

Sheridan Public Library

Strategic Plan  
2023-2027

October 1, 2022

## Introduction

The Sheridan Public Library board of directors and staff met on Saturday, October 1, 2022 to celebrate the accomplishments of the prior strategic plan completed in 2018 and to develop a new strategic plan that will guide the organization for the next five years.

Those present at the planning session were:

Board members: Loretta Sutherland, board president, Ruth Gerbig, board vice president, Dee Feeney, board secretary, Laura Glunt, board treasurer and Floyd Barker, board member. Absent were Kathy Bray, board member and Alicia Hollingsworth, board member.

Staff: Kim Riley, library director, Wynn Zetterberg, programming director, Patty Barker, Dorothy Bishop, Lindsey Spencer, Mary Ragland and Madison Traphagen, page.

The group was reminded that, in today's environment, the majority of plans have an active life of no more than five years. Strategic plans are meant to be "living, breathing" documents that change according to changes in the environment. Strategic plans should set the agenda and be reviewed at all board meetings. They should also direct staff meeting agendas, the organization's annual work plan and performance reviews.

Strategic plans act as "road maps" for organizations. They provide direction and help organizations achieve the next level of success. Without strategic planning, organizations often experience "mission drift" meaning that they focus on programs and activities that do not fit the mission of the organization. They often drift along until a crisis brings the mission back into focus.

Thanks to the dedication of the Sheridan Public Library's board, staff and volunteers, the organization has, with this strategic plan, positioned itself for growth for the next five years.

## Environmental Scan

The group embarked on an environmental scan by projecting what Sheridan will look like in the future.

### **In the next three to five years Sheridan will:**

- Experience population growth
- Struggle with change. This is due, in part, to a new town council who have not had time to establish a clear direction for the town
- Discussion of Westfield coming to Sheridan
- Continue to experience an economic struggle with a lack of business tax base
- Grow even if we don't want to
- Become more of a bedroom community
- Continue to not welcome newcomers
- Grand Park in Westfield will influence the growth of the town
- Increasing development of businesses on Main Street
- Experience significant road changes such as widening State Road 47 and the roundabouts at Biddle Park and Mulebarn Road
- US 31 Corridor Project will be completed
- Sheridan and Adams Township will get almost 2,000 new homes
- There will be more "work from home" opportunities
- Sheridan will struggle with getting new businesses
- There will be confusion on where the town is going
- The library will issue a new bond and will expand
- More e-books will be checked out
- Zoning issues will cause conflict
- More young adults will move back here after college
- The Monon Trail expansion will be completed

### **In the next five to ten years Sheridan will:**

- Struggle with the transition from rural to urban
- Begin to experience Not in My Backyard (NIMBY) syndrome
- Have an opportunity for growth- businesses and infrastructure
- Experience economic issues- people who are working two or more jobs but do not make a living wage
- Have more college bound and trade school bound students, many of whom will be first generation. This can lead to a greater disparity among students between those who succeed and those who do not
- Become more welcoming to newcomers
- See renewal on Main Street
- Experience confusion on where the town is going
- Experience more growth than anticipated, i.e. 2,000 new homes

- Population will double
- Main Street will have more businesses
- Recession will be over
- We will learn to live with traffic
- Updates to the Sheridan Community Schools will be completed including the potential of a new elementary
- There will be more library staff
- Checking out of e-books will continue to increase
- The make-up of the population will be different than we think
- Traditional denominational churches will be disappearing

**In the next ten to twenty years Sheridan will:**

- Experience less struggle- many of our current issues will be resolved or nearly so
- Become a destination community and be more self sufficient, i.e. goods and services can be purchased here instead of the need to go to other communities
- Have a much larger elderly population
- See an influx of people moving into the community and/or adults returning to live here after college
- Welcome newcomers
- Struggle with zoning
- Experience the negative results of no capital planning
- Experience confusion on where the town is going
- We will have the coveted grocery store!
- We won't be self-sufficient. We will still struggle with change
- The flow to downtown/Main Street will change
- We will have a variety of businesses
- Elected officials won't be born and raised here
- We will be deciding if we want to remain a town or become a city
- Will the Westfield Library want Sheridan as a branch?

## **Mission Statement**

Mission statements define an organization. They provide a compass to help guide the organization. The strategic plan is the roadmap to help the organization implement its mission.

**Mission Statement: “The Sheridan Public Library supports the community by promoting quality learning discoveries, facilitates community partnerships and access to technology.”**

## SWOC Analysis

A SWOC analysis looks at the Strengths, Weaknesses, Opportunities and Challenges currently facing an organization.

