

Geneva Public Library 2017-2019 Strategic Plan



SECTION ONE: PLANNING SUMMARY

During the winter of 2016, the Geneva Public Library gathered feedback from the Geneva community on issues pertaining to the library as well as their own goals, aspirations, and challenges. The feedback was collected using a community survey (274 responses), four community focus groups, outreach events in conjunction with the Library’s 2016 tax vote, and a staff focus group. These responses helped the Geneva Public Library’s Long Range Planning Committee identify the following three major goals that the library will work towards for the next three years (2017-2019):

- 1) **Identify Essential Functions of Library Staff**
- 2) **Improve the Accessibility and Functionality of Library Spaces**
- 3) **Identify a Clear Financial Plan for the Library**

SECTION TWO: MISSION STATEMENT

The mission of the Geneva Public Library is to inspire and support a lifetime of learning and creativity for the Geneva community.

The Geneva Public Library provides reliable information to visitors and residents of all ages in a prompt manner and in all formats and media;

- an atmosphere and programming that offers residents social and intellectual stimulation;
- an extensive collection, as well as access to the collections of other institutions, for individual research, group study and special interests; current books, magazines and other materials that meet the wide-ranging and eclectic demands of the general reader

SECTION THREE: GOALS

1) **Identify Essential Functions of Library Staff**

Project Leader: Library Director, Pioneer Library System, Personnel Committee

Purpose: The staff has been identified as one of the Geneva Public Library’s strongest assets. To ensure this asset moving forward, the plan will address current staff workloads that are unsustainable and lead to inconsistencies in the services provided. It will also identify duties that are not aligned with their skillsets and professional interests. The Library must identify paths to refocus the workload for staff by creating additional positions and eliminating or transferring staff duties.

Measurement: This goal will be measured through a multi-year assessment using Professional Development Plan meetings and satisfaction questionnaires. A follow up staff reorganization to assess the success of the initial reorganization will also be conducted.

Action Steps:

- Action Step One- In January and February 2017, receive outside consultation from Pioneer Library System about reorganization of staff essential duties.
- Action Step Two- Implement reorganization plan as developed in step one and hire staff members as determined by reorganization, in conjunction with financial planning steps outlined in **Goal #3**.
- Action Step Three- Recruit and train volunteers in collaboration with Friends of the Library, to take on non-essential duties identified in reorganization and/or phase out non-essential duties completely through new initiatives and space reorganization.

2) Improve the Accessibility and Functionality of Library Spaces

Project Leader: Library Director, Board President, Building Committee

Purpose: While building space is one of the Library’s strengths, the layout of the building is disjointed and leads to underused spaces, inefficiencies with staffing and other resources, potential safety issues, and a lack of flow. The Library must implement low cost improvements to the space in conjunction with a long term plan for major capital projects.

Action steps:

- Action Step One- In early 2017, hire/obtain a consultant to develop a master plan for future renovations to the Library focused around parking improvements, current library services, and structural limitations of the building.
- Action Step Two- In early 2017, work with City of Geneva to include Library parking improvement as part of work in the Downtown Revitalization Initiative and City’s comprehensive plan. Commit to parking lot expansion of some form by end of 2019.
- Action Step Three- By end of 2017, share finished master plan with City stakeholders and pursue main floor revitalization project (new bathrooms, carpet, furniture, replaced swinging doors, and new furniture) as part of 2017 or 2018 construction grant.
- Action Step Four- Based on staff reorganization outcomes and the Library’s master plan, commit to facility related steps necessary to refocus staff workload as indicated in **Goal 1, Action Step One**, including the potential removal of the information desk on second floor by end of 2017.

3) Identify a Clear Financial Plan for the Library

Project Leader: Library Director, Finance Clerk, Board of Trustees, Finance Committee, Foundation for Geneva Public Library

Purpose: The Library is facing substantial rises in yearly expenses due to minimum wage increases, an aging building, cost increases for essential services, and staff reorganization goals. Other expected expenses include large scale capital projects associated with the master plan. A financial plan must be developed to ensure that library operating expenses for 2017-2019 are in harmony with the financial requirements to provide offsetting revenue while ensuring library services can be sustainably funded.

Action Steps:

- Action Step One- Based on hiring objectives identified in **Goal 1, Action Step One**, as well as increases in the minimum wage and other planned cost increases, commit to a Library Tax Levy Increase Strategy to achieve balanced funding.
- Action Step Two- Based on master plan and construction grant timeline, identify capital expenses and commit to a capital campaign or other strategies to meet funding needs.
- Action Step Three- Determine sources of additional revenue streams in conjunction with the Foundation for Geneva Public Library’s strategic plan.