STRATEGIC PLAN FY18 - FY23

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Approved June 25, 2018
**Vision**
The Norelius Community Library will be Denison’s “Living Room.” We envision the evolution of the Library as the community’s living room. It will serve as that “third place,” separate from home and work where people can meet, share ideas, be entertained, educated, and informed. The Library will become a “destination.”

**Mission**
The Norelius Community Library provides a center where residents in our diverse community may obtain information, resources, education and recreation through a full range of library services.

Three year goals presented with objective and three strategies for achieving goals.

**Introduction**
Developing the Norelius Community Library Strategic Plan 2018-2023 was a participative process. Activities included a review of the most current 2010 Census data for the community, analysis of the results of a community survey of residents and library users conducted during October 2017 (mailed in the Denison Municipal monthly statements, online, and available at the library), and an examination of the trends in public library services. These considerations helped to identify future focuses for library services and programs and to determine priorities for implementation.

**Community Demographics**
The City of Denison and rural unincorporated areas define the immediate service reach of the Norelius Community Library. Denison has experienced a striking growth of 13.1% since the 2010 Census. The official 2010 population is 8,298. Persons of Hispanic or Latino origin comprise 42.1%. A total of 34.1% of the population speaks a language other than English in the home.
<table>
<thead>
<tr>
<th><strong>Goal</strong></th>
<th><strong>Objective</strong></th>
<th><strong>Strategy 1</strong></th>
<th><strong>Strategy 2</strong></th>
<th><strong>Strategy 3</strong></th>
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<tbody>
<tr>
<td>Repairs, paint interior of Library building.</td>
<td>Create a pleasing and welcoming space for people to spend time in.</td>
<td>Repair issues throughout building</td>
<td>Paint Carnegie Library</td>
<td>Paint the main floor, entry and upstairs landing</td>
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<tr>
<td>Add electrical upgrades to support charging stations throughout building.</td>
<td>Give patrons opportunity to charge their technology devices in multiple areas of the library.</td>
<td>Electrical upgrades to increase outlet capacity.</td>
<td>Obtain charging station to be placed at random throughout the library.</td>
<td>Observe usage to determine if more charging stations would be useful.</td>
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<td>Clean Carpet: replace with tile in computer lab and around circulation desk.</td>
<td>Create a contrast in the flooring around the computer lab and circulation desk.</td>
<td>Replace old soiled carpet in the computer lab and around the circulation desk with tiles or accent carpet squares.</td>
<td>Carpet squares can more easily be replaced if damaged or soiled beyond cleaning.</td>
<td>For ease of cleaning the change would be a defining contrast between existing carpet and new flooring of choice.</td>
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<tr>
<td>Transition area between Fireside Room and Carnegie Room into a “Reading Nook” space.</td>
<td>Create a space for leisure reading of newspapers and engaging in conversations, and discussions.</td>
<td>Obtain leather library furniture in cinq with the period of the Carnegie meeting rooms.</td>
<td>Provide a Keurig Coffee Maker for the enjoyment of the patrons. K-Cups available for a marginal fee at the circulation desk on main floor.</td>
<td>Move the Coffee Hour patrons to a more appropriate space for their conversations.</td>
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<tr>
<td>Replace metal chairs in meeting rooms.</td>
<td>Obtain replacement metal chairs for meeting spaces.</td>
<td>Evaluate existing chairs for damage.</td>
<td>Purchase compatible chairs for appropriate use in meeting spaces. Use with existing chair cart.</td>
<td>Discard broken, bent, or otherwise destroyed chairs.</td>
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<tr>
<td>Internet Speed upgrades.</td>
<td>Provide adequate Internet access to accommodate an increasing number of users.</td>
<td>Research companies and opportunities to increase the bandwidth to support internet upgrades.</td>
<td>Secure financing to begin process of installing increased bandwidth.</td>
<td>Complete upgrades and provide increased internet services to the patrons of the library.</td>
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<tr>
<td>Establish hot water by replacing current water heater.</td>
<td>Provide hot water in the sinks throughout the library.</td>
<td>Determine the size of a replacement water heater with a capacity of providing hot water to 5 restrooms, break room sink and sink in meeting room closet.</td>
<td>Purchase specified water heater and have installed by licensed plumber.</td>
<td>Monitor satisfaction of patrons who have made formal complaints concerning lack of hot water for cleanliness purposes within the facility.</td>
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<tr>
<td>Add additional shelving.</td>
<td>Increase shelving capacity within the library: Main floor and Children’s library.</td>
<td>Assess need for additional shelving. Contact wood workers who build shelving units for submitting bids.</td>
<td>Forward all bids to Library Board for consideration.</td>
<td>Hire a woodworker or business to building the additional shelving units.</td>
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<tr>
<td>New desk top for circulation desk or re-design current circulation desk for efficiency</td>
<td>Provide a presentable circulation desk for providing great customer service to the patrons of the library while making the work of the staff more efficient.</td>
<td>Assess current circulation desk: • Need for replacing desk/countertop • Redesigning the circulation desk for work efficiency.</td>
<td>Obtain bids from companies who can make improvements or redesign the circulation desk.</td>
<td>Implement changes and improvements.</td>
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| New furniture Through-out library.             | Replace existing furniture with new updated furniture and possibly add additional furniture. | Assess the need for replacement and upgrades throughout library.          | Research cost of replacing:  
|                                                |                                                                           |                                                                           | - Tables & Chairs  
|                                                |                                                                           |                                                                           | - Conference Tables & Chairs  
|                                                |                                                                           |                                                                           | - Metal Chairs in meeting rooms.                                        | Purchase replacement furniture |
| Off street parking on east side of building.   | Open East side of Library property for parking lot expansion.             | Assess the need for off street parking.                                   | Research cost of building off street parking lot.                          | Secure funding for expansion and proceed to completion. |
| Heating/Cooling system evaluation.            | Provide upgraded heating/cooling system for increased efficiency and effectiveness in heating, cooling and de-humidification | Hire a company to conduct a complete evaluation of current heating and cooling system. | Research cost of replacing current system with an up to date system with increased efficiency and effectiveness. | Secure funding for replacement unit. |
| Redesign archive room into a computer lab.    | Redesign Archive Room thereby creating a computer lab.                   | Assess the need to move computer lab into a more private area.            | Research cost of reconstruction to existing archive room. Add windows on North wall of archive room. | Secure funding and proceed to completion via retaining a company to do the construction work, and painting. |
| Outdoor reading area/garden.                  | Create an inviting outdoor reading area surround by beautification garden. | Assess the property for the appropriate area. Plan garden space.         | Research the cost of landscaping and preparing the garden. Research benches or picnic tables to be installed in area. | Secure funding for improvements. Order picnic tables and benches. Proceed to completion. |
**PATRONS WANT TO SEE THE FOLLOWING AT NORELIUS COMMUNITY LIBRARY:**

