



“A Place to Grow”

Strategic Plan 2023-2026

Library Profile:

The Henika District Library (HDL) is a class III public library serving the residents of Wayland City and Wayland Township. Located in downtown Wayland, the library is supported by both local Wayland City and Wayland Township taxes, local penal fines, and state aid. The library is housed in the original building that was built in 1899 and had an addition added on in 1968. This location holds the library's 14,600+ item collection. The library's seven employees consist of three full-time staff and four part-time staff. Two of the full-time staff members hold an MLIS. The library is open 50 hours a week Monday through Saturday and is closed on Sundays.

Planning Committee:

- Library Director, Cierra Bakovka
- Library Board President, Meghan Augustin (ex-officio)
- Library Board Trustee, Sara LeFevre (Committee Chair)
- Library Board Trustee, Tami Fryling
- Library Board Trustee, Danielle Simmons

Planning Process:

Beginning at the start of 2022, the Planning Committee was formed with the above members, who met throughout the year. Other outside library models were consulted as viable options, along with guidance from the Lakeland Library Cooperative Director, Carol Dawe. Furthermore, Henika District Library's organizational culture and values were essential in determining ways to better serve the community. The culture and values of library staff were investigated through staff surveys. Additionally, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was performed by the Planning Committee members to analyze the strengths, weaknesses, opportunities and threats to Henika District Library. All of the internal data generated from staff input and the SWOT analysis were actively integrated into the course of action outlined in the strategic plan. Community input was also at the center of the planning process. A community needs assessment survey was administered to members of the community and library patrons.

This information accumulated from the SWOT analysis, staff survey, and community input gave the library insight into Henika's needs and desires for the future. It was discovered that the community values the library's services and programming, particularly those revolving around collection diversity and technology. As a result, the Planning Committee formulated goals and objectives around these findings and submitted the plan to Henika District Library's Board of Trustees for approval.

Planning Outline:

- Stick with the mission.
 - The Planning Committee reviewed the library's current mission statement which is "To encourage community and personal growth through diverse

materials, services, and experiences.” The committee believes that it should be the driving force behind our strategic planning process.

- Develop a model.
 - The Library Director researched other libraries' strategic plans with similar demographics and resources to Henika District Library in order to gain insight into possible models.
- Define the organizational culture and values.
 - The Library Director created a staff survey that was administered to all library staff to define the culture and values of Henika District Library.
- Define community needs.
 - The Library Director worked with the Planning Committee to design a needs assessment survey for the Henika community. Both paper and digital copies were distributed, with staff members handing out surveys to patrons in the library and the Library Director adding the survey online to the library's website and social media channels.
 - The Library Director and Planning Committee analyzed internal data from circulation, website, technology, program, outreach and usage statistics and used it for additional consideration when assessing priorities.
- Develop goals and objectives.
 - The Planning Committee developed goals and objectives based on findings from the community needs assessment, library statistics, SWOT analysis research and the organizational culture and values staff survey.
- Submit the plan to the Board of Trustees for approval.
 - The Library Director submitted the finalized strategic plan to the Board of Trustees.

Henika District Library Strategic Plan 2023-2026

Mission:

Henika District Library encourages community and personal growth through diverse materials, services, and experiences.

Goal 1:

Improve Henika District Library building accessibility and safety for all patrons and staff.

The elevator is currently a “Barrier Free Lifting Device” with a cage-style system, and is original to the 1960s addition. It is difficult to obtain parts and the elevator also randomly stops between floors. Patrons with mobility difficulties have trouble opening the heavy, manual outer doors and the cage door. It is also small and uncomfortable for both mobility challenged people and people with strollers.

Objective 1.1: Pending/In-Progress

Optimize elevator function and accessibility

Action 1:

Clarify ADA requirements and recommendations regarding elevator service, floor space, etc.

- Expected Deadline: February 2023
 - Met

Action 2:

Outline at least three options to meet requirements and recommendations with ballpark estimates

- Expected Deadline: April 2023
 - Tabled pending grant decision and exploring rolling into building expansion.

