how to deal with current space challenges. Discussion focused on collection materials, including lack of browsability of the DVD collection and concerns regarding restricted loan periods.

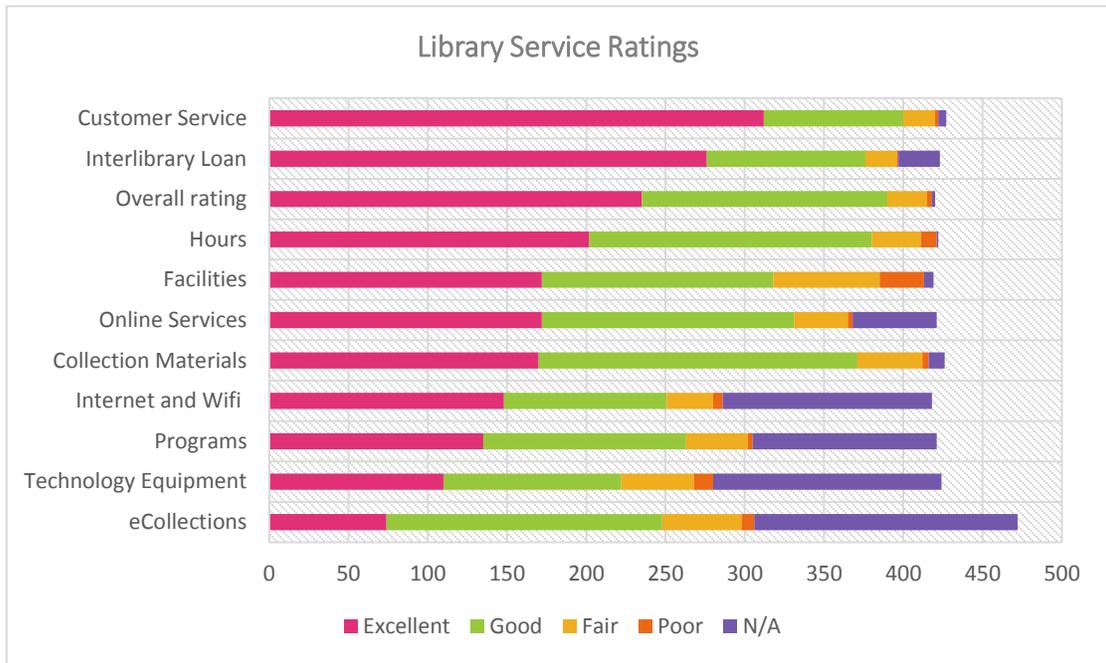
An online survey was made available to the public via the Library website, iPads in the Library and in paper form at service desks from February 16, 2015 to April 14, 2015. There were a total of 430 responses. The survey was advertised in the Library Link newsletter that went to every District household, through multiple postings on social media, and by word of mouth advertising. A total of 13 questions (many with multiple parts) were asked. Not all questions required a response and therefore total answers per question varied.

