

# GREENDALE PUBLIC LIBRARY

## Strategic Plan 2019-2022



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# Letter from the Library Director

10/16/2019

Dear Greendale Community Members,

This report describes the strategic planning process that we engaged in as a community in order to set direction for the near future of the Greendale Public Library. We recognize that our library has many strengths and assets that make us an integral part of the Greendale community. However, we also face many challenges and opportunities to continue to improve and grow our services so that we can better meet the needs of our community. The strategic plan presented in this report will provide a roadmap for us to follow over the next three years as we work to achieve our shared vision – *an inspired and connected community of lifelong learners*.

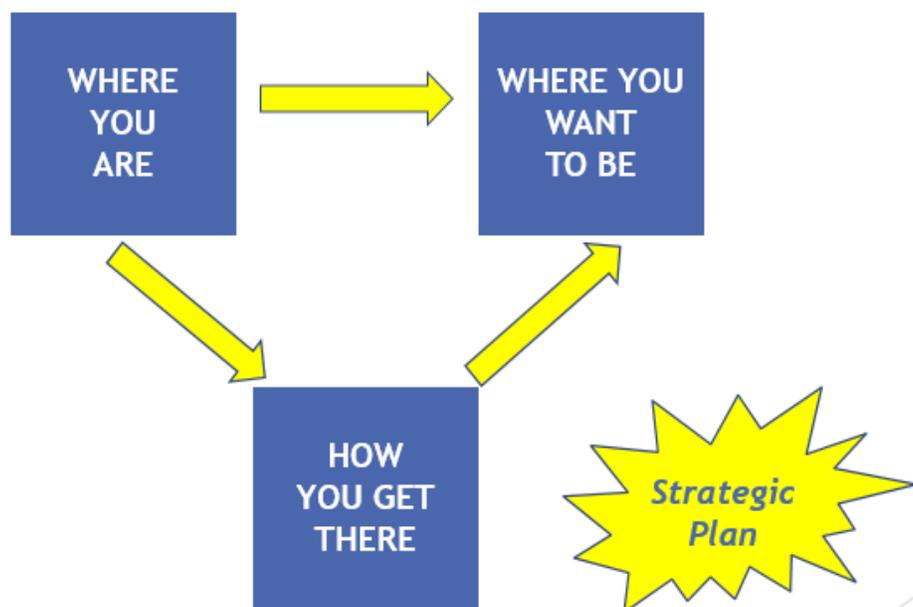
Sincerely,

A handwritten signature in black ink, appearing to read "B. Van Klooster". The signature is stylized and includes a long horizontal line extending to the right.

Brian Van Klooster  
Library Director

# The Strategic Planning Process

The role of libraries has evolved over time. As stated by the American Library Association President, Sari Feldman, “Today libraries are less about what we have then what we can do with and for our patrons. As community demands shift, libraries are transforming.” In order to better meet the needs of the changing community, the Greendale Public Library began efforts to develop a strategic plan in November of 2017. The library contracted with a consultant from Ujima United, LLC who helped establish a timeline of activities, facilitate planning meetings, and develop the written report. The library director, library staff, library board, and library patrons were engaged throughout the process to ensure the plan was informed by a diverse group of key stakeholders.



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*A strategic plan helps an organization understand how to get from “where you are” to “where you want to be”.*

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# Timeline

The following table provides an overview of the timeline of activities that helped to inform the strategic plan. The original timeline was delayed due to library staff, board member, and library director turnover that occurred at various times throughout the process. As a result, it was important to revisit all activities in November 2018 and May 2019 in order to account for any changes that may have impacted the planning process prior to finalizing the strategic plan in June 2019.

<b>Activity</b>	<b>Timeline</b>	<b>Description</b>
Stakeholder analysis	November 2017	Identified key stakeholders and the type of influence each stakeholder has on the organization and/or the process and potential success of the effort. This was used to ensure appropriate stakeholder engagement throughout the process.
Develop mission, vision, and values	December 2017 – January 2018	Library staff and library board met to develop the mission, vision and values.
Environmental Scan	December 2017 – January 2018	An environmental scan was conducted to compile and analyze meaningful data and information to create a big-picture view of what is going on inside and outside the organization. This included a patron feedback exercise to better understand what they value about the library and what they would like to see improved.
SWOC (Strengths, Weaknesses, Opportunities, Challenges) analysis	December 2017 – January 2018	A SWOC analysis was conducted to identify the organization's internal strengths and weaknesses and the external opportunities and challenges. This analysis helps the organization clearly define the context, which is a critical step before the organization can identify and prioritize strategic issues.

Identify strategic issues	February 2018	Library staff and library board met to identify and prioritize strategic issues.
Develop goals and objectives	February 2018	Subcommittee comprised of library staff and library board members met to develop the goals and objectives for the identified strategic issues. The tearless logic model was used as a framework for this process.
Develop draft of written strategic plan report	May 2019	A draft of the written strategic plan report was developed based on input from stakeholders throughout the process.
Public comment period	Early July 2019	The draft strategic plan report was shared with the community for public comment through social media and in print at the library.
Finalize and disseminate strategic plan report	Late July 2019	The strategic plan report was revised and finalized based on feedback from stakeholders and broadly disseminated to the community through press releases, website, social media, and targeted messaging to key stakeholders.
Implement and continuously evaluate the plan	August 2019 – July 2022	Library staff, with support from the library board, will implement the 3-year plan. Both the process and outcomes of the plan will be evaluated and reported to the community on an annual basis.

