



Strategic Plan 2017-2022

Mission Statement Board Approved December 6, 2017

Strategic Plan Board Approved January 3, 2018

Strategic Planning Process Summary:

Mission Statement: Glenwood Public Library strives to promote literacy, facilitate the use of technology and meet the informational and recreational needs of the community.

Goals: (service responses as chosen by the focus group and confirmed by Board)

Create Young Readers: Emergent Literacy

Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

Adult and Family Literacy (including digital literacy)

Adults and teens will have the support they need to improve their literacy and digital literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens and workers.

Stimulate Imagination: Reading, Viewing and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

Objectives: (must be measurable)

Emergent Literacy

Improve access to early literacy tools and education for parents and carers of young children. (Take stock of current early literacy tools and awareness within the community. Reassess periodically to ensure that early literacy tools are helpful and that community members are aware of them).

Family Literacy

Promote literacy and digital literacy tools within the community. (Assess community needs for literacy and digital literacy education. Reassess over time to determine impact).

Reading, Viewing and Listening for Pleasure

Improve patron access to materials they want. (Assess what materials patrons want/satisfaction with current materials. Reassess periodically to see if satisfaction improves or the materials patrons want change over time).

Strategic Planning Participants:

Joe Edwards
Melanie Wilgenbusch
Sheri Bowen (Administrator, Mills County Public Health)
Margo Young (Library Board Member)
Heidi Kloeckner (Library Board Member)
Donna Bishop
Linda Washburn (Executive Director, Glenwood Chamber of Commerce)
Dan McComb (City Council Member)
Bob Wray (Library Board Member)
Terry Craig (Library Board Member)

Library Staff:

Tara Anderson Painter, Library Director
Jackie Harless, Cataloger and Genealogist
Heather Magnuson, Youth Librarian
Lynda Radford, Library Assistant
June Maddocks, Library Assistant
Nicole L'Amour, Library Assistant

Strategic Planning Process:

Methodology:

We have used the *Planning for Results* model in developing our strategic plan. Designed to help libraries achieve excellence, the *Planning for Results* process rests upon the following assumptions:

Excellence is defined locally and results when library services match community needs, interests, and priorities.

Excellence is possible for both small and large libraries and rests more on commitment than on unlimited resources

Excellence is a moving target: even when achieved, excellence must be continually maintained.

Key factors outlined in the Planning for Results process:

Community Based Planning:

The *Planning for Results* process begins by asking key community stakeholders to define a vision for the community served by the library, and to identify what needs to happen in the community to reach that vision. These community needs provide the framework to determine how the library can make a contribution toward achieving the community vision. Community data is collected to aid this decision-making process.

Library Service Priorities:

Planning for Results includes eighteen public library priorities (service responses) and encourages library planners to select the priorities that match the community needs identified through the visioning process. This is designed to ensure that the library board members, managers, and staff are using their energies and resources to provide the services that matter most to the people of the community.

Measuring Progress:

We will be using both outputs and outcomes-based measurements as we analyze the effectiveness of our programs and services we develop to further our strategic plan.

While output measurements will help us analyze the scope and reach of our programs, by also measuring the outcomes of programs and services like these our library staff will be able to evaluate not just the popularity of programs and services, but also the benefits to the patron. The expectation is that these

measures will provide data to support the anecdotal testimony of patrons, about libraries and the tremendous impact they can have on patrons' lives and how they help strengthen the broader community.