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<td><strong>Computer classes for senior citizens</strong></td>
<td>Provide senior citizens with basic computer knowledge in order to be self-sufficient on the computer technology.</td>
<td>Provide a basic computer class to senior citizens with the basics of operating the system and program.</td>
<td>Assist senior citizens with basic set up of an e-mail account.</td>
<td>Help senior citizens to feel comfortable with their technology device.</td>
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<td><strong>A secluded, quiet area for coffee/conversation.</strong></td>
<td>Provide a secluded area where patrons can converse without concern for other patrons in the area.</td>
<td>Reading Nook as proposed in the Library’s three year goals.</td>
<td>Obtain furniture that is inviting and comfortable.</td>
<td>Move newspapers and a Keurig Coffee maker into the space. K-cups and Styrofoam coffee cups available at the circulation desk on main floor for a marginal fee.</td>
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<td><strong>Bring in Speakers, authors, more programming.</strong></td>
<td>Provide a variety of different programming opportunities throughout the year.</td>
<td>Invite and schedule authors, speakers and events, and programming in a variety genres and subject matter.</td>
<td>Put together programming calendar for publication and distribution to community.</td>
<td>Utilize various advertising opportunities: City of Denison Website Library Website KDSN Radio Community Calendar Denison Bulletin &amp; Review Social Media-Facebook</td>
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<tr>
<td><strong>Spanish/English classes.</strong></td>
<td>Provide basic Spanish/English classes for beginners</td>
<td>Provide a structured class.</td>
<td>Instruct and encourage patrons to utilize Transparent Languages or Rosetta Stone.</td>
<td>Develop and implement Spanish/English Conversation Program</td>
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<td><strong>One on One assistance with computer research.</strong></td>
<td>Assist patrons with little computer knowledge with basic computer information.</td>
<td>Staff training to include computer familiarity classes, practice and availability to become comfortable with training patrons in the same methods.</td>
<td>Help patron to understand enough of the technology in order for the librarian to back away and allow the patron to take over especially when it comes to their personal information.</td>
<td>Assist where we can, and don't where we feel uncomfortable legally doing so.</td>
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<td><strong>Professional Development books.</strong></td>
<td>Obtain and place into circulation more books specifically under the category of professional development.</td>
<td>Order more books of this subject. Keep updated method and professional books available in our collection.</td>
<td>Review the current collection of professional improvements books at least once yearly.</td>
<td>Read book reviews on professional development books, assess our patron clientele and purchase books accordingly.</td>
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Collections: Offers and promote quality collections that inform, enrich, and entertain, reflecting a diverse community.

Continue to improve the quality and condition of collections.
- Conduct ongoing evaluation of collections to determine condition and usage.
- Identify areas of collection for expansion or improvement.

Offer materials that attract new users and serve our community’s changing demographics.
- Add titles to collections in languages other than English.
- Strengthen collections that serve the specific needs and interests of people over age 55.
- Focus special emphasis on expanding and updating job search and employment resources, both print and web based.