Age of Survey Respondents



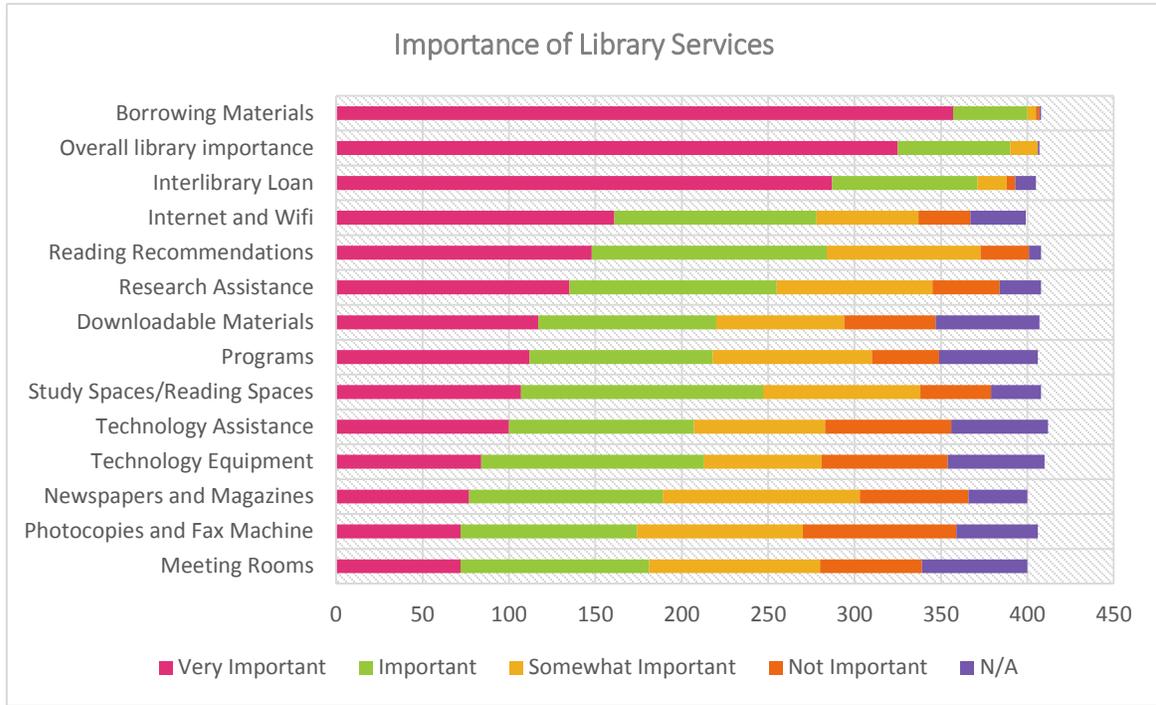
Service Ratings

Respondents were asked in the survey to rate a variety of library services on a scale ranging from “excellent” to “poor” with an option for “don’t know/not applicable.” Customer service rated highest with respondents followed by interlibrary loan. Facilities received the greatest amount of “fair” or “poor” ratings. eCollections received the highest percentage of “Don’t know/Not applicable.”



Importance of Library Services

Respondents were also asked in the survey to rate the importance of a variety of library services. A rating scale of “very important” to “not important” with an option to answer “don’t know/not applicable” was used. Borrowing materials received the highest number of responses for “very important” followed by interlibrary loan and online services. Photocopier and fax machine received the most amount of “not important” responses. Availability of downloadable materials received the highest amount of “don’t know/not applicable” responses.



Perceptions and Feelings About the Library

Three open ended questions were asked in the survey. The first question asked: “What do you value most about the Library?” “Collections” and “staff” were most frequently cited. The second question asked: “What is the one thing we could do to make your experience at the Library more enjoyable?” “Facilities” and “parking” were most frequently mentioned. Finally, the last open ended question asked “How does the Library benefit you or the community?” While answers varied greatly “wealth of resources” and “information” received frequent mentions. The word cloud below depicts some of the answers received in response to this question.



PUBLIC LIBRARY TRENDS

The Aspen Institute Dialogue on Public Libraries published *Rising to the Challenge: Re-Envisioning Public Libraries* in October 2014. The report opens with the statement “The time has come for a new vision of public libraries in the United States” and goes on to detail how the spread of digital information and communications technologies has created a wealth of opportunities for communities throughout the nation. Public libraries are uniquely positioned to respond to societal needs for learning, creativity, and innovation within their communities. Public libraries must be reinvented for a networked world and the former model of the lending library will not suffice. Knowledge and creativity are now the drivers of productivity and economic growth in the community. Information, technology and learning are paramount to economic performance and prosperity.¹

The Library is currently working with Rick McCarthy, a library architect and visioning expert from StudioGC Architecture, to provide an objective data-driven analysis of library systems including circulation, population demographics, operational costs, patron assistance models, 21st century library norms, space use efficiency, and energy efficiency. This analysis will be used to assist the Library’s Board of Trustees and Administration in the evaluation of the existing building facility and provide a basis for making informed decisions and investments in the future of the Library through year 2035.

As part of the assessment, six focus groups with different segments of the community (seniors and long-time residents, teens, 20 and 30 year-olds, intergovernmental representatives, small business owners and entrepreneurs, and residents living west of Randall Road) were conducted. In addition to talking about well documented issues such as lack of parking and meeting room space, conversations focused on the need for the library to serve functions relating to connecting community members with gathering spaces and providing the opportunity for content creation. When non-library users were asked why they don’t visit the library they cited lack of appeal and the need for the library to be a destination. When teens were asked about non-use of the library they cited lack of appeal due to the absence of modern amenities and an aged look.

When asked to define the purpose of the library in the 21st century Geneva Public Library District’s Board of Trustees and Leadership Team unanimously agreed that the Library is in “the connection business.” They further explained the belief that the library exists to connect our residents to resources, opportunities for learning and creating, and to engage with one another. The library is no longer a warehouse for books and transformational experiences need to replace transactional experiences.