Action 3:

Building Committee meets to decide on an option to pursue

- Expected Deadline: May 2023
 - See above to Action 2

Action 4:

Collect two to three quotes from contractors and present options for board decision

- Expected Deadline: July 2023
 - See above to Action 2

Action 5:

Finance Committee meets to decide on funding and submit for board approval

- Expected Deadline: Fall 2023
 - See above to Action 2

Action 6:

Elevator renovation begins

- Expected Deadline: Fiscal Year 2024
 - See above to Action 2

Goal 2:

Expand the current library building to meet community wants and needs. The library is roughly 3,400 sq. ft and is too small to sustain adequate service to the rapidly increasing population of the area. Staff is having a hard time placing new acquisitions and finding space to continue to grow in both collection and technological offerings. The library also lacks a dedicated programming space, which severely limits the amount of attendants allowed at programs, despite their increased popularity.

Objective 2.1:

Explore a building expansion plan and blueprint.

Action 1:

Building committee meets to develop a building Needs v.s. Wants List

- Expected Deadline: January 2023
 - Met

Action 2:

Contact at least 2 architects for plans meeting our needs

- Expected Deadline: April 2023
 - Partially Met/In-Progress
 - Updated timeline date to 2024

Action 3:

Building Committee reviews draft blueprints for potential changes

- Expected Deadline: June 2023
- Updated timeline date to 2024

Action 4:

Blueprint drafts are submitted for board approval

- Expected Deadline: July 2023
- Updated timeline date to 2024

Objective 2.2:

Plan how to fund the building project.

Action 1:

Finance committee will meet to explore funding options through grants, loans, donations, millage, etc.

- Expected Deadline: August 2023

- Met

Action 2:

Finance committee presents funding plan for board approval

- Expected Deadline: December 2023
 - Partially Met/In-Progress
 - Updated timeline date to 2024

Objective 2.3:

Select a contractor to complete the project.

Action 1:

Open a bid room for contractors to bid on the building plan.

- Expected Deadline: January 2024
 - Partially Met/In-Progress
 - Updated timeline date to Fall 2024 to early 2025

Action 2:

Library board meets to review proposals and select a contractor

- Expected Deadline: June 2024
 - Updated timeline date to early 2025

Action 3:

Finalize financing and paperwork

- Expected Deadline: August 2024
- Updated timeline date to 2025

Action 4:

Break ground on a building expansion

- Expected Deadline: April 2025
- Updated timeline date to 2025

Goal 3:

Expand community connections and involvement with the Henika District Library.

Objective 3.1:

Maintain current connections with local community businesses and groups.

Action 1:

Continue relationships and involvements we already have with the local Downtown District Association, schools, Sawmill Estates, Green Acres, Allegan County Great Start, Friends of the Library, Country Cat Lady, and others.

- Met 2023/Ongoing 2024

Objective 3.2

Establish new connections in the community and surrounding areas.

Action 1:

Form at least one new relationship with a local business or organization each year. Current ideas include the Women of Wayland, Paws for a Cause, Gun Lake Tribe, local daycares, etc.

- Met 2023/Ongoing 2024

Objective 3.3

Develop partnership oriented programs with the above connections.

Action 1:

Offer at least two partnership based programs each year.

- Met 2023/Ongoing 2024

Summary:

The Henika District Library 2023-2026 Strategic Plan was created with involvement from various levels within the library and community including the Library Director, Henika District Library Staff, public, stakeholders, and community partners. The collection of data from focus groups with community stakeholders and partners, a community needs assessment, SWOT analysis, and library statistics were key in helping to create the library's goals and objectives.

The next three years will be filled with opportunities for the Henika District Library. The library's focus on safety and space will help better meet community needs and standards. A more accessible building and elevator will allow all patrons the ability to use the library more easily. The addition of a dedicated programming space and more physical footage would allow more patrons access to our growing services and offerings. The Henika District Library will dedicate staff to cultivate connections and foster community engagement by actively seeking out partnerships to expand library services and programs. The expansion of the library's outreach services will foster a bigger sense of community as well as grow involvement in library service.

Through the implementation and execution of this strategic plan, Henika District Library will be able to provide the safety, space, and outreach services/partner programs to the Wayland community. By encouraging growth, Henika District Library can continue to carry on the work of cultivating connections, ensuring access to information and fostering community engagement.

Appendix:

Staff Survey Responses

Q : What has your experience working here been like?