The results for the Sheridan Public Library were as follows:

### Strengths:

- Children's Program
- Study Rooms
- Community Room that is available to the public
- Bike give-away
- Holiday community events
- Knowledgeable staff that provide personal service
- Community outreach
- Can get things (books, etc.) that people want quickly
- Small- one-on-one service
- Stellar board members
- Partnership with Digital Consortium
- "New" building (10 years old)
- Play area, especially the train
- Can adapt faster because are smaller
- Friendly people and staff
- The community feels the library is an asset
- Location of the library
- Services like photocopying and faxing
- Notary Public
- 24/7 Wifi and hot spot access
- Computer lab
- Marketing/social media presence
- Strong and sincere director and leadership
- Increased number of programs
- Financially stable
- Space is fresh and homey
- Evergreen!

### Weaknesses:

- Need the right mix of room sizes
- No outdoor spaces for programming
- Visibility, i.e. not on Main Street
- Kitchen is okay but not good for classes
- The library isn't set up for "messy" programs
- Partnerships with the schools and the town

- Friends of the Library
- Marion Township is not a part of our library

**Opportunities:**

- Use the children's room for more programs
- Expand relationships with government bodies, especially those that appoint board members, service clubs, schools, etc.
- Expand programming for children, tweens, teens, young adults and adults
- Technology
- Offer programs to more groups and a variety of groups
- Partner with other groups to educate the community on opportunities
- Self-serve and pay copiers and faxes
- Getting folks interested in us
- Friends of the Library

**Challenges:**

- Aging staff members who will retire in the next few years
- Money
- Technology is more and more expensive, fragile and must be replaced often
- Anticipating the needs and changing nature of the community
- Physical upkeep of the facility/aging building
- Keeping up with changes, e.g. computers, DVD's Blu Ray, etc.
- Keeping one step ahead- forward thinking
- More community rooms
- Less people wandering the stacks looking for books
- Would people use self-checkout?
- Getting more ages involved such as teens
- Keeping after-school students engaged in positive ways
- Friends of the Library
- Future staffing to meet needs
- Risk of funding/bond issue

## Goals, Objectives and Strategies

Goals are outcome statements that guide the organization's programs, administrative, financial and governance functions.

Goals and Objectives must be SMART:

- S= Specific
- M= Measurable
- A= Attainable
- R= Relevant
- T= Time Sensitive

There are two types of objectives:

- *Process objectives* typically begin with phrases such as "to develop, to implement, to establish, to conduct." These phrases all describe activities that will be undertaken by the organization.
- *Outcome objectives* describe outcomes that will be made by the end users of the organization's services, changes that are a result of process activities. Outcome objectives typically begin with phrases such as "to increase, to decrease, to improve."

Strategies, sometimes called activities, must include who is responsible for implementation and resources (people, money, etc.) involved.

### **Example of a Goal:**

"Help patrons and the community acquire literacy skills especially in the area of reading."

### **Example of a Process Objective:**

"Implement a literacy skills program for elementary aged school children by May 2014."

### **Example of an Outcome Objective:**

"Improve, by a minimum of one grade level, the reading skills of elementary aged school children by May 2014."

### **Example of a Strategy:**

"Convene a Literacy Skills Task Force by February 2013." Responsibility:  
Children's Librarian  
Resources Needed: Snacks for organizational meeting- \$20

## **Achievements**

### **Strategic Plan 2017-2022**

- Listed and evaluated past marketing efforts
- Developed library brochure
- Explored and applied for grants to help fund library programs and needs such as technology
- Explored public funding to increase annual budget
- Activated Friends of the Library to raise money for the library
- Listed and evaluated current programming by age group
- Determined number of programs per quarter by age group
- Secured program presenters, funding and developed program calendar
- Marketed program calendar
- Hosted programs
- Kept library central to the community during the pandemic

