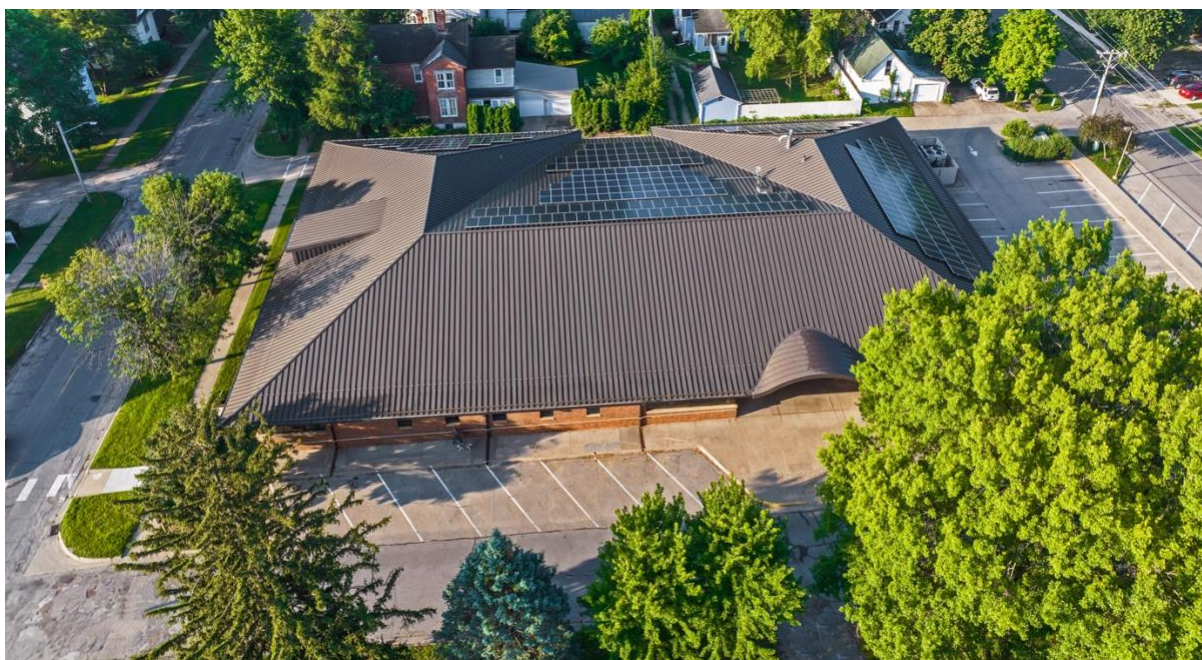




2024-2027 STRATEGIC PLAN



I. INTRODUCTION

The Fairfield Public Library's new 3-year strategic plan for 2024-2027 represents a broadening of the vision that was developed when a 1-year plan was initiated in 2023. The 2023-2024 plan prioritized the enhancement of the library's physical space and the acquisition of new digital resources such as the MyLibro smartphone app, Hoopla, Kanopy, and free digital access to newspapers. The 2024-2027 strategic plan more substantially emphasizes efforts to expand staff capacities, further develops the library as a center for the arts, volunteering, and sustainability, and reorients the library organization toward a redefinition of our space, services, and resources in alignment with the vision and mission of the Library. The new strategic plan maintains that early literacy programming is essential to our mission, that collaboration with City, local businesses and nonprofits makes us stronger, and that promotion of library offerings must be a continuous, creative endeavor.

The 2024-2027 strategic plan is informed by data collected at a public *Community Conversation* event held on January 24, 2024 at the Library, recommendations from Library staff, community survey results submitted by 170 participants from January through March 2024, and one planning meeting with Library Board executive officers and Library Director Schmidt-Mickunas.

II. LIBRARY RENEWAL PROJECT

The 2024-27 Plan introduces our intention to address the need for essential updates and enhancements to the building. Our library, though a relatively new construction in comparison with other City buildings in Fairfield, will be 30 years old in 2026. Public library services in America have changed considerably since our library moved from the old Carnegie building to our current location at 104 West Adams Avenue in 1996. However, providing access to print-based materials remains the most essential service at Fairfield Public Library. In fact, the Library continues to maintain the largest collection of physical items among all public libraries in Iowa with comparably-sized communities and funding; Additionally, our circulation is in the top three among *Size E* libraries according to the State Library's annual survey from 2021. However, as our society's relationship to information continues to be impacted by digital access to news, literature, and other media, public libraries are further emphasizing other offerings such as programs and services, as well the *third space* function of "libraries as meeting places."

Based on anticipated changes in library use by our community in the coming decades, architecture and design services have been deemed necessary as we assess our building's basic infrastructure, space allocation, materials storage, and furnishings. In fall of 2023, Director Schmidt-Mickunas contacted Minneapolis-based architecture firm MSRDesign— a firm which not only designed the Fairfield Public Library in the early 1990's, but also designed the award-winning Missoula Public Library and the Madison Public Library—to discuss MSR providing proposals for a phased library renewal project. With funding secured for project proposals from MSRDesign, representatives from the firm will visit Fairfield in the second quarter of Fiscal Year 2024-25 to meet with key stakeholders and discuss the community's vision for the library renewal project. See Part IV, Priority 1, Goal 2 for more about this initiative.

