



# Strategic Plan 2023 - 2028

The Carnegie-Evans Library and its Board of Trustees invited residents & stakeholders of Albia, and rural Monroe County, Iowa, to participate in the 2022 Strategic Planning sessions. The library and the community appreciate the dedication and input of all individuals involved in the strategic planning.

The following invitees comprised the Community Stakeholders:

**COMMUNITY STAKEHOLDERS**

<b>NAME</b>	<b>REPRESENTATION</b>
Natalie Pettit	Iowa Vocational Rehabilitation Services
Lisa Crow	Ragtime Industries
Chris Cardanza	Citizen
Tracey Matt	Albia Public Schools
Morgan Henderson	Local Business Owner
Annie Tharp	Local Business Owner
Frank Tharp	Local Business Owner
Tom Woodard	RSVP Representative/Museum
Dan Stocker	First Iowa State Bank
Abbey DeMoss	Albia Public Schools
Allyson Haberman	Hawkeye Real Estate
Beth Hoffman	Local Author/Farmer
John Hogeland	Farmer
Kathy Carr	Citizen
Laura Teno	Main Street Iowa/Chamber
Richard Silva	Local Nonprofit
John Hughes	Local Business Owner/Board of Supervisors
Ashley Crossley	Citizen
Merle Regenald	City Council
Grant Wilson	Citizen
Bella Sovern	Citizen
Brian Carter	Local Business Owner
Becca Carter	Local Business Owner/Monroe County Hospital
Michael Cochran	Iowa Works

**STATE LIBRARY OF IOWA STAFF AND LIBRARY STAFF**

<b>Facilitator</b>	Becky Heil- Southeast Regional Library Consultant, State Library of Iowa
<b>Library Director</b>	Aimee R. Campbell
<b>Reference Librarian</b>	Betty Reeves
<b>Assistant Librarian</b>	Haley Lancaster

**BOARD OF TRUSTEE PARTICIPANTS**

<b>Lois Mick</b>	<b>Melinda Montgomery</b>	<b>Dan Walker</b>
<b>Sally Bachman</b>	<b>Sharon Crall</b>	<b>Dave Paxton</b>
<b>Ron Hohneke</b>	<b>Sue Goode</b>	<b>Josh Simms</b>

## **INTRODUCTION**

In 2022, The Carnegie-Evans Public Library and the Library Board of Trustees initiated the Strategic Planning Process for Monroe County, Iowa. The goal was to create a strategic plan that would focus development and operation of the library to address the needs of the community as a whole. The Board Trustees compiled a list of “Community Stakeholders” or individuals in the community that would represent a varied cross-section of the community. Invitations to attend two Stakeholder Meetings were issued where the community could discuss and identify needs of the community.

During the first Stakeholder Meeting, participants discussed the current strengths and weaknesses of Monroe County, Iowa and envisioned how our community could improve in the future. A list of needs was developed, in order to fulfill these aspirations. At the second Stakeholder meeting, participants reviewed the list of needs created and discussed ways in which the Carnegie-Evans Public Library could provide services to satisfy those needs. At this meeting, the Community Stakeholders formed a consensus as to three service areas on which the library should focus:

- **Know Your Community: Community Resources and Services**
- **Create Young Readers/Succeed in School**
- **Visit a Comfortable Place**
- **Satisfy Curiosity/Make Career Choices**

The library staff and Trustees then used these service areas as the basis to create this Strategic Plan. The plan outlines goals and objectives that will help library staff meet the needs identified during the committee meetings. The Carnegie-Evans Public Library Strategic Plan is designed to accomplish the goals described by the Community Stakeholders.

\*\*\*\*\*

Albia is a city in Monroe County in Southwest Iowa. The population of Albia from the 2020 Decennial Census is 3,721. U.S. Census Bureau, 2020, Decennial Census, retrieved from <https://data.census.gov/all?q=albia>. Monroe County’s population is 7,610. U.S. Census Bureau, 2020, retrieved <https://www.census.gov/quickfacts/fact/table/monroecountyiowa/BZA010220>. The city and county are predominately White and English is the predominate language spoken in the community.

The local School District is Albia Community Schools. Approximately 23.6% of the population is under 18. There are homeschool families present in Monroe County. Childcare is an ongoing need in the community.

