



GALENA PUBLIC LIBRARY DISTRICT

STRATEGIC PLAN

2022-2026

Approved: December 13, 2021

ACKNOWLEDGEMENTS

The Galena Public Library District's purpose is to understand the needs of our community and identify ways to meet those needs. During the strategic planning process, a great deal of information was collected from many community members. The library staff and Board of Trustees are grateful for the many valuable insights received and the generous time given by completing surveys and attending focus groups. The feedback gathered was the cornerstone in development of this strategic plan. Thank you all very much!

The success of a public library depends on the commitment of its staff and its Board of Trustees. The Galena Public Library is privileged to have two groups with a deep sense of dedication to the building and the greater community. Staff and trustees attended two joint brainstorming sessions to identify the strengths, weaknesses, opportunities, threats, and future goals of the library. All were instrumental in the planning and implementation of this process and plan. We are incredibly thankful for their time, ideas, and devotion to our library.

Library staff:

Annette Anderson, Library Clerk
Hillary Dickerson, Library Clerk
Jenna Diedrich, Library Director
Larissa Distler, Adult Services Librarian
Emma Furlong, Library Page
Dale Glick, Historical Librarian
Charles Holmes, Custodian
Linda Klug, Circulation Librarian
Dayna Lapidus, Library Clerk
Rachel Lenstra, Youth Services Librarian/Archivist
Sara Millhouse, Substitute
Kathleen Pedersen, ILL Librarian
Steve Repp, Historical Librarian

Library Board of Trustees

Craig Albaugh
Maria Rector
Earl Thompson
Katherine Walker
John Cox
Walter Johnson
Tracy Furlong (Appointed October 2021)
Dianne Allendorf (Resigned May 2021)
Gloria Junge (Resigned August 2021)

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INTRODUCTION

In January 2021, amid a temporary closure due to COVID-19, it was decided the library was in need of a new strategic plan in order to better align with a changing community. Discussions between the Board of Trustees and Library Director found the best way to start the process was to involve library staff. Avenues to connect with the community could then be identified and the real work could begin.

Our goal was to make the strategic planning process as all-encompassing as possible. Early involvement with library staff helped identify the key ways in which data was gathered: a survey, focus groups, real time engagement with current users, joint sessions between staff and the Board of Trustees, and a Strength, Weakness, Opportunity, Threat (SWOT) Analysis.

To best gauge the needs of our community, library staff believed it necessary to expand its previously identified forms of communication in order to reach more residents. We recognized that to gain traction and engage the greatest number of participants, we needed to explore multiple data gathering tools. Once those tools were identified, the planning process was broken into the following six phases:

PHASE 1: COMMUNITY SURVEY

The community survey consisted of 25 questions that inquired how members of the community use the library and how they would like to use the library in the future. Understanding how people currently use the library and what else they would like to see, provides us with path to increase connection with users and non-users. Another key component of the survey was to identify how the library can inform the community of its services. Awareness of how and where the community intakes information is beneficial to the library.

The community survey was disseminated (online and paper surveys) to the following places: library, Galena Unit School District, Facebook, Instagram, Galena Gazette print and online, Friends of the Galena Public Library membership list, local churches, library website, and library newsletter link. The survey was also available in Spanish.

PHASE 2: FOCUS GROUPS

We held two virtual focus groups, which were advertised in the Galena Gazette, on social media, and the library's website. The first was held on May 27, 2021 and the second on June 17, 2021. Both sessions were facilitated by library staff.

PHASE 3: COMMUNITY POST IT WALL

The Community Post It Wall began as a project Larissa Distler completed as part of a graduate course through University of Wisconsin-Madison. As data was gathered through the Community Survey and the focus groups, it was written on post its and shared to the wall. Patrons were encouraged to add their own feedback to the Post It Wall. This engagement was a third way we gathered information.



Photo credit: Larissa Distler

PHASE 4: COMMUNITY RESOURCE SCAN

An environmental scan, or community resource scan, is the process of gathering information on the greater community to provide a snapshot of the context in which the library operates. Organizations, businesses, schools, and more were included in the scan. Data gathered on individual institutions included the type of resource, the services offered, the monetary value (if services are free or have a fee), whether a current partnership with the library is in place, and what kind of partnership could be established. This data will assist the library in developing programs and services.

PHASE 5: BOARD AND STAFF SESSION/SWOT ANALYSIS

On July 27, 2021, the Board of Trustees and library staff convened to discuss the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the library. The findings of this session are included in Appendix A.

PHASE 6: SYNTHESIS/IDENTIFICATION OF GOALS & OBJECTIVES

Information gathered from the survey, focus groups, community resource scan, and the SWOT Analysis were compiled and synthesized in order to identify future goals.

MISSION

The mission of the Galena Public Library District is to inspire lifelong learning, advance knowledge, provide cultural and recreational opportunities, and strengthen our community.