The Center for the Future of Libraries has organized trends relevant to libraries and librarianship into seven categories: Society, Technology, Education, Environment, Politics, Economics, and Demographics (STEEPED). Trends impacting libraries are categorized in the graphic on the following page with the color coded key shown below it.²

¹ Rising to the Challenge: Re-Envisioning Public Libraries (<http://as.in/libraries>)

² Library of the Future: Trends (<http://www.ala.org/transforminglibraries/future/trends>)

Trends Impacting Libraries and Librarianship



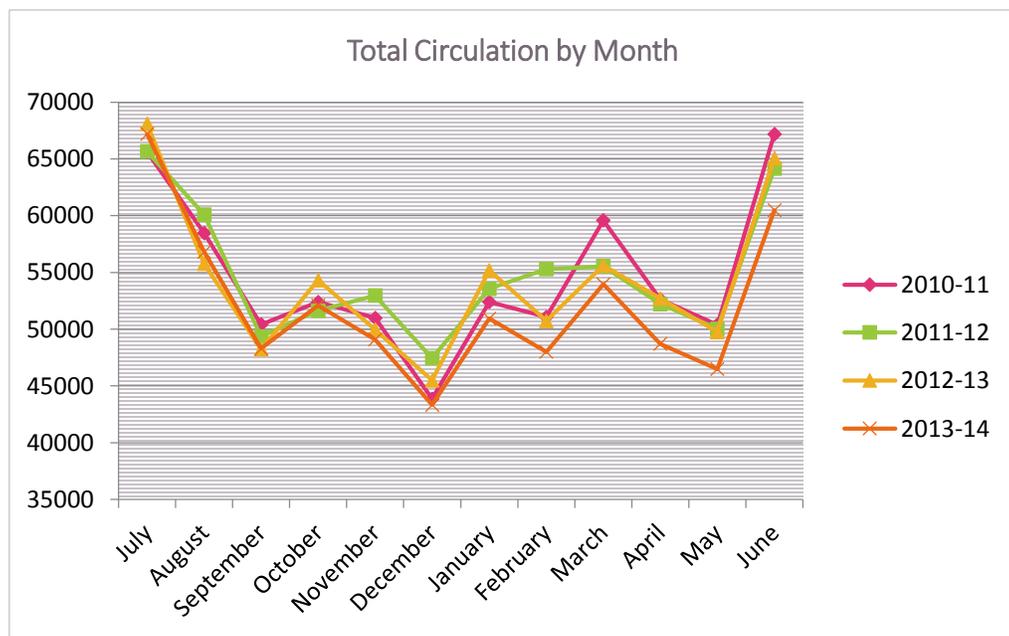
Key to color coding of trends affecting Libraries:



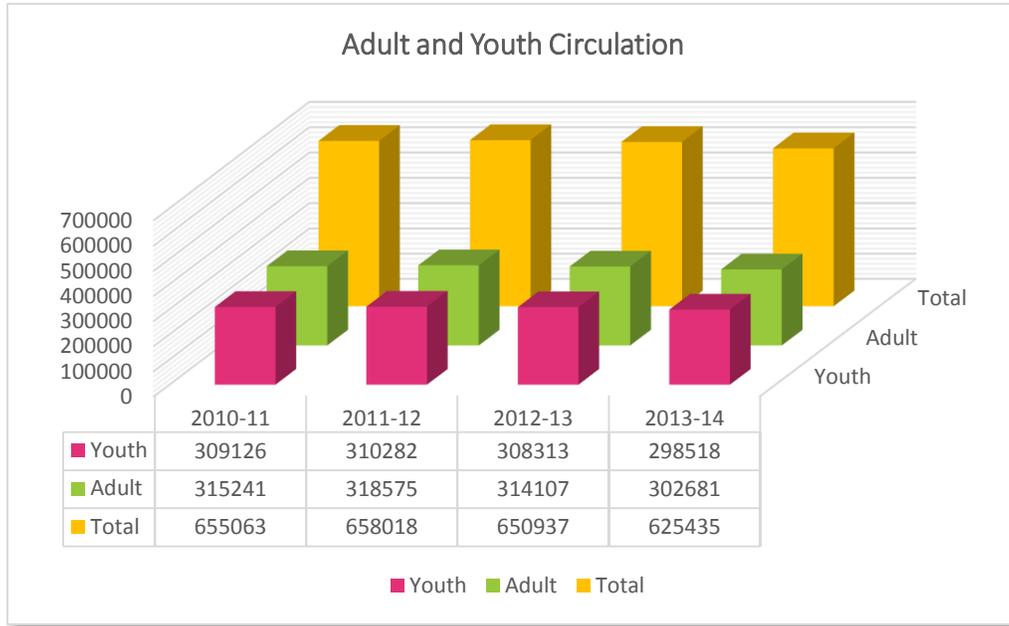
Library Usage

Geneva Public Library District is a member of Library Integrated Network Consortium (LINC), a nine library consortium. Member libraries include: Batavia, Bloomingdale, Franklin Park, Geneva, Glen Ellyn, Itasca, St. Charles, Villa Park, and West Chicago public libraries. The consortium provides access to a shared catalog as well as the ability to use and retrieve materials from any member library. Geneva is a net borrower of the consortium, meaning that our library borrows more materials from member libraries than it lends. Approximately 16% of circulation transactions by Geneva cardholders occur at neighboring libraries in the tri-city region. In comparison, Batavia sees 3% and St. Charles sees 1% of checkouts occurring at a neighboring library in the tri-city region.