The community’s main employers include Cargill, Inc., Ajinomoto Health and Nutrition, RELCO, Superior Machine, Iowa Aluminum, AYM Inc., Preferred Wholesale and Kness Pest Control. Median income is below both state and national averages. Unemployment is an ongoing issue countywide. Monroe County’s median household income from 2021 was \$69,929, with persons in poverty at 10.5%.

Citizens have access to information in a variety of formats including a local newspaper, a local radio station, and internet providers, though rural areas receiving affordable, stable internet access is an ongoing issue.

The community is a recent Main Street Iowa designation and has a well-cared for business district. The local hospital is newly renovated and is Top Workplace award winner. The community has an Aquatic Center and an Opera House theater. The community has over 15 churches of varying denominations and several fraternal organizations. There is an Iowa State University Extension office and active 4-H groups. Family entertainment is an ongoing challenge for the community.

\*\*\*\*\*

**Community Assessment- Planning Committee**

During Stakeholder Meetings, the Community Stakeholders reflected on the current conditions of the Albia and Monroe County, Iowa, noting the community’s current *challenges & opportunities*, and envisioning ways in which the community could improve local services or inspire growth.

The Community Stakeholders identified the following:

<b>ASPIRATIONS/ VISIONS</b>	<b>STRENGTHS</b>	<b>CHALLENGES</b>
Thriving retail center	Base of skilled citizens	Fear (or refusal) of change
Pool and Rec Center	Energetic youth and adults	Difficulty finding people to participate Volunteers are burned out Some groups aren’t inclusive Apathy
Trail system	Main Street programs and grants	Lack of coordination/communication/marketing/networking of community organizations and resources
Restaurants	Well kept, nice looking community	Lack of awareness of mental health issues, disabilities, jobs, healthy living
Good jobs for all	Capable retired people with time	Lack of money to update facilities and infrastructure
Access to technology	Helping Hands Center-Food Pantry	Lack of awareness of community resources
Ways for adults to further their education	Ministerial Association	Busy lifestyle gets in the way
Quality daycare and before/after school care	Pre-K through 12 <sup>th</sup> grade in town	Leaders need training

Opportunities for activities other than sports	School activities are inclusive	Nothing for kids to do in summer
Variety of affordable housing	Caring teachers	Transportation
Improved infrastructure: sidewalks,	Indian Hills CC	Kids don't have an opportunity to explore a variety of occupations-need more work study opportunities
Development and support of arts and culture	Vocational programs	Lack of awareness of volunteer opportunities
More entertainment options	Progress: trails, retail, grants	
Financially literate population	Ag based (community/education) 4H, ISU Extension	
Assistance for starting a new business	Good health care	
Support for people with mental health/drug/alcohol issues	Safe community	
Plenty of skilled tradesmen	Religious community	
Well-funded schools		
Activities for adults and seniors		
Diversity of cultures		
Disability awareness, especially in employment		
Healthy community		

The following “Needs” were identified:

### **NEEDS OR NEW CONDITIONS**

- More open-mindedness-a **growth** mindset
- Better communication among organizations, lack of networking and collaboration, better marketing, coordination of resources,
- Includes city services, school, churches, service organizations, businesses,
- Lack of resources
- Better technology, especially in rural areas
- Volunteers
  - Identify skills of residents
  - Match needs with organizations
  - Awareness of opportunities
  - Deal with burnout
  - More inclusivity
- Unhealthy lifestyle
- Leadership training
- Support for activities for kids, other than sports
- Activities/learning opportunities for adults, especially seniors
- Support and education for a variety of literacies: mental health, healthy lifestyle, technology, financial literacy, occupations,
- Transportation
- Support for students: occupations, local opportunities, trades, higher ed,
- Lack of awareness of issues and community needs
- Money to update infrastructure, including facilities,
- Support for new business
- Daycare, before and after school care
- Good jobs
- Pool/Rec Center

***BASED ON THE ABOVE COMMUNITY STAKEHOLDER FEEDBACK THE CARNEGIE-EVANS PUBLIC LIBRARY AND BOARD OF TRUSTEES HAVE TAILORED THE LIBRARY’S MISSION STATEMENT AND CREATED SPECIFIC MEASURABLE GOALS FOR IDENTIFIED SERVICE AREAS.***

## MISSION STATEMENT

The Carnegie-Evans Public Library serves as a community hub by providing a broad range of media, programs and technologies to encourage life-long learning, literacy in all its forms, curiosity and imagination.

