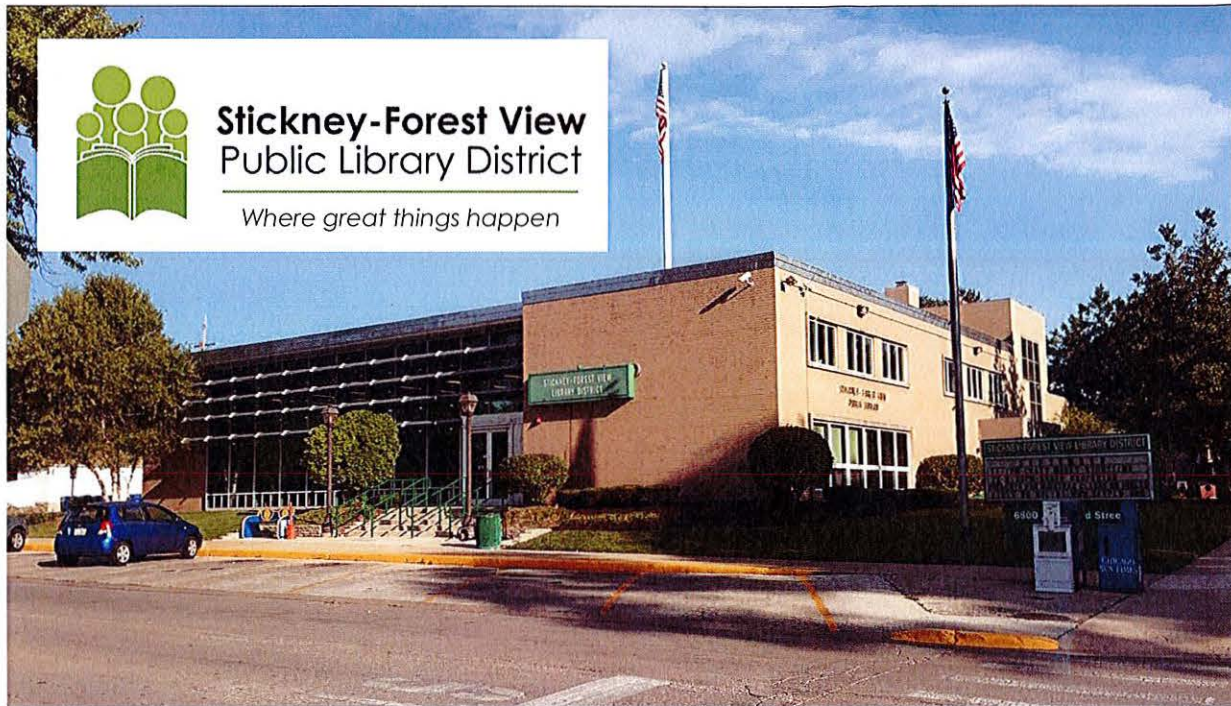


ALWAYS FORWARD

Strategic Goals 2018-2022



OUR MISSION

To continue our evolution towards a thriving community hub which facilitates enlightenment, entertainment, and access to information – always embracing the needs of our diverse community and a drive towards future growth.

STRUCTURE

The Library Board of Trustees is comprised of seven elected members serving in the important role of stewardship and governance to the Stickney-Forest View Public Library District. Their key functions include advocacy, policy creation, fiscal diligence and comprehensive attention to the Library facility. Library Board members serve 6 year terms, with no compensation and donate their time to serve the Library community.

The Library Board of Trustees hires and works collaboratively with the Library Director to serve the needs of the Stickney Township residents. The Library Director is to faithfully serve in a main leadership role. Duties include the preparation and implementation of the Library budget, the development of employment and service policies, strategic planning, public and governmental relations, facility management, and to report to, and advise the governing Library Board, and other governing officials. It is the responsibility of the Library Director to ensure compliance with laws, create ordinances and resolutions, solicit grant funding and create fundraising initiatives. The Library

The Library, despite a modern facelift, is still an aging building. With the current fiscal reality showing signs of decline or at least holding steady, and with no prospect for population growth, we have to carefully and strategically plan for anticipated building repairs. We struggle with increasing staff costs, and the need to maintain staffing levels to continue to provide the services to which our patrons have become accustomed.

Our strength is in the service that we provide and in the fact that the Library is indeed a community hub of activity. Our challenge is to continue to serve our diverse community.

A FEW FACTS

Total Population Served	10,412
Total Staff	20
Hours Open Per Week	60
Building Construction Dates	1958-1963
Total Income	\$1,374,766
Total Patron Visits	130,312
Total Library Cards Issued	3,000
Total Programs	871
Total Program Attendance	12,315
Total Circulation of Materials	50,393
Total Grant Procurement	\$70,000



WHAT THE COMMUNITY HAS TO SAY...

