



Springfield-Greene County Library District Strategic Plan

Strategic Initiative 1: Strengthen Fiscal Resources

**Goal 1: Diversify our income stream and
better organize cash flow.**

Deliverables:

Identifying process efficiencies, such as centralized ordering.

Improved payment options for library users.

Providing library users with expanded access to fee-based services, such as home delivery of materials.

Room rentals for special events.

Measures:

Benchmark percent of revenue by source category against peer library systems with median peer percentages as targets.

Total fiscal year activity-based revenue with target of 5 percent increase over the prior year.



Springfield-Greene County Library District Strategic Plan

Strategic Initiative 1: Strengthen Fiscal Resources

Goal 2: Analyze whether the district has sufficient fiscal resources to effectively serve all citizens of Greene County.

Deliverables:

Analyze existing services and programs to maximize positive impact for library users.

Collect and review best practices from peer library systems.

Define effective service and service population for the library system, and each location.

Review hours of operation for each library location based on user needs.

Measures:

Benchmark per capita revenue against peer library systems with a target of revenue that is above the median.

Percent of Greene County residents that live within the defined service area for each library location with a target of reaching 100 percent coverage.



Springfield-Greene County Library District Strategic Plan

Strategic Initiative 1: Strengthen Fiscal Resources

Goal 3: Continually increase the reserve fund towards the goal of 30 percent of the operating budget by the end of five years.

Deliverables:

Determine priorities for reserve fund.

Perform an initial analysis to identify and fund cash carry forward reserve needs.

Use former budgeted debt service funds to increase reserves towards goal.

Measures:

Reserve fund as a percentage of the total operating budget with a target of reaching 30 percent or more.



Springfield-Greene County Library District Strategic Plan

Strategic Initiative 2: Improve Access to Services for All Citizens of Greene County

Goal 1: Analyze equity of current access points and determine future needs for access.

Deliverables:

Define intended service area population for each branch and evaluate their needs.

Evaluate access point options including emerging categories such as kiosks or delivery services.

Improve collection diversity and accessibility based on community needs.

Increased engagement with the community to identify and meet needs.

Measures:

Number of active library users as a percent of the Greene County population with a target of increasing over the prior year's rate.

Resident satisfaction with library access as measured by an annual survey with a target of 90 percent satisfaction.



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Strategic Initiative 2: Improve Access to Services for All Citizens of Greene County

Goal 2: Expand community, corporate, and neighborhood partnerships to increase access points.

Deliverables:

Analyze existing and potential partnerships to increase service reach.

Building upon small business and entrepreneurial connections through the Business Connect program.

Dedicating staff time and development for community outreach and engagement.

Ensuring the Library is represented through staff participation in community organizations and decision making processes.

Measures:

Number of community organizations that have active Library partnerships with a target of increasing over the prior year.

Library net promoter score as measured by an annual survey of community partners with a target of improvement over the prior year results.



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Strategic Initiative 2: Improve Access to Services for All Citizens of Greene County

Goal 3: Expand outreach collaboratives and partnerships to provide access and services to underserved populations; including non-readers, non-English speakers, and non-library users.

Deliverables:

Build upon community partnerships for improved service outreach, such as school partnerships.

Diversity and inclusion services and staffing initiatives to improve access.

Identify service gaps through geographic analysis of active card holders relative to population.

Proactive engagement by engaging groups and organizations with members in underserved populations.

Measures:

Number of one-on-one conversations with Greene County residents to collect Library feedback with an annual target of 1,000 or more.



Springfield-Greene County Library District Strategic Plan

Strategic Initiative 3: Enhance the Total User Experience

Goal 1: Evaluate the current branches for the addition of multi-use spaces including outdoor, meeting and study areas and drive-up windows.

Deliverables:

Expand the Library Center auditorium to meet community needs for large events and programs.

Improve outdoor spaces including through community partnerships with organizations such as the Park Board.

Pursue the "Museum Model" for library spaces with permanent and traveling displays for users.

Upgrade existing locations to provide better furnishings, lighting, accessibility, technology and virtual friendly rooms.

Measures:

Total library traffic with target of 10 percent increase over the prior year.

Number of people and organizations who were unable to reserve space due to Library capacity with a target of 0.



Springfield-Greene County Library District Strategic Plan

Strategic Initiative 3: Enhance the Total User Experience

Goal 2: Enhance the digital user experience.

Deliverables:

Improve software for user functions, such as replacing the SPACES software.

Improve user access through training and additional digital resources, including a library user app and federated search.

Increase online self-service options, including payments, Library Foundation donations and program registrations.

Provide accessible virtual options for event attendance and participation.

Measures:

Percent of library users who report using digital services or resources as measured by an annual survey with a target of increase relative to last year's results.

Percent of library user satisfaction with digital resources and services as measured by an annual survey with a target of 90 percent satisfaction.



Springfield-Greene County Library District Strategic Plan

Strategic Initiative 3: Enhance the Total User Experience

Goal 3: Enhance all aspects of the library's
collection.

Deliverables:

Continue to explore opportunities to "Merchandise" collection displays to improve user access.

Encourage patron engagement/suggestions in collection purchasing decisions.

Prioritize staff time for development of reader advisory skills.

Promote collection diversity and inclusion.

Measures:

Number of collection items checked out divided by total collection size with annual target of increase relative to the past year's ratio.

Percent of library user satisfaction with physical collection as measured by an annual survey with a target of 90 percent satisfaction.



Springfield-Greene County Library District Strategic Plan

Strategic Initiative 3: Enhance the Total User Experience

Goal 4: Increase public awareness of library services.

Deliverables:

Develop education programs on library services for internal audiences including users.

Invest in advertising and content creation, such as hiring a videographer, to improve information provided to residents.

Leverage community partnerships and engagement to reach a broader audience.

Professional development for staff to act as ambassadors promoting library offerings to the community.

Measures:

Overall resident awareness of library services as measured by an annual survey with target of increase relative to the prior year's awareness results.