Sources:

[https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjOpvTYoa3XAhXI64MKHRsfDsUQFggoMAA&url=http%3A%2F%2Fwww.webjunction.org%2Fcontent%2Fdam%2FWebJunction%2FDocuments%2Fohio%2FStrategic%2520Planning%2520for%2520Results%2520Process%2520\(Ohio\).pdf&usq=A0vVaw30rvaEUHEll33XoaDzxO5d](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjOpvTYoa3XAhXI64MKHRsfDsUQFggoMAA&url=http%3A%2F%2Fwww.webjunction.org%2Fcontent%2Fdam%2FWebJunction%2FDocuments%2Fohio%2FStrategic%2520Planning%2520for%2520Results%2520Process%2520(Ohio).pdf&usq=A0vVaw30rvaEUHEll33XoaDzxO5d)

<https://www.projectoutcome.org/surveys-resources/outcome-measurement>

Planning for Results – Staff Input

Once the Board of Trustees indicated that they were satisfied with the community feedback to the Public Library Service Responses, following the *Planning for Results* model, it was time to invite the staff to participate in the planning process. On August 31, 2017, a meeting was held led by Library Director Tara Anderson Painter and attended by all current staff, both full-time and part-time.

The first task was to discuss the current state of the library. To facilitate this, both SWA and SOAR analyses were used. These took the discussion in different directions. SWOT analyses are designed to inform later steps in planning to achieve the objective.

- Strengths: characteristics of the business or project that give it an advantage over others
- Weaknesses: characteristics of the business that place the business or project at a disadvantage relative to others
- Opportunities: elements in the environment that the business or project could exploit to its advantage
- Threats: elements in the environment that could cause trouble for the business or project

Strengths	Weaknesses	Opportunities	Threats
Public service ethic	Short-staffed	Partnerships	Falling behind
	Limited space for programming		

When conducting a SOAR analysis, the basic questions to be answered are:

- What are our greatest strengths?
- What are our best opportunities?
- What is our preferred future?
- What are the measurable results that will tell us we've achieved that vision of the future?

Strengths	Opportunities	Aspirations	Results
Technology	Small business support	Teen programming improvements	More teens using library
Internet access	Notary	Reach more preschoolers	Improved literacy in the community

Planning for Results – Staff Input

Review of identified Public Service Responses:

Staff discussed all 18 Public Library Service Responses outlined in the *Planning for Results* strategic planning process. The staff felt that we were already fulfilling a great number of those responses and it was a great opportunity to review those services we do already provide.

Discussion of 3 main service responses:

Create Young Readers: Emergent Literacy

The staff was in full agreement to place of Emergent Literacy as a primary goal moving forward for the library. As an institution we all felt that the library was uniquely positioned in both resources and staff to take a leading role in improving access to literacy tools and strategies for parents and carers of young children.

Adult and Family Literacy

The adult and family literacy component was found to be lacking because it did not include digital literacy – a role we play on a daily basis and which no other institution in the city is capable of fulfilling. With the addition of 'digital literacy' to general literacy improvement, the staff felt this service response better reflected the needs of the community. It should be noted that no service responses include the idea 'digital literacy'.

Stimulate Imagination: Reading Viewing and Listening for Pleasure

The third public service response that the community focus group preferred, and in fact got the most votes, was that the library focus on its role in providing fun and interesting books and materials. While the staff always strive to provide Reader's Advisory to patrons and to provide materials that patrons would be interested in, it was educational to realize that this was a service that the community valued to this extent.

Planning for Results – Staff Input

Goals:

Create Young Readers: Emergent Literacy

Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

Adult and Family Literacy (including digital literacy)

Adults and teens will have the support they need to improve their literacy and digital literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens and workers.

Stimulate Imagination: Reading, Viewing and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

Planning for Results – Staff Input

Objectives:

Create Young Readers: Emergent Literacy

1. Improve access to early literacy tools and education for parents and carers of young children.
 - a. Survey parents and carers to assess current level of access.
 - b. Develop programs and outreach to improve access to early literacy tools and education.
 - c. Periodically survey program participants to assess program efficacy.
2. Improve 'reading ready' skills in preschool age children.
 - a. Survey 'Passport to Kindergarten' participants to assess reading-readiness.
 - b. Survey 'Passport to Kindergarten' graduates using the same benchmarks as the first survey to assess improvement in reading-readiness.