"We love this Library!! Wonderful, enthusiastic staff & good spaces!"

"The whole staff is amazing. Always making a memorable experience for my children."

"From the first day I entered your Library I felt comfortable. That was due to the personalities of ALL the staff. Keep up the good work."

"The staff here are excellent! Very helpful & friendly!"

"I Love Love this Library"

"You guys are awesome!"

"Best team in the world!!!!"

FROM THE KIDS (& TEENS)

"♥ this place ♥"

"♥ :)"

"Love Stickney Library!"

Strategic Plan

Stickney-Forest View Public Library District

2018-2022

THE PROCESS

Due to the limited resources of the Library, and being ever mindful of the possibility of future growth, planning is necessary as a tool to determine goals and make decisions about expanding or limiting resources and services. This plan provides a framework of priorities that have been determined by the community, the staff, the Strategic Planning Committee and the Library Board of Trustees.

In order to formulate the Strategic Plan, a Tier One Committee was established, and numerous brainstorming meetings occurred. Library staff and the Library Board were apprised of all developments that resulted from these meetings. A patron survey was developed which initiated further feedback.

Administration compiled all results to arrive at a 7-goal Strategic Plan. A Staff Institute Day was arranged to elicit final feedback to present to the Library Board.

What follows is a 4 year plan for strategic success.



GOAL ONE

Employee Investment – The Stickney Forest-View Public Library District will continue to consider its staff to be its greatest strength. Employees will continue to be treated with respect, and Administration will advocate for their interests, compensation and benefits so that they can best serve our public.

Action	Timeframe
All departments in the Library will develop job descriptions and core competencies for each position.	2019
Training procedures, new employee orientation procedures, and staff re-training protocols will be put into place and kept current.	2019
Employee job descriptions, core competencies, and training procedures will be distributed at evaluation time and reviewed on a yearly basis	2018-2022
Employees will be evaluated at the end of each fiscal year (by June 30th) for competencies, goal achievement, and fiscal accomplishments. Positions will be evaluated and redefined, as required	2018-2022
Staff will be strongly encouraged to take advantage of at least one professional development course each year. All course completions will be documented in the employee's personnel file.	2018-2022
Any employee who pursues with diligence a Library degree, certificate or related education (teaching, programming) will be eligible for a tuition reimbursement benefit and opportunities to study at work if the intellectual property can be brought back to the Library for the improvement of Library service.	2018-2022

GOAL TWO

The Library as a Community Responder – The Library will strive to understand and anticipate the unique needs of its diverse community.

Action	Timeframe
Increase convenience and improve access to services and materials which includes adaptive access – physically and digitally, multi-language accessibility, services for psychological/emotional challenges, homelessness, domestic distress – and any other challenges.	2018-2022
Directly address the Latino demographic through translation work that reflects our respect and appreciation for the contributions from this community, and the necessity of our service.	2018-2022
Renovate parking lots.	2019
Create signage.	2019
Create outdoor digital signage.	2019
Increase display features.	2019-2020
Renovate bathrooms to ensure compliance with current gender laws and specifications as well as ADA compliance codes.	2021
Create a dedicated area for tweens within the youth or young adult space	2019-2022
Renovate front entrance, ramping, stairs and sidewalks to ensure compliance and access.	2019
Remodel the Young Adult Space to facilitate the needs of our fastest growing demographic and protect their dedicated spaces for safety as well as the enjoyment of our Young Adult community.	2020
The Library will enhance all ongoing communication with patrons – including seniors, local businesses, philanthropic organizations and governmental bodies within the community. This will include active involvement with outreach activities and the revitalization of relevant and inclusive alliances. The Library will remain committed to a robust social media presence, a functioning marketing program and the development of an accessible and relevant website.	2019
The Library will collaborate with neighboring organizations, communities and libraries to develop cost-share literacy programming (author events etc.) and to promote the digital museum and archive efforts.	2019-2021
The Library will continue to develop initiatives and build momentum with	2018-2022

Home Delivery and Talking Books.

The Library will develop and implement at least one Community Read initiative per year. 2019-2022

The Library will develop new book discussion groups to appeal to the millennial demographic. 2018-2022

The Library will purchase a vehicle (branded with wrap) to facilitate home delivery and outreach. 2020

GOAL THREE

Distinction – What will continue to set us apart from the others? The Stickney Forest View Public Library will strive to continue to be recognized as leaders in the community in every aspect of both the traditional and emerging definitions of service.