- My favorite job I've ever had! My coworkers are great and I have fun coming into work almost every day. I like that Cierra actively tries to improve the library and our working environment.
- I see us as a young and enthusiastic team testing out different ways to work together and serve our community. We have a lot of opportunities to stretch ourselves and try new things, and that's been wonderful. The only imminent danger I see is the possibility of staff stretching too far, too fast and burning out. This is the best library and team I've worked for thus far.
- My experience working here has been very mixed, but overall a positive experience. I greatly appreciate the flexibility that this job provides, as well as the warm work environment. Recent updates/changes have drastically improved working conditions (new paint/carpet, updated staff breakroom, new computers) and I am excited for upcoming changes.
- My experience working here has been amazing thus far.

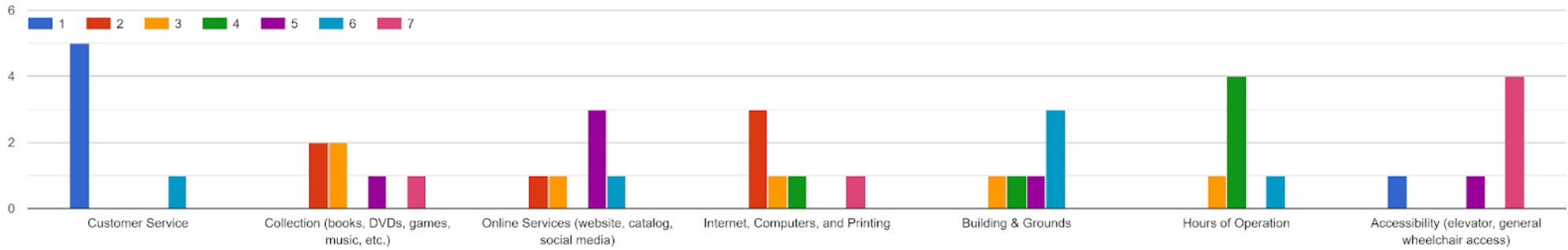
- I have been working here for a long time. This library has always been a second home to me.
- good

Q: From a staff perspective, what could be changed to help Henika grow in the future?

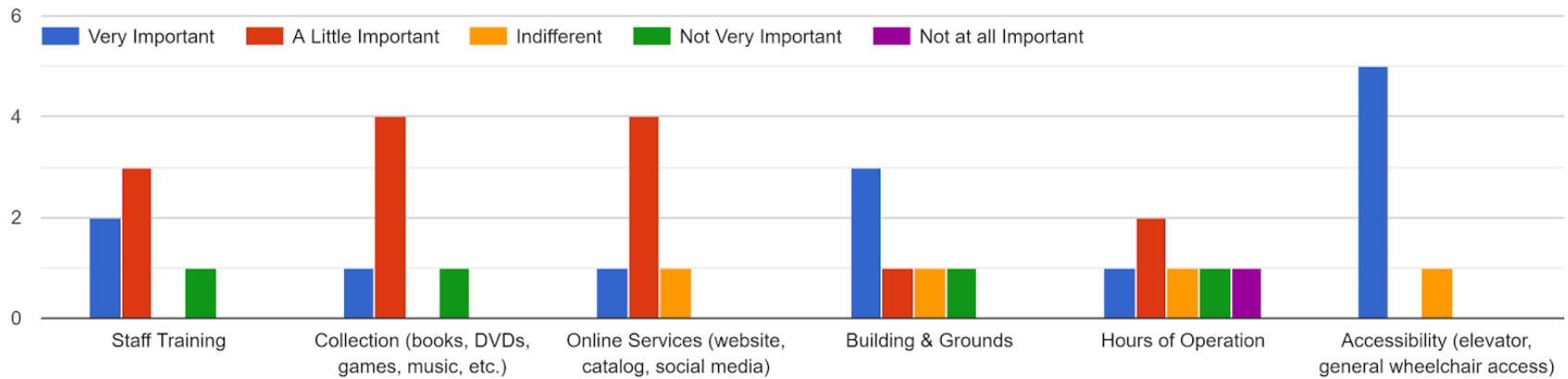
- Wish upon a star for an expansion! Would also like sound control in main library area (sound absorption pads on walls or ceiling) to help with computer and programming noise.
- The size and layout of the building is one of the biggest hindrances in giving the best service possible. I would love a programming room, space for computers that only kids can use, study rooms, a separate YA room, a new copier, a private work space for staff to focus on program prep, and a safer and more reliable elevator.
- Building accessibility (if I could only pick one thing it would be this). I cringe every time I hear an elderly patron slowly climb the stairs, fearing that they will fall. I would love for all patrons to be able to access our materials without physical barriers that prevent them from entering the building and navigating it.
- The addition of study rooms would be great - I answer questions almost daily about whether we have any available. Programming space is also a need, especially as our programs grow in popularity. It's tough to have enough space to hold programs, and when programs are running they sometimes disrupt other patrons using the library
- A better elevator for people who have disabilities.
- building expansion for more staff space, programming space, and expanded children's area