## GOALS

### **KNOW YOUR COMMUNITY**

#### **Community Resources and Services**

#### **Goal #1: Citizens have a better understanding of the variety of services and programs available in the community.**

**Objective #1:** Annually, communicate with at least 3 community organizations that may want to utilize the library website/calendar/social media to include relevant community information.

**Objective #2:** In 2024, offer at least one program in partnership with another community resources.

**Objective #3:** In 2023, write and adopt a policy regarding advertising, and informational posting within the library and on library website and social media.

#### **Goal #2: Facilitate connections between potential volunteers and local organizations who need them.**

**Objective #1:** Explore partnership with RSVP to advertise at least two times annually through library means. At the end of the first year, the Director will meet with the RSVP coordinator to assess whether the partnership has been beneficial to both parties.

**Objective #2:** During fiscal year 2024, compile a list of community organizations in need of volunteers for posting on the library website and updating quarterly.

**Objective #3:** In April of 2024, host a Community Volunteer Open House in appreciation of Community Volunteers annually, focusing on library and Friend's Foundation volunteers but inviting other community partners.

### **CREATE YOUNG READERS/SUCCEED IN SCHOOL**

#### **Create Young Readers: Early Literacy - Succeed in School: Homework Help**

#### **Goal #1: Children birth to age five develop a lifelong love of reading.**

**Objective #1:** By 2026, complete online library management conversion to create ease of patron to library interface, making it more youth friendly.

**Objective #2:** In 2024, reorganize children’s library for visual appeal and ease of use; can be completed in quadrants of children’s library with initial focus on completing craft and storage area to allow increase in craft offerings and efficiency.

**Objective #3:** In 2024, initiate 1000 Books before Kindergarten program.

**Goal #2: Students and their parents are supported in their learning goals.**

**Objective #1:** In 2024, provide high quality educational and entertaining material for use by school age youth and parents on-site in the library.

**Objective #2:** Promote Brainfuse to community in at least 2 unique ways annually.

**Objective #3:** In 2023, conduct, or offer to conduct outreach with Albia Community Schools to advertise library. Director will meet with a representative from Albia Community Schools to assess if the partnership was beneficial to the library and the students of Albia Community Schools.

**VISIT A COMFORTABLE PLACE**

**Physical and Virtual Spaces**

**Goal #1: Library users of all ages have a safe, useable and comfortable space.**

**Objective #1:** By the end of 2025, remove all excess unused items/materials from the facility.

**Objective #2:** By the end of 2024, complete the Community Meeting Room as a usable space.

**Objective #3:** In 2025, apply for a grant to obtain a space needs use assessment to evaluate use of space.

**Goal #2: Albia residents have outdoor space to enjoy and utilize.**

**Objective #1:** In 2024, assess potential alterations to the outdoor space that would create more usable space for the community (clarify boundaries; applicable ordinances and funding sources)

**Objective #2:** Library Staff involved in Steering Committee for adjacent green space and/or any Main Street Albia development of Cultural District.



**Objective #3:** Advertise library as a stop on community walk or trail at least 2 times per year.

**Goal #3: The library will create a five-year plan to assess needs and evaluate current library space.**

**Objective #1:** In 2024 complete reorganization of children’s craft and storage area to facilitate children’s programming.

**Objective #2:** In 2023 utilize grant funds to purchase new tables and chairs for Community Meeting Space.

**Objective #3:** In 2024 Assess current utilization of Historic Room.

**SATISFY CURIOSITY/MAKE CAREER CHOICES**

**Lifelong Learning/ Job and Career Development**

**Goal #1: Increase connection between employers and job seekers.**

**Objective #1:** In 2023, host Job resource community partners, in person and on-site.

**Objective #2:** Promote JobNow/Vetnow at least 2 times annually through library means.

**Objective #3:** In 2024, host at least one program intended to assist job seekers/career development.

**Goal #2: People have the resources they need to continue to learn throughout their lives.**

**Objective #1:** In 2024, seek community speakers to promote community educational topics. In 2025, Director will assess the effectiveness of in-person speakers to reaching community needs.

**Objective #2:** Host at least one community educational program annually.

**Objective #3:** In 2023, provide digital literacy improvement opportunities to increase digital skills of community.