Action	Timeframe
Establish joint partnerships with other libraries, schools and organizations with the goal of uniting as a community and offsetting costs. This will include, among other things, the prospect of rotating exhibitions, collaboration and development of local group read initiatives, and community author events.	2018-2022
Establish a Digital Museum that unites the community and positions the Library as an effective steward of local history.	2020
The Library will continue to develop inclusive outreach activity that appeals to the specific and diverse needs of the community.	2018-2022
The community garden concept will continue to develop, providing education in regards to the environment and sustainable living.	2018-2022
Implement programs specifically designed to facilitate and address the needs of a diverse community with a special focus on underserved populations.	2019-2022
Continued development of initiatives to improve access to service in creative and innovative ways, such as a “Book /Skype a Librarian” Home Delivery and the “Talking Book” initiatives.	2019
The Library will continue on the path of advances in a technological infrastructure that is unparalleled in the area with E-RATE assistance.	2019-2022
Market and brand the Library to match the Library renovation through the establishment of a viable Marketing Committee.	2019
Create large scale community fundraiser events on an annual basis.	2020-2022
Partner with local businesses to increase Library card registrations by arranging store-based incentives for having a card	2020-2022
Continue to develop homeschooling materials and services, and create programming catered to this demographic.	2019-2022

GOAL FOUR

Technology Leaders – The Stickney-Forest View Public Library District will remain a leader in the development and implementation of a state of the art technological infrastructure.

Action	Timeframe
The Library, through networking, community and staff input will continue to upgrade existing technology, and be vigilant in regards to emerging trends and new technology worthy of implementation. (See The Stickney-Forest View Long-range Technology Plan for detailed information.)	2018-2022
A technology committee will be established in order to research, discuss and plan for annual technology upgrades and expenditures.	2019
The Library will implement regular training protocols for employees, as well as patron instruction.	2019-2022
The Library will budget appropriately for yearly upgrades and improvements. This includes the aggressive pursuit of grant funding to ensure finance reality.	2019-2022
The digitization program will reach full implementation. A marketing campaign to promote the Digital Museum with educational programming and a community launch will be in place.	2019-2020
Procedures and policies will be implemented to address copyright issues, procedural protocols for digitization intake and scanning.	2018-2019
The Library will establish a best practices timeline regarding technology retention and upgrades.	2019
The Library will plan and implement a technology improvement project for the Young Adult Department.	2019
The Library will implement improvements related to patron workstations.	2019

GOAL FIVE

The Hub of Our Community – The Library will remain committed to facility upgrades and improvements to both maintain current levels of progress and enhance the facility in terms of structure, décor and maintenance.

Action	Timeframe
The outdoor spaces will continue to be developed to consider the enjoyment, programming potential, ascetic value and safety for the community.	2018-2022
The Library will finance and implement a new roof project.	2018
A security system will be implemented.	2019
A new accessible entranceway will be designed and built.	2019-2020
Improvements will include parking, sidewalk repair.	2019-2020
An effective safety plan will be upgraded and implemented. All staff will be re-trained on safety procedures.	2018-2019
A Building Maintenance plan will be created and implemented.	2018
Adequate grant funding and budgetary accommodations will be in place to achieve the maintenance of the existing facility and future improvements.	2018-2022
Funding will be secured to replace the existing outdoor sign with a digital option.	2019
Signage will be purchased for the facility's interior.	2019

GOAL SIX

Marketing Genius – The Library will reflect marketing genius and adopt best practices to achieve consistency in branding through all mediums, developing strategies for promotion to the community which will enhance awareness and participation.

Action	Timeframe
The Library will establish an active and effective marketing committee which will plan and implement marketing strategies and plans. The committee will solicit feedback and cooperation from the community and staff in order to develop effective marketing strategies.	2018-2020
Various analytic methods will be employed and monitored to measure the effectiveness of all marketing channels.	2018-2022
A new website will be created under the direction of the Library's Website and Marketing Committees.	2018-2019
Fundraising and marketing goals will include a plan development for unique community engagement initiatives.	2019

GOAL SEVEN

Administrative Effectiveness – The administration of the Stickney-Forest View Public Library District will continue to strive for efficiency and exemplify both fiscal responsibility and creativity.

Action	Timeframe
Administration will ensure that adequate funds are available to finance not only current projects, but future projects and initiatives. Levy funds, grant proceeds and special reserves will be managed in accordance to the Library budget.	2019-2022
Administration will direct and pursue grant funding initiatives	2019-2022
A new employee orientation program will be developed.	2019
All policies will be current and reviewed on a schedule.	2019

FOOTNOTES

Strategic Plans are guidelines and paths for future initiatives and goals. They are fluid documents that can be expected to change in the face of unexpected events and budgetary concerns.