Staff Survey Responses Continued

Please rank our library's strengths from 1 (strongest) to



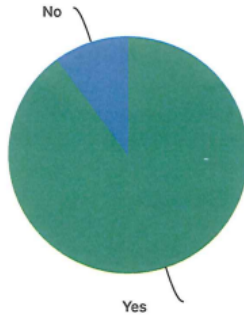
How important would the expansion or addition of the following attributes or services be to you as a staff member?



Community Survey Response Summaries

Q1 Do you have a library card?

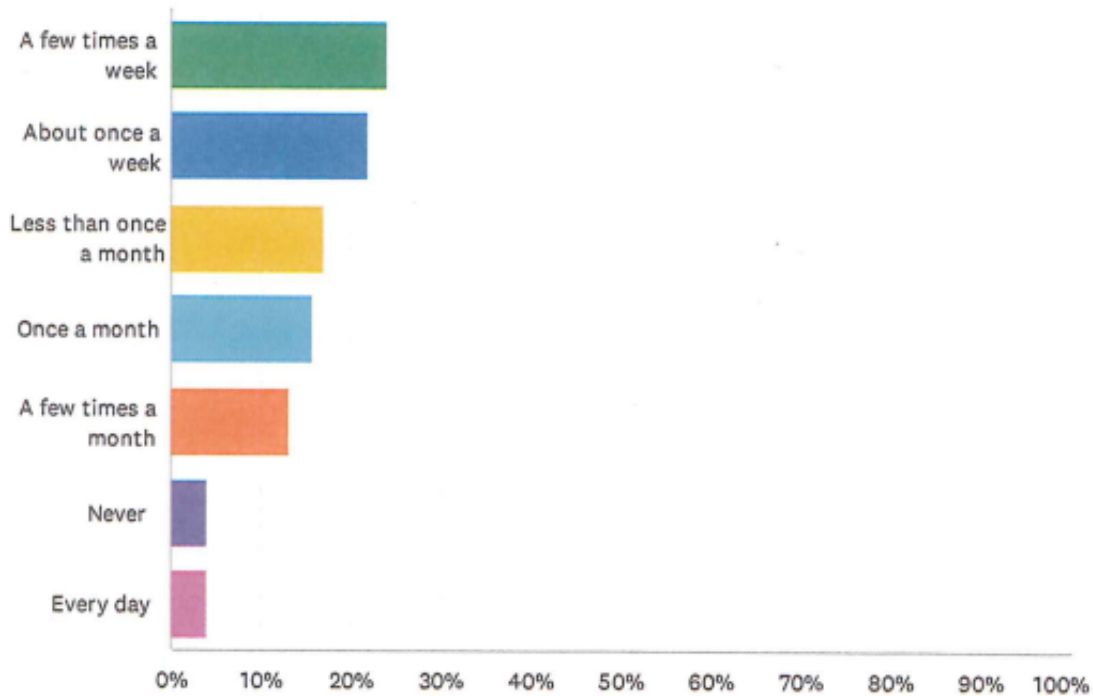
Answered: 228 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	89.91%	205
No	10.09%	23
TOTAL		228

Q2 An average, how often do you visit the library?