III. 2024 VISION AND MISSION STATEMENTS

VISION

Curiosity, Connection, Empowerment

MISSION

The mission of the Fairfield Public Library is to provide access to programs, materials and resources that celebrate diversity, stimulate the imagination and encourage lifelong learning; To offer a safe, comfortable place for individuals to enjoy and to gather as a community; To promote better understanding of our history, of current meaningful endeavors, and to provide the resources and support to imagine a more sustainable, equitable and collaborative future.

IV. PRIORITIES, GOALS, OBJECTIVES & MEASUREMENT

PRIORITY 1

NURTURING CURIOSITY AMONG ADULTS AND YOUTH

GOAL 1

Increase visibility of library in Jefferson County for non-borrowers and rural residents

Objective 1: Create print brochures for the library that promote our resources, services, and programs. (FY25, Q1)

Objective 2: Develop a quarterly newsletter in digital and print formats that familiarizes borrowers with upcoming events and highlighted resources and services. (FY25, Q2)

Objective 3: Investigate adding a virtual tour of our building to our website. (FY26, Q1)

Objective 4: Purchase a book bike for use at Fairfield community events and for outreach to schools. (FY26, Q4)

Objective 5: Investigate options for a vehicle to deliver services to rural Jefferson County. (FY27)

Measurement: (1) 50% increase in physical and digital circulation by 2027.

(2) 100% increase in juvenile accounts by 2027.

(3) 4,500 total active accounts by 2027.

GOAL 2

Develop a plan for space reallocation in library building

Objective 1: Investigate the transfer of the Library's unused and outdated reference materials and periodical back issues to another location. (FY26, Q3)

Objective 2: Assess the need for maintaining CD, DVD, and Books on CD collections on an annual basis. (On-Going)

Objective 3: Investigate other uses for Library's former Reference Desk. (FY25, Q2)

Objective 4: Establish an area of the building with new furnishings where visitors can sit together and converse with family and friends. (FY26, Q1)

Measurement: Space reallocation plan is initiated by March 2025 with completion of project by summer 2027.

GOAL 3

Hire MSRDesign to develop a project plan for a phased library renewal

Objective 1: Host MSRDesign staff and key community stakeholders for initial meetings in 2024-25. Learn more about MSRDesign [here](#). (FY25, Q2)

Objective 2: Work with Samuels Group to develop a capital plan and raise funds to pay for renewal projects. (FY25, Q3)

Objective 3: Investigate the following areas - Meeting room renovation with updated lighting and AV capabilities; Youth Services space update with interactive design and sound dampening structure; new designated quiet reading and work space; Outdoor seating and tables with green space on Adams Avenue; Better-defined book sale space; New carpet, furniture, lighting elements, color palette, and signage. (On-Going)

Objective 4: Complete Library Renewal Project by 2035.

Measurement: (1) Obtain project proposals from MSRDesign in FY25.
(2) Complete 1-2 renewal projects by the end of FY27.

PRIORITY 2

CONNECTING PEOPLE, PLACES AND THINGS

GOAL 1

Expand programming for middle age adults and seniors

Objective 1: Re-introduce free feature films and documentaries at the Library. (FY25, Q2)

Objective 2: Increase the number of monthly library-sponsored book clubs to 3 clubs. (FY25, Q4)

Objective 3: Offer monthly educational programs for smartphone, internet, and basic PC applications. (FY25, Q4)

Objective 4: Develop a fiber arts program in collaboration with Fairfield Art Association, local artists, and local businesses. (FY26, Q3)

Measurement: (1) Record an increase in the number of adult programs by 25% by end of FY25.

(2) Complete all objectives by the end of 2027.

GOAL 2

Develop Library into a center for arts and culture

Objective 1: Complete the storage and display area for the Art To Go Collection. (FY25, Q1)

Objective 2: Transition AV Room into a recording space and repository for the Music Tools Collection. (FY25, Q2)

Objective 3: Host monthly gallery events for First Fridays Art Walk. (FY25, Q4)

Objective 4: Provide quarterly recorded presentations on learning Adobe Premiere, Illustrator, Photoshop and After Effects. (FY25, Q2)

Objective 5: Investigate local partners for hosting a Make Music Day in Fairfield. (FY26, Q4)

Objective 6: Partner with Soul Bone Literary Conference to broadcast the online conference in the library. (FY26, Q1)

Measurement: (1) Publish an article in the Iowa Source describing our accomplishments with reference to the Strategic Plan.

(2) Complete all objectives by end of 2027.