VISION

The vision of the Galena Public Library District communicates what a successful future will look like. The library is committed to:

- Being a thriving community center for information, inspiration, and ideas that empower personal growth and provides a welcoming space that improves lives and connections;
- Being a leading resource for educational support, self-directed, lifelong learning opportunities and literacy;
- Being an outward-thinking organization that believes in the potential of each employee and invests in their professional success;
- Preservation of local history

VALUES

Innovation: We strive to identify innovative ways to approach new and familiar problems and provide value to our community.

Inclusion: We create a welcoming, safe environment for everyone and provide a variety of services and resources in respect to our diverse community.

Historical Preservation: We invest in the preservation of information in all media and formats and are committed to our local history.

Collaboration: We place importance on the library's ability to form and sustain partnerships with businesses and organizations in our community.

Patron-focused Service: We listen to and learn from our patrons in order to provide the best services and experience possible.

STRATEGIC GOALS & OBJECTIVES

I. EXPAND LIBRARY REACH

- a. Evaluate the tax base and its ability to adequately serve future library operation.
 - i. Evaluate current tax base and consider possible expansion.
 - ii. Determine future demographic of community.
- b. Implement a multi-step marketing strategy for library services and resources.
 - i. Develop a plan that will diversify library promotional strategies.
 - ii. Investigate new ways to reach current, underserved, and unserved patrons.
 - iii. Develop a communication plan that will keep staff and trustees up to date on library offerings.
- c. Preserve and build on proven programs and services offerings.
 - i. Schedule high demand, well received programs that receive consistent attendance.
 - ii. Utilize the Public Library Association (PLA) Project Outcome or other evaluation metric for program evaluation to assist in determining what is successful and what can be discontinued.
- d. Continue to build relationships and collaborate with local businesses and organizations.
 - i. Develop a list of community stakeholders that the library can partner with.
 - ii. Explore the option to hold annual meetings with community stakeholders to assist in evaluating library's response to community needs.

II. EQUITABLE ACCESS TO INFORMATION AND LIBRARY SERVICES

- a. Diversification
 - i. Develop an Equity, Diversity, Inclusion Statement that includes definition and priorities of EDI.
 - ii. Partner with community stakeholders to assist in expanding library's offering of multicultural programming.
 - iii. Develop services that address the unique needs of specific communities.
 - iv. Expand library collections that accurately and authentically reflect the perspectives of diverse communities.
- b. Accessibility
 - i. Expand delivery service program
 - ii. Incorporate accessibility features into new library website such as, but not limited to, the ability to change font size, translation, image recognition, and contextual understanding.
- c. Historical Preservation
 - i. Continue digitization project of historical documents, including issues *Galena Gazette*.
 - ii. Identify possible funding opportunities for large digitization projects.
 - iii. Identify and obtain technology equipment needed for access to historical information.

- iv. Promote historical artifacts held by library through programming opportunities.

III. PRIORITIZE LIBRARY BUILDING

- a. Develop a capital improvement plan that identifies future needs and is in alignment with budgetary constraints.
 - i. Identify what the current building can and cannot provide for community needs.
 - ii. Compile past building projects in order to plan for future updates.
 - iii. Identify potential funding opportunities for building renovations and construction.
 - iv. Continue to perform upgrades on building and technology needs.
- b. Continual exploration of community needs from the library building
 - i. Develop a schedule for annual evaluation of community's response to library offerings
 - ii. Townhalls, focus groups, and/or surveys may be used to gather data.
- c. Expand library services to library grounds
 - i. Create a unique outdoor space for socialization and program needs
 - ii. Implement sustainable landscaping

IV. ORGANIZATIONAL INFRASTRUCTURE

- a. Investment in library staff.
 - i. Research continuing education opportunities for staff of all levels.
 - ii. Continue to implement a competitive salary schedule.
 - iii. Create and implement technology competencies for staff including training on digital resources.
- b. Define critical library outcomes and measure them annually.
 - i. Define what critical library outcomes are.
 - ii. Develop a long-range facilities plan that aligns with patron and service needs.
- c. Streamline policies and procedures to ensure clarity and smooth workflow.
 - i. Create an internal process for policy and procedure review.
 - ii. Identify and create necessary policies not currently implemented by library.
 - iii. Create and revise procedures for routine tasks performed throughout the library.