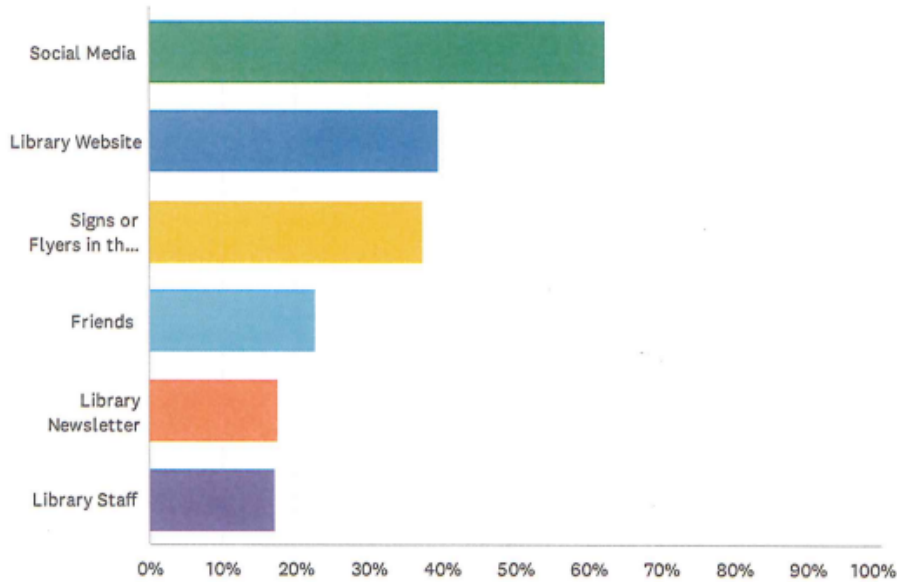
Answered: 228 Skipped: 0



Community Survey Response Summaries Continued

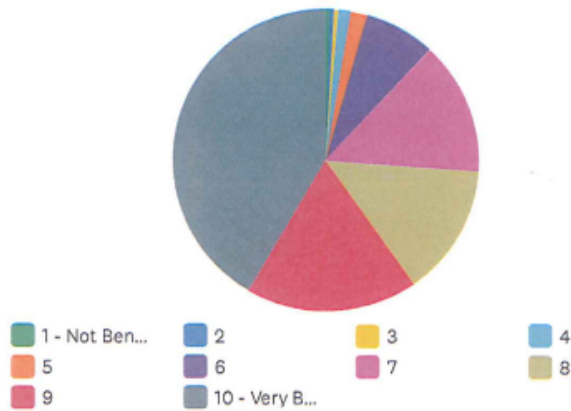
Q5 How do you typically find out about library programs? Check all that apply.

Answered: 227 Skipped: 1



Q8 Please rank the library's benefit to you or the community?

Answered: 226 Skipped: 2



	1 - NOT BENEFICIAL	2	3	4	5	6	7	8	9	10 - VERY BENEFICIAL	TOTAL	WEIGHTED AVERAGE
(no label)	0.44%	0.44%	0.44%	1.33%	1.77%	7.52%	14.16%	14.16%	18.14%	41.59%	226	8.54
	1	1	1	3	4	17	32	32	41	94		

Community Survey Response Summaries Continued

Q :What do you value most about the library?

- Material Selection - 88 = 31%
- Friendly Staff / Customer Service - 32 = 11%
- Children's Activities - 32 = 11%
- Library Style / Decor / Layout - 25 = 8%
- General Services - 21 = 7%
- Location - 17 = 6%
- Adult Activities - 14 = 5%
- Computers / Internet / Printing - 14 = 5%
- Youth Area - 8 = 2%
- Special Collections - 7 = 2%
- Crafts - 6 = 2%
- Cooperative / Material Sharing - 5 = 1%
- Fax - 4 = 1%
- Digital Materials - 4 = 1%
- Hours - 1 = 0.7%
- Printing by Donation - 1 = 0.7%

Standout Comments From Previous Question

- “FREE is always the best price, and selection is helpful, and staff assistance and knowledge is important. I appreciate newer options like educational and entertainment games, movies, computers and fax/printers access, deals and offers to other experiences, and love take n makes when we can get them!”
- “The library is in the perfect location in downtown Wayland. I appreciate the summer reading event that starts around the same time the farmers market starts”
- “I am a Homeschool mama. The library is essential to this and to provide my children with new reading material every week. I also value the many different resources it provides. I do not like e-books and the library is a great resource for my family.”
- “The Library staff are welcoming. The Library is constantly adding materials, games, 'items' to borrow (e.g. seeds, Kindle). One of my favorite aspects is the Library cares about its history and displays it (pic of the architect, older pics of the Library, etc). The atmosphere is pleasant and welcoming. Summer movie nights are fun - like that the seating was moved to the grass rather than the parking lot (we bring blankets to sit on). Great variety of programs for kids.”