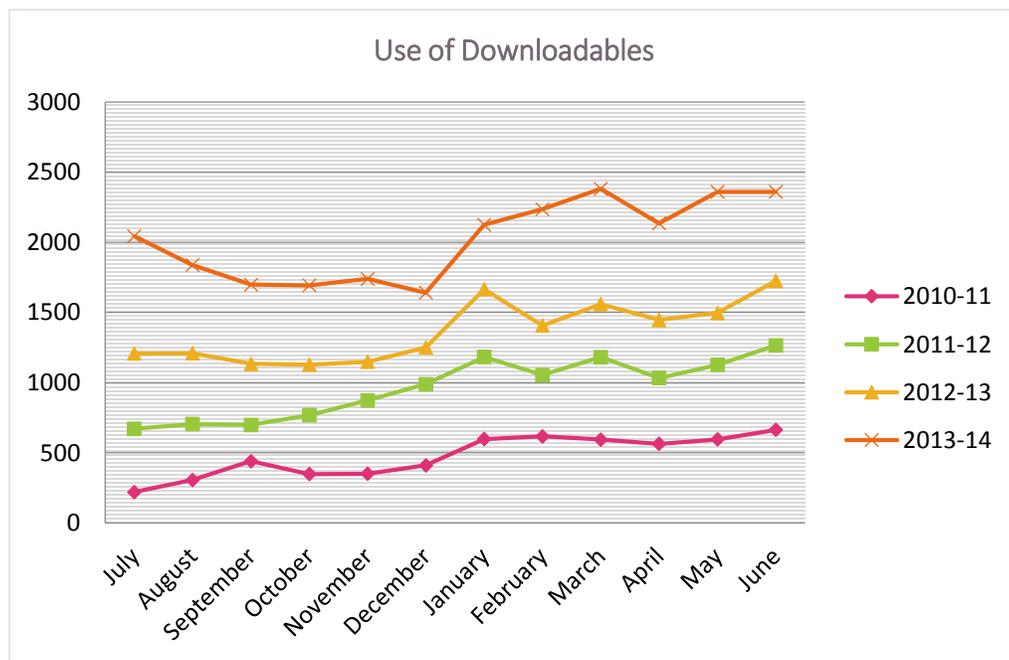
Use of library materials at Geneva Public Library follows cyclical patterns of heavier use during the summer months. While these patterns remain consistent from year to year use of collection materials shows slight but steady declines in month over month comparisons from fiscal year 2011-12 to 2013-14. Declining usage of physical collection materials at Geneva mirrors what is occurring nationally in libraries.



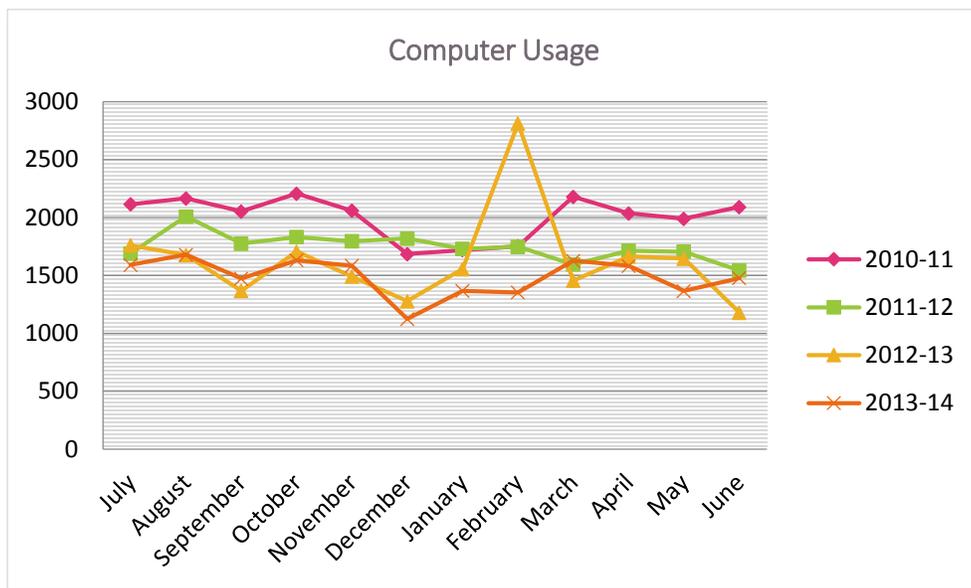
Use of both adult and youth collection materials peaked in fiscal year 2011-12. Percent change from fiscal year 2011-12 to fiscal year 2013-14 showed nearly a 5% drop. Use of adult materials is declining at a faster rate than use of youth materials (4.9% compared to 3.7%).