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	A	B	C	D	E	F
	Goals	Objectives	Strategies	Responsible Party	Cost	Due Date
1						
2		Identify and develop quality learning discoveries for all ages. Learning discoveries will increase by <b>10%</b>	Design a competition for design students at the high school to redecorate the teen room	Library Programming Director	<b>\$3,000</b>	<b>12/31/24</b>
3	<b>Provide quality learning discoveries</b>					
4			Establish "Interest Clubs" for all ages, but especially for youth, tweens and teens	Library Programming Director	<b>TBD- based on need for materials and food</b>	<b>Ongoing/in progress</b>
5		A marketing plan needs to implemented along with these strategies.				
6			Bring rotating art exhibits into the library		<b>TBD</b>	<b>12/31/24</b>
7						
8			Establish a resource section for teachers/homeschoolers	Library Programming Director	<b>TBD</b>	<b>12/31/26</b>
9						
10			Partner with businesses/artisans for training programs	Library Programming Director	<b>TBD</b>	<b>Ongoing/in progress</b>
11						
12			Identify and provide services to the elderly and nursing home residents	Library Programming Director	<b>TBD</b>	<b>12/31/24</b>
13						
14						
15			Collaborate with the home schooling community to provide needed services	Library Programming Director	<b>TBD</b>	<b>12/31/23</b>

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	A	B	C	D	E	F
16						
17						
18						
19						
20						
21	<b>Goals</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Responsible Party</b>	<b>Cost</b>	<b>Due Date</b>
	<b>Strengthen community partnerships</b>	Expand community partnerships by <b>50%</b> .  Note: A marketing plan needs to be implemented along with these strategies.	Identify and build partnerships through sponsorships with businesses such as Becks, United, Wallace, Reynolds, etc.  Build partnerships with the schools (teachers, art, STEM, English) and provide them with needed resources	Library director and Friends of Library and board  Library director, programming director and board	<b>\$0</b>	<b>Ongoing/in progress</b>
22						
23					<b>TBD</b>	<b>5/31/24</b>
				Library director, Library program director and board		
24					<b>\$0</b>	<b>Ongoing/in progress</b>
25						
26			Develop a story walk through neighboring parks such as Veterans, <b>Biddle &amp; the Monan</b>	Library Program Director	<b>TBD</b>	<b>12/31/27</b>
27						

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28						
29						
30	<b>Goals</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Responsible Party</b>	<b>Cost</b>	<b>Due Date</b>
31	<b>Update/Provide technology to meet patrons' needs</b>	Develop and implement a five year technology plan	Purchase an outdoor information electronic information board that will list library and community events and announcements. Update audio/visual technology in the community room	Library director	<b>TBD</b>	<b>Bond Schedule</b>
32				Library director	<b>TBD</b>	<b>Bond Schedule</b>
33			Provide needed technology in small meetings rooms such as charging stations	Library director	<b>TBD</b>	<b>Bond Schedule</b>
34						
35						
36			Update the computer lab and consider interspersing computers into the stacks	Library director	<b>\$3,825</b>	<b>2/28/23</b>
37						
38			Acquire the ability for patrons to self-pay for copies and faxes	Library director	<b>TBD</b>	<b>Bond Schedule</b>
39				Library director and programming director		
40			Acquire "light" tables and other sensory experiences	Library director	<b>TBD</b>	<b>Bond Schedule</b>
41			<b>Investigate credit card payments</b>	<b>Library director</b>	<b>TBD</b>	<b>12/31/23</b>

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42	<b>Marketing</b>		Maintain social media presence	Marketing director	\$0	Ongoing
43			Advertise library programs through the schools and other venues	Marketing director	\$0	Ongoing
44						
45						
46						
47	<b>Goals</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Responsible Party</b>	<b>Cost</b>	<b>Due Date</b>
48						
	<b>Renew the library's bond for future funding</b>	Sheridan Public Library will successfully issue a bond in 2025				
49			Choose an architect	Board	\$0	Completed
50						
51			Take a tour of libraries	Library staff and board	\$984	Completed
			Brainstorm the future of the library with the architect	Library board and staff		
52			Hold listening sessions with the community for input	Library director	\$0	Completed
53			Create a list of projects with their cost.	Library staff and board	TBD	Bond Schedule
54			Educate stakeholders such as the Town Board on the bond renewal and dreams for the library	Library staff and board	\$0	Bond Schedule
55						
56						
57			Issue bonds	Library staff	0	2/28/25
58						
59						
60						

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A	B	C	D	E	F
61					
62					
63	These items were listed as things desired	Charging stations			
64		Small phone booths			
65		Outdoor space to hold events			
66		More meeting rooms of different sizes			
67		Self-service copier and fax machine			
68		Bring more color to the library with paint, flowers, etc.			
69		Outdoor learning spaces such as a butterfly garden, story walk, etc.			
70		Businesses "sponsor" parking spaces, the electronic sign, computers and work spaces			
71		Christmas drive through the parking lot with visitors voting for their favorite display			
72		More programming that highlight local businesses such as soap making			
73		Partner with SYAP			
74		Space for messy programs			
75		Basic life skills programs			
76		Music programs			