

# Plan of Service for 2017-2019

## Introduction

The Library's Plan of Service was last updated in 2015-2016. The goals outlined by that document helped maintain the Library's forward momentum toward a total renovation project of the 1904 building. The goals, objectives and activities were written to support the progress of the Library toward a complete renovation while continuing the programs and services that could be supported with the historic building. With the renovation project now quite imminent, this Plan of Service will be the document that outlines the goals, objectives and activities that will maintain the Library's forward momentum as we work out of a smaller, temporary space for approximately 2 years and prepare for returning to improved spaces.

## About us

The Gloversville Public Library (GPL) is a school district public library chartered in 2005 to serve the residents of the Gloversville Enlarged School District (GESD). It is the successor to the Gloversville Free Library (1888-2005) and the Levi Parsons Library of Gloversville and Kingsborough (1880-1888).

## Mission Statement

The Gloversville Public Library commits itself to the citizens of the Gloversville Enlarged School District to be a community resource that provides access to information and technology, educational and cultural events while remaining a center for research and recreational pursuits.

## Statistics

The Gloversville Public Library is chartered by New York State to serve the population of Gloversville Enlarged School District, a population of 19,244 per the 2010 Census. The Library also extends its services to the surrounding communities. The Library currently employs 6 full-time and 4 part-time staff members and is open 45 hours, 6 days per week.

## *Facilities: Historic and Temporary*

### **Goal 1: Establishment of temporary quarters for the Library.**

**Objective 1:** By February 2017, all preparations necessary for the library's temporary relocation will be complete.

Activity 1: The Director and staff will determine a temporary home for all of the library's property: what is to be moved and where (to temporary quarters, to storage and which items go where).

Activity 2: The Director will provide moving estimates to the Board of Trustees.

Activity 3: The Board of Trustees will determine the dates of the move and hire mover.

Activity 4: The Director will work with landlord, landlord's engineer and landlord's contractors on renovations to the library's temporary space.

Activity 5: The Board of Trustees, Library Director and staff will finalize plans for the library's temporary relocation.

**Objective 2:** Two weeks prior to the library's relocation, the Board of Trustees Public Relations committee will launch a planned media campaign to provide the public with details of the Library's relocation.

**Goal 2: Successful completion of the bid process.**

**Objective 1:** By December 31, 2016, the Board of Trustees will approve all add-ons necessary to put documents out to bid.

**Objective 2:** By January 30, the Board of Trustees will award bids to all necessary trades for renovation of the library.

Activity 1: With the assistance of the architect and construction manager, the Board of Trustees will conduct a successful bid session.

**Goal 3: Creation of a system that will manage cash flow of the renovation project.**

**Objective:** By January 15, 2017, a system will be in place to track expenditures and income for reporting to grantors and funding agencies.

Activity 1: The Director will consult with construction manager, architects, Mike Frank, Jill Thaisz? to determine grantors' and funding agencies' reporting requirements.

Activity 2: The Director will consult with UW Marx, Matt Blumenfeld, Mike Frank, Jill Thaisz? and architects to establish an income and expenditure tracking system.

Activity 3: The Director and Campaign Office Manager will be responsible for all aspects of grant administration.

**Goal 4: Community awareness of progress in the Library's transformation.**

**Objective 1:** By April 2017, the Capital Campaign Steering Committee and the Board of Trustees Public Relations Committee will create an informational media campaign that includes social media, print media, local radio, newsletters, photos and video tours.

**Objective 2:** By May 2017, The Board of Trustees Public Relations Committee and Library staff will implement the aforementioned media campaign.

***Programs and Services***

**Goal 1: Community access in the Library's temporary quarters to a wide variety of programming, materials and technology to meet educational, informational and recreational needs**

**Objective:** By June 2017, provide services in the Library's temporary quarters to the greatest extent possible.

Activity 1: The director and staff will provide as many core and auxiliary library services as space in the Library's temporary quarters allows.

Activity 2: The director and staff will plan and implement both on- and off-site programming, as needed.

***Planning for the Future: Short Term***

**Goal 1: Creation of a three-year plan of service for the renovated library.**

GPL will have developed a Plan of Service that will direct the programming and services that the Library will provide in the renovated library for 3 years. This Plan of Service will be the result of direct community input.