The years referenced in this document refer to fiscal years as opposed to calendar years.

Director oversees and approves hiring, and is responsible for directing staff through empowerment and development.

A highly skilled and invested staff is the cornerstone of the Library's operational success. Staff members report to their direct Departmental Manager, and/or to Administration, as required. They work collaboratively, as a team, to implement the strategic plan, develop and organize the collection, serve the resource needs of our diverse community and to utilize their creative talents to market and create educational and entertaining programming.

LEADERSHIP

Board of Trustees

	Joseph Lopez, <i>Trustee</i>
Edgar Montiel, <i>President</i>	Anthony Murillo, <i>Trustee</i>
Sylvia Hosek, <i>Treasurer</i>	Edgar Montiel, <i>Trustee</i>
Marjorie Blatter, <i>Secretary</i>	Heidi Garza, <i>Trustee</i>

Administration

Heather Shlah, *Library Director*
Joanne Chavez-Buchanan, *Business Manager*

Management

Leighton Shell, *Head of Popular Services*
Danielle Taylor, *Head of Youth Services, Young Adult Services and Outreach Services*
Marcos Arellano, *Head of Technical Services*
Kirsten Heintz, *Head of Circulation Services*

The Stickney-Forest View Public Library is a District. It receives no supplemental funding from Municipal bodies. It is responsible for following all applicable State laws, industry standards, and Library laws. It provides data to the Secretary of State and Cook County while following Administrative Codes. All grant funding/donations are procured solely by the Stickney-Forest View Public Library District.

HISTORY

The Early Years (1930s & 1940s)

The Stickney-Forest View Library District evolved from the Stickney Library, which was founded in 1934. The original collection of the Stickney Library began with the inheritance of 1,400 books from a WPA (Works Progress Administration) project located in the Stickney Township building.

A group of Stickney residents formed the Stickney Library Association. The first Librarian was Mrs. Helen Earl. In 1940, the Library moved from its cramped space at Pershing Road and Scoville Avenue to a store building at 4204 South Oak Park Avenue. In 1942, Stickney Library had 1,958 books on the shelves, a number which doubled within four years due to new purchases and donations. One notable donor was Harry Sklenar, a member of the United States Armed Services, who brought books back with him to Stickney while on leave.

A party was held at the Village Hall in 1946 to raise funds to help pay for lights, rent, and new books. Two years later, the Stickney Library Association moved into more suitable accommodations in the new Stickney Township Health building located at 6721 West 40th Street.

Growing with the Community (1950s–1980s)

In 1953, a petition to form a Library District between Stickney and Forest View began to circulate, and was submitted to a County Judge on June 16, 1953. A referendum was held in November of that year to create the District. The population of the proposed Library District was approximately 6,000 people at the time. The Library District would be funded through a Library tax of 6 cents per \$100 of assessed real estate value. The first time the decision was put to them, voters rejected the establishment of the proposed Library District.

In 1954, a State study recommended that Stickney and Forest View be served by a unified Library District. In April of 1954, voters approved the creation of the Library District. Stickney-Forest View became the first Library District founded in Cook County since the State law had been passed in 1945 authorizing the foundation of Library Districts.

The Library Board purchased the Faith Community Church, which was a white frame church building located at 6714 41st Street in Stickney, for \$6,000 to temporarily house the Library. In 1955, the new Stickney-Forest View Public Library District opened in the refurbished and repainted Church. That same year, the Library Board acquired the lot on the corner of 43rd Street and Oak Park Avenue, and designated it as the future (and current) home of the Stickney-Forest View Public Library District.

In 1958, construction began for the two story building at the corner of 43rd Street and Oak Park Avenue at an estimated cost of \$175,000 and a projected completion in the year 1963. The building was designed by Architect Eugene Cook.

In 1960, the Stickney-Forest View Public Library District held a special election to select Trustees and endorse or reject a proposed \$154,000 general obligation bond issue. The bond proposal was designed to speed completion of the new (now) \$225,000 Library which was under construction. With additional revenue, construction of the Library would be completed by the year's end, which

was desirable due to the increased use of the existing facility. The Library was serving approximately 7,000 residents at that time.

In 1966, The Stickney-Forest View Public Library District was one of 19 west suburban Libraries to join a proposed Suburban Library System which was authorized by a new State law. This Library system provided Inter-Library loans, which would allow for the avoidance of unnecessary duplication within local collections and for member Libraries to specialize in subject areas.