Circulation of downloadable formats do not show the same cyclical patterns of use as physical materials. Increased use of this format is seen consistently from year to year. Usage data from as recent as May 2015 indicates that use of downloadable materials accounts for 7% of total circulation; when isolating use to adult materials it accounts for 13.5% of adult circulation.



Computer use is relatively consistent from month to month although very slight cyclical patterns of increased use during summer months can be detected. Total computer use has dropped by more than 25% from fiscal year 2010-11 to fiscal year 2013-14.



Technology Assessment

In December 2014, the Library completed the Edge Assessment. The Edge Assessment is a self-assessment and technology planning tool developed by a national coalition of leading library and local government organizations. Below is a summary of our scores in each key area:

Community Value	225 / 310
Engaging the Community	95 / 295
Organizational Management	<u>220 / 395</u>
Total Points Achieved	540 / 1000

Some specific benchmarks to be improved upon are listed below:

- Include technology goals in strategic planning
- Provide regular classes on internet searching
- Provide regular classes on multimedia such as photo, video, and audio editing
- Provide photo, video, and audio editing software
- Provide mobile devices for patron use within the library
- Add technology competencies to job descriptions

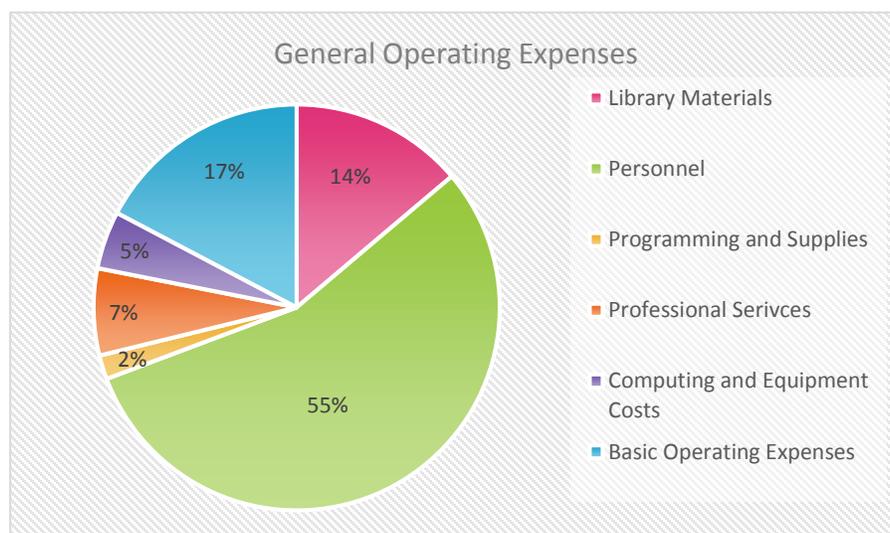
REVENUE AND BUDGET

The Library's general operating budget for fiscal year 2016 is \$4,231,218 and is projected to remain relatively flat for the next three fiscal years. Funding for the Library is supported almost entirely by local property taxes, accounting for 96% of the budget. The remaining 4% comes from sources such as fines, fees, and grants. The Library has a strong Friends group that annually funds programs such as summer and winter reading and contributes to technology and equipment purchases. The Library also has an active Foundation which operates as a 501(c)(3) for the purpose of developing a substantial, permanent, stable source of funds for supporting future programs. The Friends donated over \$20,000 and the Foundation gave a grant of \$1,000 to the Library in fiscal year 2015.

Salary costs account for 55% of the Library's general operating expenses; when combined with other staff related costs such as health insurance, social security, and IMRF contributions from both the general fund and special levy funds personnel costs account for nearly 65% of all expenditures. Basic operating expenses account for 17% of the general operating budget and library materials (books, electronic resources, audiovisual resources, etc.) account for 14%.

The Library additionally levies taxes for special funds, a total of \$547,867 for fiscal year 2016. The Library has a special reserve fund in the amount of \$2,362,616.36 for the purpose of acquiring land as a potential site for a new library as well as a fund for capital improvements in the amount of \$64,186.

An annual audit of the Library's finances is conducted by an independent auditing firm in late fall. The Library's Budget and Appropriation Ordinance is available on the Library's website.



LIBRARY GOVERNANCE

The Library is governed by an elected Board of Trustees consisting of seven members. Trustees serve four year terms without compensation. Trustees bear fiduciary responsibility to the taxpayers of the Geneva Public Library District. The Library Director, hired by the Board of Trustees, manages day-to-day operations of the Library.