Objective 1: By August 2017, at least four community forums will be held to discuss future Library programs and services.

Activity 1: The Director and Board of Trustees will plan community forums, stipulating the format of forums, invitees, moderators, and grouping strategy.

Objective 2: By the November 2017 meeting, the Board of Trustees will adopt a three-year Plan of Service.

Objective 3: By January 1, 2019, the Director will hire all personnel necessary to satisfy the Economic Development grant and provide services planned for the renovated Library.

**Goal 2: Creation of a financial strategy to support the new plan of service.**

Objective: By December 31, 2017, a three-year financial strategy will be in place.

Activity 1: Starting in February 2017, the Board of Trustees Finance Committee will meet monthly to develop a financial strategy for the three-year plan of service. The financial strategy will address future tax levy votes, grant writing, fundraising and requests for financial support from other localities using our facility. The financial strategy will also guide the hiring of personnel and address the cost of materials, equipment and programming.

Activity 2: The Board of Trustees Finance Committee will seek input from the Building Committee to ensure that the financial strategy addresses facility maintenance needs.

Activity 3: The Library Director and Board President will work with the Executive Director of Mohawk Valley Library System (MVLS) to prepare for possible 2018 vote initiatives in the Mayfield Central School District and Town of Broadalbin. This would involve 2 separate votes, one for each district.

Activity 4: The Director and Board of Trustees President will work with the Executive Director of MVLS to discuss with Amsterdam Library a possible 2018 vote initiative in the Broadalbin-Perth School District to split financial support between Amsterdam and Gloversville library districts.

**Goal 3: Library staffing that supports the new three-year plan of service.**

Objective 1: By June 2017, new job titles will be created by the Library Director, in cooperation with Fulton County Civil Service.

Activity 1: The Director, staff and Board of Trustees Personnel Committee will use outcomes of Goal 1 to develop a staffing strategy.

Activity 2: The Director and Finance Committee will project expenditures of salary and benefits for additional staff.

Objective 2: By January 2019, new full-time equivalent positions required by the Empire State Development construction grant will be filled.

Activity 1: The Library Director will develop and execute a timeline for hiring.

**Goal 4: Creation of a Facility Maintenance Plan for the renovated Library building.**

**Objective:** By December 2018, the Board of Trustees will create a Facility Maintenance Plan that includes budget considerations.

Activity 1: During Library renovations, the Board of Trustees Building Committee will work with the Library custodian, architects, and Construction Manager to develop timelines and checklists to track daily, weekly, monthly, and yearly maintenance activities.

Activity 2: The Board of Trustees Finance Committee will work with the Library director to budget for items and contracts necessary to building maintenance.

***Planning for the Future: Long Term***

**Goal 1: Long-term financial stability.**

**Objective:** By June 2018, the Board of Trustees will create a plan to ensure income growth for the Library.

Activity 1: Liaisons from the Board of Trustees will convey to the Library Foundation’s Board of Directors, the long terms goals and needs of the library in order to encourage the establishment of an active development strategy.

Activity 2: Liaisons from the Board of Trustees, in cooperation with lawyers and financial advisors, will develop a strategy to promote planned giving.

Activity 3: Liaisons from the Board of Trustees, in cooperation with the Library Foundation’s Board of Directors, will discuss and possibly help develop an annual giving campaign.

***Public Awareness and Advocacy***

**Goal 1: Community perception of the Library as an essential community resource.**

**Objective:** By October 2017, the Library will launch a planned marketing campaign to raise public awareness.

Activity 1: The Board of Trustees Public Relations Committee will develop a marketing strategy that promotes the Library’s essence beyond programming.

Activity 2: The Library will participate in at least 25% more community events each year, in order to promote its programs and services.

Activity 3: The Library Director and staff will provide the Board of Trustees, Friends of the Library Board of Directors and the Library Foundation Board of Directors with monthly ‘flash card facts’ about the library, its programs, services, and statistics, which can then be used by them in everyday Library advocacy throughout our service area.

---

Approved: Board of Trustees December 20, 2016