GOAL 3

Build a vibrant community of library volunteers

Objective 1: Develop a volunteer application process with application and interview. (FY25, Q1)

Objective 2: Assign a secondary role of *Volunteer Coordinator* to a current

full-time staff member and develop capacities for this role. (FY25, Q2)
Objective 3: Facilitate an annual Library Clean-Up Day in April. (FY25, Q3)
Objective 4: Hold a Library Volunteer Appreciation Day in May. (FY25, Q4)

Measurement: (1) Develop a core of 20 active volunteers by the end of FY26.
(2) Win the City Beautification Commission's Rose Award.

GOAL 4

Develop mental health awareness for staff and community

Objective 1: Coordinate annual mental health resource trainings for staff with Optima Life Services. (FY25, Q3)

Objective 2: Create an outdoor break area for staff on the building's south side. (FY26, Q3)

Objective 3: Continue to follow the State Library of Iowa's investigation of the need for social workers in public libraries. Learn more [here](#).

Measurement: Complete all objectives by the end of 2027.

GOAL 5

Develop the library into a center for sustainability

Objective 1: Strengthen partnerships with the Southeast Iowa Sierra Club, the Resilient Action Committee, and the Office of the Fairfield Sustainability Coordinator through collaborative programs. (On-Going)

Objective 2: Develop procedures and infrastructure that facilitate greater sustainability in areas such as disposal of paper waste, creative reuse of tools and materials, conservation of energy, and the regeneration of native biodiversity. (FY25, Q4)

Objective 3: Obtain certification through the Iowa Library Association-sponsored *Sustainable Libraries Initiative*. Learn more [here](#). (FY26, Q4)

Measurement: (1) Complete all objectives by end of 2027.
(2) Library is selected as a site for Earth Day activities in 2027.

PRIORITY 3

EMPOWERMENT THROUGH GREATER ACCESS TO EDUCATION, INFORMATION & TECHNOLOGY

GOAL 1

Library staff and trustees take part in professional development initiatives

Objective 1: All staff attend one day of the annual Iowa Library Association Conference. (FY25, Q2)

Objective 2: Library Director attends one national library association conference each year.

Objective 3: Three full-time staff members and Director complete a 3-month small group reference librarianship study program. (FY25, Q4)

Objective 4: Library is supported by a visit from our district consultant from the State Library for annual Professional Development Day. (FY26, Q1)

Objective 5: Library trustees participate in monthly continued education discussions, attend one day of the annual ILA Conference, and complete an annual Board Assessment. (On-Going)

Measurement: (1) Complete all objectives by 2027.

(2) Rate of employee retention increases by 50% from FY24-FY26.

Goal 2

Increase project funding community-wide through financial gifts and grants

Objective 1: Provide hands-on education for grant-seeking efforts by City agencies, businesses, and non-profits. (FY25, Q1)

Objective 2: Increase community-wide use of the Foundation Directory Online grant database through public and recorded demonstrations. (FY25, Q4)

Objective 3: Obtain grants for Library capital improvement projects and for collaborations with local non-profits whose missions are aligned with our own. (FY26, Q1)

Measurement: (1) Provide payment to MSRDesign for project plans in FY26.

(2) Provide payment to contractors for 1-2 renewal projects by the end of FY27.

(3) Help obtain a significant grant for another City department through Foundation Directory Online research by end of FY26.

GOAL 3

Improve access to the library's digital resources with new tools

Objective 1: Investigate the addition of A.I. integrated digital resources for the

library and programs educating the community about A.I. (FY25, Q2)
Objective 2: Investigate decentralizing the library's catalog devices. (FY26, Q1)
Objective 3: Investigate the feasibility of hiring a web designer to rebuild the library's website for ease of access and visual appeal. (FY27, Q1)
Objective 4: Investigate other options for library software to enhance user interface and allow staff to better provide reader's advisory services and information about library resources. (FY27, Q1)
Objective 5: Investigate other options for a library smartphone app. (FY27, Q1))

Measurement: (1) Increase traffic on the Library's website by 100% by the end of 2027.
(2) 50% increase in physical and digital circulation by 2027.

GOAL 4

Investigate the potential for a permanent Maker Space in the Library with a variety of tools and materials

Objective 1: Visit maker spaces on campus at MIU, Fairfield Food Collective, and Washington Public Library. (FY25, Q1)
Objective 2: Following discussions with local fiber artists, determine if knitting, crocheting and sewing are appropriate first activities to support. (FY25, Q2)
Objective 3: Investigate expanding new FPL Maker Space to include 3D printing, laser cutting, computer building, and other additions. (FY26, Q1)
Objective 4: Consider holding an annual Maker Day at the Library in collaboration with other local maker spaces. (FY27, Q1)

Measurement: Complete all objectives by the end of 2027.

V. CONCLUSION

This concludes the Strategic Plan for 2024-27. The FPL Library Board of Trustees will evaluate progress made on a quarterly basis in the months of February, May, August, November. Additionally, Library Renewal Project progress reports will be shared with the City Council bi-annually and as necessary.