OBJECTIVE TIMELINE

	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	#####	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	#####	Jun-23	Jul-23	Aug-23	Sep-23	
EXPAND LIBRARY REACH						1.a		1.c			1.b.i-ii	1.b.iii	1.d								1.c		
EQUITABLE ACCESS	2.b.ii			2.a	2.b.i		2.c.iv			2.c.iii						2.a				2.c.iv			2.c.iii
LIBRARY BUILDING			3.a.i	3.a.ii			3.a.iii	3.b.i	3.b.ii							3.a.iii				3.c.i		3.b.i	3.b.ii
ORG INFRASTRUCTURE	4.c	4.a.i		4.b.i	4.b.ii	4.a.ii					4.a.iii					4.a.i				4.a.ii			

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	#####	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	
EXPAND LIBRARY REACH	1.c			1.b.i-ii		1.d							1.c			1.b.i-ii		1.d					
EQUITABLE ACCESS			2.c.iii						2.a			2.c.iv			2.c.iii								2.a
LIBRARY BUILDING	3.b.i	3.b.ii											3.b.i	3.b.ii									
ORG INFRASTRUCTURE				4.a.iii			4.a.i				4.a.ii					4.a.iii				4.a.i			

*2.c.i and 2.c.ii are not included in the objective timeline as it an ongoing project that requires continual attention

APPENDIX A: SWOT ANALYSIS

Board Attendance: Craig Albaugh, Walter Johnson, Katherine Walker, Earl Thompson, Maria Rector, Gloria Junge, John Cox

Staff Attendance: Jenna Diedrich, Sara Millhouse, Rachel Lenstra, Dayna Lapidus, Hillary Dickerson, Steve Repp, Larissa Distler, Dale Glick, Annette Anderson

Strengths	Ideas to build upon strengths
<ul style="list-style-type: none"> • Access to ILL • Dedicated staff who works cohesively • High visibility of traditional services and building • Community understands purpose of library • Tech help • Facility well cared for and welcoming • Knowledgeable staff and director • Cohesive board • Varied programs reach variety of populations within community • Special Events: LitFest, Dr. Who • Stable funding - allows to offer free events • Historical Room - preservation • Database subscriptions • Ability to connect with patrons and visitors • Ability to establish partnerships with other organizations/businesses 	<ul style="list-style-type: none"> • Tech help: book a Librarian, tech tutors (teens, older adults) • Preservation: continued digitization

Weaknesses	Ideas for repairing weaknesses
<ul style="list-style-type: none"> • Access to building - limited parking (city-wide issue) • Space - meeting/quiet space, inability to grow. Library is landlocked by historical buildings. • Hours - don't necessarily align with community need; very little to no traffic in late evening hours • Current staff not fluent in additional language - primarily Spanish • Teen usage is low • Marketing/Visibility - ability to inform community of library events and services 	<ul style="list-style-type: none"> • Inability to grow: potential satellite location that could be used for programming, meeting space, Historical, storage, etc. • Inability to grow: Addition to northside of building over the parking lot • Meeting/quiet space: revisit Baranski's plan • Meeting/quiet space: revisit 2nd floor of downtown Post Office (could invite own set of difficulties as it is a federal building) • Hours: change hours (10-7) to eliminate late evening lull • Teen Usage: return focus to create unique usable space • Marketing: inquire patrons how they obtain community news; mailing list by township • Changing presentation of newspaper articles - move from press releases to personal stories and include photographs

Opportunities	Ideas for investigating opportunities
<ul style="list-style-type: none"> • Intergovernmental Agreement with area schools • Expand Outreach services - connect with homeschooling groups; expand homebound program; create local collections in assisted living • Outreach: Hispanic community • Prairie Ridge • Meeting Space - Social Service needs • Increase partnership with schools • Cross Promotion • Close digital divide • Continual assessment of community needs • Library grounds • Spread visibility throughout areas of community 	<ul style="list-style-type: none"> • IGA: RAILS provides continuing education on topic and sample contract. Connect with schools to identify an equal exchange • Outreach: Partner with leaders in Hispanic community; bilingual volunteers; expand promotion of employment opportunities to attract diverse candidates • Prairie Ridge: bringing program opportunities there; partnering with transportation to library for programs/events • Meeting space: Revisit Baranski plan • Schools: Partner with superintendent and board; find out what school needs from community/library • Digital divide: Exterior repeater to extend WiFi connection in back parking lot • Assessment of community needs: include as a regular board agenda item. Allows for greater board awareness • Library grounds: increase accessibility; make usable for programs; make inviting as a free outdoor public space (better seating, updated gardens, sensory areas, etc). • Visibility: storywalks at parks/walking trails, JDCF, Hospital, etc.

Threats	Ideas for minimizing/overcoming threats
<ul style="list-style-type: none"> • Funding: budget projections show expenditures will bypass revenues in future • 2025 minimum wage • Inability to evolve at necessary speed • Inability to see larger community • Library grounds • Inability to appeal to younger audience - IL residents can purchase a card at Carnegie Stout, which has more services of interest for younger library users 	<ul style="list-style-type: none"> • Funding: Referendum to increase tax levy • Funding: Referendum to expand district (inclusion of additional townships) • Inability to evolve: Identify ways to adapt more quickly; quick initiative to see changes that community currently wants/needs • Redirect from “what we have always done” to channel library founders wish of being “aggressively modern” • Younger audience: teen space, updated children’s library, makers equipment for all ages, • Marketing: target younger audience through updated marketing strategies