Pursue innovative methods of offering content.
- Continue to offer downloadable audiobooks and e-books through the BRIDGES Consortium.
- Continue to add online content.

Market and promote library collections in a variety of media formats.
- Explore the addition of a budget line for marketing.
- Submit monthly list of new books and/or book reviews to DBR.
- Record a monthly book review on KDSN
- Provide titles of Spanish-language acquisitions to La Prensa-Lorena Lopez Editor
- Create dynamic in-house displays to market both fiction and non-fiction print collections.
- Increase KDSN promotion collections to once per month.

Program/Services: Offer programs and services that reflect community interests and needs.
Secure adequate funding for the Library to provide and maintain a desired level of library service and development.

Cooperate with other agencies and organizations, which serve the community as a whole.
Identify grants and other opportunities that align with needs.

Provide a variety of programs for library users of all ages and abilities.
- Engage teens in determining the best method to increase their involvement in and use of the Library by organizing Teen Advisory group.
- Add Teen and Adult Summer Reading Program beginning summer annually.
- Determine need and evaluate best methods of providing community access to technology training, including newer methods of communication.
• Analyze greatest nonfiction usage and offer adult programming opportunities accordingly.
• Continue homebound book delivery.
• Develop programs and services specifically for older adults.
• Continue the promotion of early childhood literacy initiatives through outreach at preschools and daycare centers.
  o Provide weekly morning pre-school story times during school year.
  o Incorporating a Spanish pre-school story time as staffing allows.
• Create opportunities to provide training and information to parents and care givers about literacy-related child development and emergent literacy skills.
• Continue to capitalize on the popularity of the Children’s Summer Reading program.
• Provide English/Spanish classes at the Library.

Customer relations and Access: Ensure the Library is accessible and easy to use.
• Evaluate placement of collections.
• Provide staff assistance away from the circulation desk.
• Develop consistent standards and evaluate staff on customer service skills.
• Implement patron barcodes cards, or even key chain size cards, to enhance identity security and checkout convenience for patrons.

Building: Be a community hub and catalyst Community for community and involvement.

Continue to improve communication and marketing to all residents.
• Increase awareness of the Library and its services.
• Develop new partners with community agencies.

Residents will have a central source for all information about the wide variety of programs, services, and activities provided by the community agencies and organizations.
• Position the Library as the community’s meeting place and information center.
• Improve Library Web site and use to promote community events, resources and services.
• Explore the development of a Denison web “portal” with City hall and CDC.

Provide cultural programming to market the Library as a “destination.”
• Identify areas in which to collaborate with Library Friends.
• Assist in the establishment of a monthly Denison Library Friends newsletter in which to publicize Library events.

Offer a comfortable place to visit, providing both public and virtual space.
Residents will have safe and welcoming physical places to meet and interact with others or to sit and quietly read and will have open and accessible virtual spaces that support social networking.

Provide a dedicated genealogy room when space allows.

**Staff:** Provide a well-educated staff to anticipate and meet the varied expectations of our users and to create a satisfying work environment. Focus on customer service and staff empowerment.

- Foster pride in and respect for excellent job performance.
- Determine how to add a continuing education component to monthly staff meetings.
- Encourage certification and provide mentorship to ensure continuity of qualified staff.
- Budget for staff certification in Public Library Management 1, Public Library Management 2, and Public Library Support certification programs through Iowa Library Services.
- Explore adding a position for technology training support person and/or provide professional training on technology for current staff.
- Provide staff with opportunities to train on new technology devices by acquiring the devices for staff use.

**Facilities and Environment:** Ensure that the building, furnishings, and equipment are well maintained and adequate for rapid population growth.

Provide an environment that is welcoming, clean and safe.

- Improve signage.
- Update furniture and design of reading area.

Provide the technical infrastructure needed to support library operations.

- Upgrade software on public Internet workstations. Use annual budgeting to acquire new software and data bases where possible.
- Stay informed of best practices.
- Budget for IT consultation. Migrate to new Library automation software when an exemplary program becomes available.

Plan differentiated spaces for library activities.

- Contact a library-planning consultant to prepare for future building expansion.
- Computer training, consider laptop lab for in-house lending and training. Teen room.
- Movie and game room.
Evaluation
An important component of the Strategic Plan is the evaluation and follow-up process. An annual report by the Library director, ongoing review by the Library Board of Trustees, and evaluation during the budget process are the evaluation methods and tools that will be used to measure progress and refine the Strategic Plan.

Conclusion
This planning Document will be the blueprint or road map for Library programs and services for the next three to five years. By clarifying the Library’s service responses to community needs, the Library can better focus its resources—even in lean budget years.

Building on exciting strengths, this Strategic Plan for the Norelius Community Library is an important milestone towards identifying priorities and continuing the work of providing the most appropriate and very best service possible to the community.