Community Survey Response Summaries Continued

- “I love that you can come in and print important stuff, and you don't expect a certain amount per page. The donation box is a great idea, especially for low income families.”
- “I love that it's close to my house; I live within city limits; i can walk or drive. I like that the small parking lot is adjacent. I think you have a fabulous selection of materials; new releases, etc. I think the cooperative is so amazing; I reserve online, request from any location in the network, and then pick up locally. Henika is small but mighty. When my kids were small, I brought them weekly for programming, play, and book checkout. A fabulous resource for a family with young children.”
- “Very nice library with helpful staff - quite happy with the way things currently are. Usually I order on-line and I just pick up my items. Occasionally we use the internet while in the parking lot.”
- “The community programs for both youth and adults; I value the story-time and take and make crafts the highest for me currently as a stay at home mom!”
- “The new staff seems to be doing an excellent job. They seem to have a great vision for improving the library. Continue as they are.”
- “I live in Pennsylvania and have taken part in a variety of online programs. Thank you so much for offering these programs. Everyone I have spoken with (when there was an issue with online log in) has been wonderful with help.”

Q: How could the library or its services be improved?

- More Space / Bigger Building - 83 = 37%
- More Materials - 23 = 10%
- Seperate Program Space - 16 = 7%
- More Programs / Services - 14 = 6%
- Extended Hours - 12 = 5%
- More Sitting Areas - 8 = 3%
- Better Handicap Access - 8 = 3%
- More Staff Training - 8 = 3%
- More Parking - 6 = 2%
- Study Rooms - 5 = 2%
- More Staff - 5 = 2%
- Bigger Play Area - 3 = 1%
- Bigger Children's Area - 3 = 1%
- More Toddler Programs - 3 = 1%
- Better Lighting - 3 = 1%

Community Survey Response Summaries Continued

- Improve Cleaning - 3 = 1%
- Bigger Dropbox - 2 = 0.8%
- Bigger Budget - 2 = 0.8%
- Bigger Social Media Presence - 2 = 0.8%
- More STEM Activities - 1 = 0.4%
- More Language Options - 1 = 0.4%
- More Exits - 1 = 0.4%
- Everything on the Same Floor - 1 = 0.4%
- Outreach - 1 = 0.4%
- More Digital Materials - 1 = 0.4%
- Vending Machines - 1 = 0.4%

Standout Comments From Previous Question

- “The handicap entrance would be very helpful to have a ramp for people to get into the library.”
- “Nooks with a comfy chair for reading, back in the stacks. Even more old pictures of the Library - inside and out.”
- “Many ways. 1. Too crowded 2. Update Handicap Access 3. Friendlier and Knowledgeable Staff that cares about people instead of making one feel they are a nuisance. 4. Update bathrooms. 5. Bring in natural light. It feels closed in, dark and very dreary.”
- “I wish I could use it. I live in the area near Gun Lake that is a tax no man’s land and I am not eligible for the services of the library. Extend opportunities to those who live in the Wayland Union school district, in Barry county. I would be fine with paying whatever additional millage is appropriate.”
- “Would be great to have a separate kids play space and program space”
- “More activities targeted to toddler age would be super nice and maybe a slightly bigger space for the littles to do so and play♥”
- “I would like a modern elevator and the hand railing is a little rickety to go upstairs.”
- “everything is great, but the building is old and small”

Community Survey Response Summaries Continued

- “Overall I'm happy with the service and the hours works well... library is fine - convince wayland to build coffee shop near library”
- “If space was available, it'd be nice to separate the computer area because kids can be loud while playing games online. The front desk area can appear messy/cluttered/crowded but I think this is a space issue.”
- “Expanding building to hold more. Love the library. Just want more of it. I feel the community deserves a bigger better one.”
- “More selection. I know you can get books from other libraries, but I would still like to see a larger collection at Henika.”
- “You definitely need to improve the parking. I'm not sure why you allow Dr. Sexton's employees use all the parking spots on the south side of the library. The handicapped parking is also on that side and you can never find a parking spot on that side and for older people it is such an inconvenience!! Dr. Sexton has all that parking and they should be using that for their employees, they have the north side and the east side to park by their building!! Maybe I need to go to a council meeting to see if this could be changed!! Please think of the patrons of the library not Dr. Sexton's employees.. Signs should be put up to say for library patrons only!!”