

# Oskaloosa Public Library Strategic Plan 2023-2027 Adopted November 8, 2022

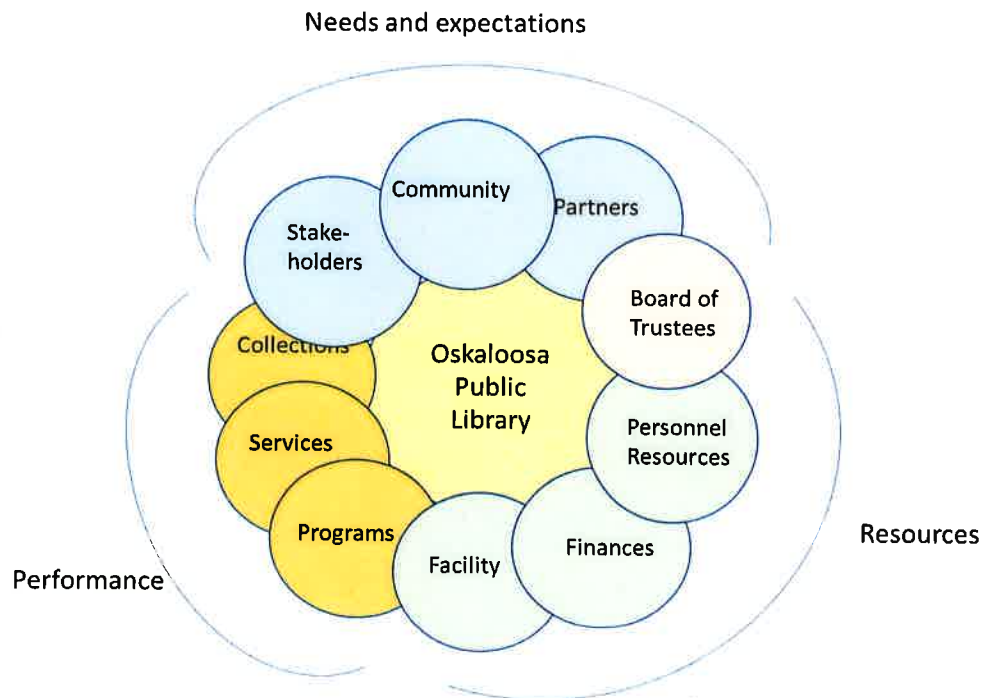
Libraries are an essential public good which serves a fundamental purpose in democratic societies. In service of that purpose, we abide by the following mission, vision, and core values:

**Our Mission:** The Oskaloosa Public Library enriches the quality of life for our citizens by providing free access to information, technology, and educational experiences.

**Our Vision:** Partnering with the community to encourage lifelong learning

**Our Values:** Promoting Education and Lifelong Learning  
Supporting Free and Equal Access to Information  
Making a Diversity of Resources and Services Available to All  
Constantly Striving for Excellence in Services  
Upholding the Principles of Intellectual Freedom  
Protecting User Privacy and Confidentiality

Libraries operate in complex environments. In developing this Strategic Plan, the Oskaloosa Public Library Board of Trustees considered each of the areas depicted in the graphic below.



**Four focus areas are prioritized for attention during this planning period:**

1. Community Involvement
2. Personnel Resources
3. Long-Term Financial Stability
4. Assessing Progress

<p><b>Focus Area One: Increasing Community Involvement</b></p> <p><i>Key Issue: The Oskaloosa Public Library serves many different groups (age, location, working or not, etc.), but we need to increase the visibility and knowledge of library offerings in order to serve more of our potential patrons.</i></p>	
<p><b>Goal One: Increase the visibility of the library</b></p>	
Strategy 1:	Continue to build on current uses of print and Internet (including advertising) to get our name and information about our activities out
Strategy 2:	Encourage current patrons to spread the word to their friends through social media
Strategy 3:	Increase Board members' use of and advocacy for the library and participation in the FOOLS organization
Strategy 4:	Communicate the library's strategic plan to the FOOLS organization so they can focus their support effectively to provide opportunities for growing activities
Strategy 5:	Partner with schools, day cares, and Chamber of Commerce in order to collaborate and advertise one another's activities
<p><b>Focus Area Two: Personnel Resources</b></p> <p><i>Key issue: Budgeted staff positions are ably filled but their numbers are limited, which also limits the capacity to staff new programs, grow existing ones, or increase operating hours.</i></p>	
<p><b>Goal Two: Increase Volunteer Involvement</b></p>	
Strategy 1:	Continue to promote volunteer opportunities to the Friends group
Strategy 2:	Explore opportunities for FBLA and business students, and others who need community service hours to become involved in helping Seniors or others who need technology assistance or other assistance with library-based services
Strategy 3:	Determine if individuals serving court-ordered community service hours are a potential resource, and what additional staff training or supervision would be required

Strategy 4:	Use posters, media, and personal contacts to invite additional library patrons to volunteer
<b>Focus Area Three: Long-term Financial Stability</b>	
<i>Key issue: Current funding levels are adequate for current services, but tight. The library cannot charge for services or hold tax-based funds over past the current budget year. How do we grow funding to allow for new or expanded operations?</i>	
<b>Goal Three: Continue to develop ways to increase long-term financial stability</b>	
Strategy 1:	Develop approaches to address the effects of changes in the external financial environment
Strategy 2:	Consider establishing a foundation through NEKLS, so funds can be accumulated over time
Strategy 3:	Assess approaches to increase available funding through direct donations, memorials, legacy planning and life insurance
Strategy 4:	Continue applying for grants that meet our needs and enhance the community

<b>Focus Area Four: Assessing Progress</b>	
<i>Key issue: The library is accountable for performance expectations in relation to its NEKLS involvement and grants; the Director also collects a substantial amount of data about finances and the services that are provided and provides reports to the Board of Trustees on a monthly basis. However, community surveys were less useful than hoped for evaluating community satisfaction and don't provide a useful baseline for evaluating progress. Additional expectations and measurement tools could be helpful in determining whether the library is achieving its goals over time.</i>	
<b>Goal Four: Develop additional ways to assess the library's performance and how it changes over time</b>	
Strategy 1:	Continue to use measures to compare OPL's performance with that of other libraries in similar communities
Strategy 2:	Develop formal, but brief, tools to assess patrons' views of programs (consider prizes or incentives)
Strategy 3:	Evaluate trend lines and year-over-year data to determine progress