In 1972, the Library had an exhibition of paintings and pen and ink drawings by artist Dorothy Eastline. By 1985, the Library had more than 500 movies in VHS format.

Renovations Begin (1990s & 2000s)

In 1993, renovations were completed that included the addition of the current Youth Services Department. The Library building was also made to be ADA compliant (in accordance with the standards of the day.)

Eleven years later, in 2004, additional renovations to the building were completed. New desks were installed, new flooring was put down, windows were updated, window shades were installed, and new lights and ceiling fans were installed. The existent washrooms were remodeled and a new family washroom was added. Public access to computers was provided through the addition of desktop PCs in the Main Room, as well as the establishment of a computer lab. In 2007, the North parking lot was built. In 2009, the Stickney-Forest View Library District annexed Central Stickney, an unincorporated part of Cook County, comprised of an 8 block by 4 block residential area, the industrial area between I-55 and 51st Street and Central Avenue to Harlem Avenue. In 2009, the Library celebrated its 75th anniversary.

A Modern Library (2010s & Beyond)

In 2013, the second story loft was renovated and turned into a Library space dedicated to Young Adults. A year later, Studio GC and Architect Richard McCarthy were retained for renovation visioning.

On March 15th, 2015 The Library proposed a referendum question to the voters of the District asking to levy for a bond issue in the amount of \$1,237,267.00. A resounding 70% of the constituents voted “yes” for Library renovation and building improvement. In 2015, Architect Darren Schretter from Studio GC was retained to design and implement the Library renovation.

Construction for the \$1,800,000 project (with the Library self-funding a significant portion of costs through their Special Reserve fund) was completed in May of 2017. The project resulted in a space reconfiguration of the main and lower levels, increased office space, increased meeting room space, and a complete modernization of furnishings, finishes and color. Significant technical improvements included state-of-the-art audio visual equipment and a media box dispensary system. Many high efficiency upgrades included LED lighting, exterior solar shades and high efficiency window glazing. Impressive procurement of grant funding through DECO and E-Rate offset costs further. On April

7th, 2018 the Library secured a \$36,300 construction grant from the State of Illinois for a proposed redesign of the 43rd street entrance to address accessibility issues.

Today, the Library serves a population of 10,412 and is governed by a 7 member elected Board of Trustees. The Library employs a permanent staff of 20, hosts total annual visits of 130,312 and has nearly 3,000 Library card holders. The Library collection consists of 35,704 books, 118 periodicals 34,822 E-books, 3,800 E-Audio recordings, 8,000 Physical and downloadable audio recordings and 4,200 physical and downloadable DVDs. The Library's Children's collection boasts nearly 27,000 items. 35 computers are available for public use, and the Library provides access to 56 electronic databases. In the 2017 fiscal year, the Library loaned nearly 64,000 items, answered 8,107 reference questions and held 871 programs which 12,315 people attended.

WHO WE SERVE

The Stickney-Forest View Public Library District serves large portions of Stickney Township, a geographic area of 12.5 square miles, located within Cook County approximately 7 miles SW of the Chicago Loop. The District serves the villages of Stickney, Forest View and Central Stickney – a population of 10,412.

The median age range in the District is 37.3, and the fastest growing age demographic is those aged 10-19 years of age. The demographic facing the most rapid decline is those aged 60 and above. The average per capita income in the District is \$22,585. Approximately 44% of household incomes are under \$50,000. The District faces a poverty rate of 10.4%, with 14% being under the age of 18.

The median value of owner occupied housing units in the District is \$173,500 – with the vast majority of values in the \$100k-\$200k range. 80.3% of the residents achieved a high school diploma (and subsequent training) and 12.9% a bachelor's degree or higher. 50% of the households in the district speak a language other than English at home, with Spanish being by far, the most common.

OUR STRENGTHS AND CHALLENGES

The Stickney-Forest View Public Library District continues towards growth in the collection, outreach and programming, despite limited resources. We proudly, not only meet community standards, but exceed them. As a Library District, we are responsible for all financial stewardship. While voters voted "yes" for a bond issuance that facilitated extensive renovation, they did not vote for an operational levy increase. Essentially, the Library operates on the original pre-renovation levy, which increased only to cover the cost of bond debt. This extra tax will be retired in ten years.

The District is tax capped, and is not supplemented by any municipal revenue. While Special Reserve funds are intact for building construction "emergencies" in general, the District operates in a situation of increasing costs and declining revenues. The District is almost entirely dependent on grant and donation proceeds for extra expenses. We are fortunate, and it is a strength, that we have robust grant seeking talent in house.