# Mission, Vision & Values

*The following mission, vision, and values were developed during the strategic planning process.*

## Mission

We strive to transform lives and strengthen our community by creating a safe, welcoming, and inclusive home for information, learning, inspiration and connection.

## Vision

An inspired and connected community of lifelong learners

## Values

- ❖ **Learning** – We provide equal access to resources and opportunities for life-long learning for all.
- ❖ **Curiosity** – We inspire curiosity, creativity and innovation.
- ❖ **Service** – We work together as a team to deliver superior customer service that is personal, respectful and meets the changing needs of our community.
- ❖ **Community** – We partner with our community to create connections and community engagement.



*Library staff working together at a strategic planning meeting*

# SWOC Analysis

A SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis was conducted to identify the library's real and/or perceived internal strengths and weaknesses and the external opportunities and challenges. We want to maintain and leverage strengths, invest in opportunities, minimize weaknesses, and identify challenges and understand their potential impact. Below is a summary of some of the key points identified by the library staff and board members after reviewing the results of the environmental scan.

## Strengths

- ❖ Good customer service
- ❖ Knowledgeable, adaptable staff
- ❖ Relationships/loyalty of patrons
- ❖ Great teamwork
- ❖ Good collection and technology
- ❖ Great programs that meet many needs

## Weaknesses

- ❖ Budget/limited resources
- ❖ Insufficient space for library to meet all needs
- ❖ Increased number and needs of patrons (i.e. mental health)
- ❖ Insufficient staff training opportunities
- ❖ Insufficient voice in Village decision-making process
- ❖ Staff burnout/compassion fatigue

## Opportunities

- ❖ Positive reputation in community
- ❖ Technology
- ❖ Location of library
- ❖ Lots of history in the community
- ❖ Increase in number of younger families
- ❖ Lots of partner organizations

## Challenges

- ❖ Aging population
- ❖ Safety issues/patron mental health issues
- ❖ Too-high expectations for level of service
- ❖ Insufficient support and perceived value of library to community
- ❖ Targeted for criticism by public but insufficient control/decision-making

# Strategic Issues

There are many things that could be done to improve the library and better meet the needs of the Greendale community. However, if everything is a priority, nothing is a priority. That is why it was critical to prioritize key strategic issues to address in the strategic plan. The following strategic issues are those that stakeholders felt were urgent, important, and able to be impacted given the current available resources.



# Goals & Objectives

*The following table provides information about the specific objectives for each of the identified goals. It also describes who is responsible for ensuring that the objectives are achieved and the year in which they should be completed.*

<b>GOAL 1</b>		
<b>Support staff capacity to meet the changing needs of the community</b>		
<i>Objectives</i>	<i>Who?</i>	<i>When?</i>
1a. Identify changing needs of community through demographic analysis	Library staff, working with Village government	Year 1
1b. Review all training in the context of staff opportunities and learning needs	Library director, working with library staff	Year 1
1c. Prioritize revision or development of new training procedures based on demographic analysis, and staff opportunities and learning needs	Library director, working with library staff	Year 1
1d. Implement staff training to address opportunities and deficiencies	Library director	Year 2-3

**GOAL 2****Enhance community awareness of library role and services**

<i>Objectives</i>	<i>Who?</i>	<i>When?</i>
2a. Develop communication/marketing plan for both internal and external communications, as library and as CLC	Library director, working with library staff and CLC directors	Year 1
2b. Implement communication / marketing plan	Library director, working with library staff	Year 2-3

**GOAL 3****Build and strengthen community partnerships**

<i>Objectives</i>	<i>Who?</i>	<i>When?</i>
3a. Identify and develop inventory of current and potential community partners	Library director, working with library staff	Year 1
3b. Develop messaging to send to potential partners to establish and build relationships	Library director, working with library staff	Year 2 with marketing plan implementation
3c. Develop and implement plan to regularly communicate with all community partners	Library director, working with library staff	Year 2
3c. Host an annual partner meeting to provide updates and share information	Library director	Year 2-3

**GOAL 4**

**Clarify the current understanding and functioning of the Community Learning Center (CLC) and propose alternatives, as appropriate**

<i>Objectives</i>	<i>Who?</i>	<i>When?</i>
4a. Identify barriers to communication among all Community Learning Center (CLC) functions	Library director, working with CLC directors	Year 1
4b. Develop shared understanding of roles, responsibilities and messaging among all CLC employees	Library director, working with CLC directors	Year 2-3
4c. Develop plan that enhances communication among all Community Learning Center (CLC) employees	Library director, working with CLC directors	Year 1
4d. Examine library role distinctly from CLC	Library director, working with CLC staff and public	Year 1
4e. Develop a community survey to better understand the current perception of and preferences for the CLC	Library director, working with CLC staff	Year 1
4f. Meet with CLC staff and key partners to discuss the results of the survey and address thematic concerns, as appropriate	Library director, working with CLC staff	Year 2
4g. Develop and disseminate messaging to partners and the public to enhance awareness of the CLC and clarify roles and responsibilities based on concerns	Library director, in partner with CLC staff	Year 2-3

## Next Steps

Over the next three years, with leadership from the library director, the library staff will work together with the library board and community partners to implement the strategic plan. Both the process and outcomes of the plan will be evaluated and reported to the community on an annual basis. Together, with the strategic plan as a guide, we will work towards the shared vision of the Greendale Public Library ...

*...an inspired and connected  
community of lifelong learners!*