LIBRARY HISTORY

As long ago as the 1870s there were efforts to establish a public library in Geneva. A referendum passed in April of 1894 and Geneva was assured of a public library. The building was begun in 1896; however, due to lack of funding the structure stood with half-finished walls for several years. In 1906, the women of the Geneva Improvement Association took over the structure "as a free gift" on the condition they finish the building and put a library in it. A \$7,500 gift from Andrew Carnegie was received in January 1907 with the condition that the city support the library at a rate of at least \$750 a year and the title be vested in the city's name.

The original library building, located at the corner of Second and James Streets, was completed in 1908, with additions in 1938, 1986 and 1998. The Craftsman architectural style is enhanced by stone exterior chimneys and Tudor half timbering with stucco. Stone for the original part of the building was from the Batavia quarry, and similar stone for the 1985 and 1998 additions was procured from an Iowa quarry.

The current building, with approximately 27,600 square feet, has reached capacity. The landlocked location, lack of ADA accessibility, and inability to provide parking or drive-up access at the current facility prompted the Board of Trustees to engage the services of an architectural firm specializing in library planning to conduct an objective, demographic-based Library Needs Assessment. If the current building is not conducive to meeting the needs of the community and a new facility is required, the Board is committed to securing land close to the downtown for the purpose of building a new library. Contract negotiations to purchase the site of the former Sixth Street School from Kane County are currently underway.

MISSION STATEMENT

Connecting our community to discover, inspire and grow

VISION STATEMENT

A valued and innovative community resource empowering residents to seek knowledge, create ideas and achieve dreams

LIBRARY VALUES

We value service at the level of wow!

- We offer high quality service to all library visitors
- We strive to earn the confidence and respect of all library visitors
- We empower staff to say "yes, and..." in response to service needs

We value being relevant to our community

- We provide resources and services designed to respond to current demands and to anticipate future needs of our community members
- We strive for excellence through continued learning and innovation
- We are a collaborative partner in the pursuit of community engagement

We value equal access to information for all

- We ensure free, unrestricted access to information
- We champion everyone's right to information and the pursuit of knowledge

We value fiscally responsible use of funds

- We act as good stewards of resources entrusted to us
- We are accountable for ensuring proper use of public funds
- We maximize efficiency of staff time and talent while delivering excellent service

STRATEGIC INITIATIVES



GOALS, OBJECTIVES, ACTIONS, MEASUREMENTS

Goals, objectives, actions and measurements have been defined for each initiative. Goals define the purpose of the initiative for our community members. Objectives define what will be attained by community members when the goal is met. Actions define steps that will be taken to achieve the goals and objectives. Actions need to be nimble and may change to allow for external or societal changes and technological advances. Measurements are used to identify if and how the goals and objectives are met.



FLEXIBLE SPACE INITIATIVE:

Provide a well-maintained facility with flexible space to accommodate the ongoing needs of our community

Goal 1: Community members will be welcomed by efficiently used, engaging spaces

Objective 1A: Provide comfortable furnishings designed to support productive use of the library by individuals and groups

Actions:

- ❖ Create multipurpose space for collaborative work
- ❖ Facilitate mobile computing through provision of furnishings and spaces with power and data connections
- ❖ Provide space for quiet study and reading
- ❖ Donate or dispose unused or unnecessary furniture and clutter

Measurement:

- Use of library spaces and length of library visits by community members will increase as evidenced by current data benchmarks and informal surveys
- User satisfaction levels as evidenced by survey responses and anecdotal feedback will be consistently rated high in regards to comfortable furnishings

Objective 1B: Provide greater efficiency and improve usability of limited use spaces

Actions:

- ❖ Enable multiple uses of Youth Services program room
- ❖ Maximize efficiency of service desks throughout the library
 - Rebrand Reference Desk as multi-purpose help desk including technology assistance
 - Reduce space devoted to Readers Advisory Desk
 - Consolidate Circulation Services to one fully staffed service point
 - Explore options for consolidating Youth Services desks
- ❖ Explore opportunities for updating and enabling multiple uses of large meeting room

Measurement:

- Community members will have access to more usable space as evidenced through quantity of meeting room uses, percentage of time booked and square footage of space available for collaborative and meeting space

- More services will be available to community members as a result of repurposed space
-

Goal 2: Community members will visit a high-functioning, safety-conscious facility

Objective 2A: Plan for continued maintenance of building and grounds, and replacement of fixed assets

Actions:

- ❖ Create master facilities plan and determine budget for funding capital improvements
- ❖ Create schedule for annual inspections and preventive maintenance of building systems (mechanicals, alarm and controls, sprinkler and fire extinguishers, roofs, etc.)
- ❖ Create schedule for inspection of building envelope (doors, windows, bookdrops, etc.) every three years or sooner if needed
- ❖ Replace/repair HVAC as recommended by independent evaluation
- ❖ Explore opportunities for improving ADA-accessible parking