Adult and Family Literacy (including digital literacy)

1. Improve literacy skills of teens and adults in the community.
 - a. Create survey to assess literacy needs in the community.
 - b. Develop programs to meet those needs.
 - c. Survey participants periodically to assess the efficacy of programs.
2. Improve digital literacy of teens and adults in the community.
 - a. Survey "Technology One-on-One" participants on digital literacy needs.
 - b. Develop programs to meet those needs.
 - c. Survey participants periodically to assess the efficacy of the programs.

Stimulate Imagination: Reading, Viewing and Listening for Pleasure

1. Have the books and materials that patrons need to improve their leisure activities.
 - a. Survey current level of satisfaction with books and materials available.
 - b. Periodically review satisfaction with books and materials available.
2. Provide improved Reader's advisory to patrons seeking books and materials.
 - a. Survey current level of satisfaction with Reader's Advisory.
 - b. Staff will take courses on Reader's advisory as well as create passive Reader's advisory materials in the library.
 - c. Continue to survey patrons as the level of satisfaction with Reader's advisory.

Planning for Results – Staff Input

Mission Review:

In light of the discussion of public services responses and goals, the staff looked at the current mission of the Glenwood Public Library.

The Glenwood Public Library provides essential services, resources, and lifelong learning opportunities through materials and programs that meet the informational and recreational needs of the community.

The staff unanimously wanted to replace the mission with one that better reflected our current position as a library and our goals under our new strategic plan. More time was spent on this one sentence than on most other topics that day. And the statement developed, we realized that the new service responses ultimately simplified our mission to the core competencies that we all agreed that the library should focus on. The staff emphasis on the desire to “stay a step ahead” of patron needs inspired the use of “strives” as the active verb in the statement. The final mission statement that the staff requested be approved by the Library Board was that:

The Glenwood Public Library strives to promote literacy, facilitate the use of technology and meet the informational and recreational needs of the community.

Appendix

Appendix I:

Public Library Service Responses

1. Be Informed Citizens: Local, National, and World Affairs

Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.

2. Build Successful Enterprises: Business and Non-Profit Support

Business owners and non-profit organization directors and their managers will have the tools they need to develop and maintain strong, viable organizations.

3. Celebrate Diversity: Cultural Awareness

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

4. Connect to the Online World: Public Internet Access

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

5. Create Young Readers: Emergent Literacy

Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

6. Discover Your Roots: Genealogy and Local History

Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.

7. Express Creativity: Create and Share Content

Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

8. Get Fast Facts: Ready Reference

Residents will have someone to answer their questions on a wide array of topics of personal interest.

9. Know Your Community: Community Resources and Services

Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

10. Learn to Read and Write: Adult and Family Literacy

Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

11. Make Career Choices: Job and Career Development

Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

12. Make Informed Decisions: Health, Wealth, and Other Life Choices

Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.

13. Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

14. Stimulate Imagination: Reading, Viewing and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

15. Succeed in School: Homework Help

Students will have the resources they need to succeed in school.

16. Understand How to Find, Evaluate and Use Information: Information Fluency

Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

17. Visit a Comfortable Place: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support social networking.

18. Welcome to America: Services for New Immigrants

New immigrants and refugees will have information on citizenship, English Language Learning, employment, public schooling, health and safety, available social services, and any other topics that they need to participate successfully in American life.

Appendix II:

Public Library Service Responses

Community Focus Group votes

#14	Stimulate Imagination: Reading, Viewing and Listening for Pleasure	6
#5	Create Young Reader: Emergent Literacy	5
#10	Learn to Read and Write: Adult and Family Literacy	2
#2	Build Successful Enterprises: Business and Non-Profit Support	1
#6	Discover Your Roots: Genealogy and Local History	1
#7	Express Creativity: Create and Share Content	1
#13	Satisfy Curiosity: Lifelong Learning	1
#17	Visit a Comfortable Place: Physical and Virtual Spaces	1
#1	Be Informed Citizens: Local, National and World Affairs	0
#3	Celebrate Diversity: Cultural Awareness	0
#4	Connect to the Online World: Public Internet Access	0
#8	Get Fast Facts: Ready Reference	0
#9	Know Your Community: Community Resources and Services	0
#11	Make Career Choices: Job and Career Development	0
#12	Make Informed Decisions: Health, Wealth, and other Life Choices	0
#15	Succeed in School: Homework Help	0
#16	Understand How to Find, Evaluate and Use Information: Information Fluency	0
#18	Welcome to America: Services for New Imigrants	0
	Total # of votes	18

Appendix III:

Community Data Collection Form

Library name: Glenwood Public Library

List your library board members.

President: Terry Craig _____

Vice-President: N/A _____

Secretary: Heidi Kloeckner _____

Treasurer: N/A _____

Margo Young _____

Bob Wray _____

Amanda Cowell _____

What other libraries are there in your community? Place a check mark by each type of library in your community and indicate how many of that type of library there are.

Library Type	#
Elementary School	2
Junior High/Middle School	1
High School	1
Vocational/Technical	0
Community College	0
College/University	0
Hospital/Medical	0
Law	0
Special	1
Other (list):	

How many public and private schools are in your community? List the number of each type of school in the table below.

	Public	Private
Preschool	2	2
Elementary	1 K-2 nd , 1 3-5th	0
Junior High/Middle School	1	0
High School	1	0
Vocational/Technical	1	0
Community College	0	0
College/University	0	0

Approximately how many homeschooling families are there in your community?

How many social service providers are located in your community?

Service	#
Nursing Homes (Extended Care)	1
Daycare Centers	2
Shelters/Halfway Houses/Drug Treatment Centers	0
Youth & Recreation Centers	2
Other (list):	

(continued on next page)

Who are your community's 3 largest employers? What do they do? How many people do they employ? How is this likely to be different in 5 years?

Name: Glenwood Resource Center # of Employees: 803

Make/Do: Services to individuals with intellectual disability

In 5 Years (choose one): Decline Stable Grow

Name: Glenwood Community Schools # of Employees: 350

Make/Do: Preschool – High School education

In 5 Years (choose one): Decline Stable Grow

Name: Glen Haven Home & Linnwood Estates # of Employees: 99

Make/Do: Nursing home/Assisted living

In 5 Years (choose one): Decline Stable Grow

Where do people in your community get their information? Place a check mark by each source of information available locally. Then indicate how many of each of the information sources is available.

Information Source	How Many?
Local Newspaper	1
Local Radio Station	0
Local Television	0
Bookstores	0
Video Stores	2
Music Stores	0
Local Community Access (cable) Channel	0
Internet Service Provider(s)	8
Other (list):	

Appendix IV:

SWOT Analysis of Glenwood

26 April 2017

Instructions: Think about your community. Record its Strengths, Weaknesses, Opportunities and Threats.

Community Strengths

1. Rural
2. Good schools
3. Good parks
4. Police / fire protection
5. Variety of churches
6. Good availability to medical care
7. Low unemployment rate
8. Many services are available in town
9. YMCA
10. Mills County Public Health
11. Raising chickens in city limits
12. Proximity to larger communities
13. Best drinking water in SW Iowa

Community Weaknesses

1. No hospital
2. Public transportation
3. Lack of sidewalks
4. Limited eating establishments
5. Lack of safe routes to school (esp. elementary)
6. Lack of night life
7. Grocery shopping (lack of QUALITY and variety) – everything you need, not everything you want
8. Internet
9. Raising chickens in city limits
10. Proximity to larger communities
11. Lack of affordable transportation for seniors

Opportunities for the Community in the Coming Years

1. Bike trail
2. New bridge across river

Threats Facing the Community in the Coming Years

1. New bridge across the river
2. Possible closing of Glenwood Resource Center