Measurement:

- Board of Trustees and staff will have a comprehensive facilities plan and financial understanding of how to fund it
- Inspections and maintenance of building and grounds will be conducted on an ongoing and regular basis

Objective 2B: Provide leadership for emergency preparedness in the library

Actions:

- ❖ Update emergency/disaster manual and medical contact information for staff
- ❖ Create schedule for safety drills (fire, tornado, AED, lost children)
- ❖ Provide staff training for safety preparedness at the library
- ❖ Develop librarian-in-charge procedures

Measurement:

- Staff will be aware of emergency procedures
- Staff will be able to respond appropriately to emergency situations
- Drills will be conducted annually and procedure manuals will be available to all staff

Goal 3: Community members will have a modern library designed to provide flexible space and accommodate 21st century needs

Objective 3A: Document space needs of providing library service to our community

Actions:

- ❖ Work with StudioGc Architecture to complete the Library Needs Assessment
- ❖ Develop community awareness campaign regarding long-term library needs

Measurement:

- Board of Trustees and staff will be informed and able to speak confidently about library needs
- Community members will be aware of library needs as evidenced through reach of message, regular updates to website, and presentations to community groups

Objective 3B: Plan for new or upgraded facility based on findings from the Library Needs Assessment

Actions:

- ❖ Secure land for potential new facility
- ❖ Hire architect and consultants needed for planning new or upgraded facility
- ❖ Develop building program for new or updated facility with space allocations deemed necessary in the Library Needs Assessment
- ❖ Secure funding for new or upgraded facility

Measurement:

- Board of Trustees and Library Administration will have information and tools necessary to plan future facility for meeting ongoing space needs of the community as evidenced by completed building program and funding plan
- Land for future library space will be secured



INNOVATION INITIATIVE:

Lead and foster innovation in our community

Goal 1: Community members will enjoy and explore experiential learning opportunities at the Library

Objective 1A: Provide up-to-date equipment and resources for connecting and creating content in a digital world

Actions:

- ❖ Investigate, test and acquire access to new formats and platforms as they become available
- ❖ Acquire and lend electronic devices for use by community members in the library and at home
- ❖ Provide computing options for digital media creation
- ❖ Provide makerspace opportunities and programming

Measurement:

- User satisfaction levels as evidenced by survey responses and anecdotal feedback will be rated consistently high in regards to digital literacy resources
- Access to electronic devices and additional opportunities for computing will increase as evidenced by current data benchmarks
- Greater variety of electronic resources will be available to community members as evidenced by growth of electronic collection size

Objective 1B: Stimulate imagination in our community members

Actions:

- ❖ Provide opportunities for learning and exploring STEM/STEAM themes
- ❖ Explore opportunities for circulating non-traditional material types
- ❖ Implement badging program devoted to learning new skills in areas of interest to adults (e.g., technology, genealogy, personal finance)

Measurement:

- User satisfaction levels as evidenced by survey responses and anecdotal feedback will be rated consistently high in regards to programming

- Greater variety of programs will be available to community members as evidenced by increased program offerings and attendance rates
-

Goal 2: Community members will be welcomed by an engaged, patron-focused staff

Objective 2A: Provide effective assistance to community members in a digital world

Actions:

- ❖ Implement technology training program for staff
- ❖ Provide staff with updated email and MS Office suite
- ❖ Develop new employee onboarding program
- ❖ Recognize staff achievements through staff recognition program and internal staff communications

Measurement:

- Staff knowledgeable in core technology competencies as evidenced by annual employee evaluations
- New staff orientation program implemented
- Staff satisfaction levels as evidenced by survey responses will be rated consistently high in regards to new employee orientations

Objective 2B: Provide appropriate and consistent level of staffing across the Library

Actions:

- ❖ Review all job descriptions and revise as needed to improve operation efficiency and align staff positions throughout the Library
- ❖ Create combined pool of staff for shelving and material paging
- ❖ Explore intra-departmental opportunities for cross training staff
- ❖ Coordinate collection development efforts throughout the library

Measurement:

- Staff satisfaction levels as evidenced by survey responses will be rated consistently high with regard to professional development and cross training efforts
- User satisfaction levels as evidenced by survey responses will be rated consistently high in regards to customer service
- Successful alignment and restructuring of staffing throughout the Library



CONVENIENCE INITIATIVE:

Deliver excellent service to our community with maximum ease and convenience of use

Goal 1: Community members will visit a library that is easy and fun to use, and customer-friendly in its arrangement and layout

Objective 1A: Enhance access for use of library materials and services by library visitors

Actions:

- ❖ Develop and implement a concierge service model
- ❖ Streamline room reservation process for library patrons
- ❖ Provide options for eating and drinking in the library
- ❖ Explore opportunities for additional book drop locations within the building and off-site
- ❖ Evaluate current library hours of service to determine how well they support access and service with eye toward expansion
- ❖ Explore feasibility for additional and improved self-service experience
- ❖ Research needs and costs for implementing RFID

Measurement:

- User satisfaction as evidenced by survey responses and anecdotal feedback will be consistently rated high in regards to access to library materials and services
- Increased use of self-service options as evidenced by current data benchmarks
- Increased number of library visitors as evidenced by current data benchmarks

Objective 1B: Enhance user experience for discovery of collection materials

Actions:

- ❖ Right size library collections for current space constraints
- ❖ Expand space devoted to browsing collections and popular materials
- ❖ Complete reorganization of Youth Services collection areas
 - Complete reclassification of picture books by subject
 - Complete reorganization of youth holiday collection
 - Implement youth readers level project
 - Implement topical arrangement of parent-teacher collection
- ❖ Optimize arrangement and access to popular AV materials, including investigation of vending solution(s) and alternative shelving options

- ❖ Create and implement merchandising plan for collection materials and provide building wayfinding

Measurement:

- Increased collection use in reorganized areas as evidenced by current data benchmarks
 - User satisfaction will be consistently rated high as evidenced by survey responses and anecdotal feedback in regards to discovery of library materials
-

Goal 2: Community members will have access to library services designed to meet their busy lifestyles

Objective 2A: Provide convenience-oriented services to library visitors

Actions:

- ❖ Rebrand and expand home delivery service
- ❖ Implement auto renewal of library materials
- ❖ Explore ability to provide curbside service for picking up library materials
- ❖ Explore fine free opportunities

Measurement:

- User satisfaction will be consistently rated high as evidenced by survey responses and anecdotal feedback in regards to convenience-oriented services
- Greater awareness and increased used of home services as evidenced by current data benchmarks

Objective 2B: Provide easy access to information and resources 24/7 through up-to-date and user-friendly virtual services

Actions:

- ❖ Update library website to provide a welcoming experience to users and facilitate easy access to library catalog, databases, district information and staff expertise
- ❖ Grow digital collections and support services to satisfy early adopters and remove barriers to access for traditional users
- ❖ Provide mobile access to library materials, resources and staff

Measurement:

- Increased use of the library website as evidenced by current data benchmarks
- Increased use of downloadable materials as evidenced by current data benchmarks

- Implementation of mobile solution for access to library resources for community members



CONNECTIONS INITIATIVE:

Promote community engagement through strong connections and partnerships

Goal 1: Community members of all ages and at all stages of life will enjoy library resources and services geared towards their interests

Objective 1A: Provide opportunities for engaging age specific groups that are currently under-represented at the Library

Actions:

- ❖ Implement middle school programming, staffing, and space plan
- ❖ Strengthen relationship with high school students through additional programming and outreach
- ❖ Provide quarterly programming of interest to community members in their 20s and 30s at off-site locations
- ❖ Provide resources and programs for seniors at local nursing homes and senior centers

Measurement:

- Increased use of library resources and program attendance by groups currently underrepresented at the Library as evidenced by current data benchmarks
- Increased outreach opportunities and establishment of community partnerships

Objective 1B: Provide service to targeted groups in our community

Actions:

- ❖ Support parent and teacher community through provision of supplementary library services and resources
 - Provide support for Every Child Ready to Read Initiative
 - Partner with District 304 to offer teacher cards, teacher resource guide, and library card registration initiative
 - Create parent teacher resource center
 - Expand service and outreach to homeschoolers
- ❖ Support small business/entrepreneur community through provision of supplementary library services and resources
 - Partner with Chamber of Commerce to build awareness of library resources
 - Provide quarterly programming in support of small business/entrepreneur community

Measurement:

- Increased use of library resources and program attendance by targeted community groups as evidenced by current data benchmarks
 - Increased number of library cards to targeted community groups as evidenced by current data benchmarks
 - Inclusion in business, parent and school communications (newsletters, social media sites)
-

Goal 2: Community members will be aware of library services and opportunities

Objective 2A: Build library brand recognition in the community

Actions:

- ❖ Implement Community Outreach Plan to establish, define, and prioritize community partnerships
- ❖ Develop and implement Marketing and Communications Plan to guide the activities of staff and promote content, services, and programs
- ❖ Connect library staff with businesses, municipal organizations, schools and other institutions to build awareness of library services by community members
- ❖ Understand and report community impact of library programs and services through use of outcome measures

Measurement:

- Increased number of followers and activity on social media as evidenced by current data benchmarks
- Increased awareness of library resources and services by community members as evidenced by current data benchmarks and anecdotal evidence