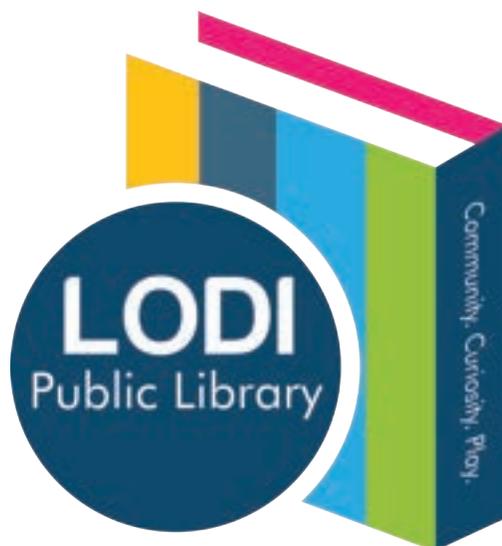


LODI PUBLIC LIBRARY

Strategic Plan 2021 - 2026







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Who We Are

The Lodi Woman's Club formed in 1894 and established the first library committee in 1899. After moving to several locations, including the school library, George Perry's music store, and Bert Richmond's variety store, the Woman's Club began to look for different accommodations. Because of their petitions, the City Hall building built in 1914 included space in the front for a small library. In 1946 the library expanded across two floors in City Hall, but it wasn't until 1990 that the library moved into a building of its own, remodeling the building vacated by the State Bank of Lodi at 130 Lodi Street, its current home. The building covers approximately 7,300 square feet and contains over 20,000 books in print and several thousand audio books, DVDs, and other electronic materials.

An interlibrary loan system allows Lodi Public Library users to borrow from a collection of over 2,000,000 materials from any library in the South Central Library System as well materials not contained in that collection from anywhere in the United States. The library offers many opportunities for children, teens, and adults to participate in library programs, both educational and entertaining.

The library employs nine staff members and is governed by a ten-member Library Board of Directors and is a department of the City of Lodi.



About the Strategic Plan

Strategic Planning Methods

The Strategic Plan supports the Lodi Public Library's implementation of innovative services intended to enrich community life. The library director and board members met with consultant staff from the South Central Library System in 2020 to discuss planning needs, to review the work provided by the Libraries Strategies Consulting firm in 2018 - 2019, and to identify the library's Strengths, Opportunities, Aspirations, and Results. In 2020 - 2021, consultant staff from the South Central Library System gathered and analyzed library usage and community demographic socioeconomic data, developed and analyzed a library services survey, and met with Library Director, Alex LeClair, and the Library Board to identify key goals, objectives, and activities.

Additionally, the 2018 and 2019 Lodi Public Library Board of Directors contracted with the Libraries Strategies Consulting firm (MN) to evaluate library services and to plan for the library's future. In addition to updated surveys, community input, and data collection, this 2021 - 2026 Strategic Plan for the Lodi Public Library reflects and responds to the foundation that was laid during 2018 - 2019.

This Strategic Plan was created during remarkable circumstances. A new library director was hired in 2019 and work on the plan began in February 2020, mere weeks before the Covid - 19 pandemic sent the library and community into lock-downs, quarantines, and new library service practices. Data from the library's 2019 Annual Plan is used to describe circulation and program attendance totals to reflect a typical library year rather than the unforeseen and unusual circumstances of 2020.

Strategic Planning Roles and Responsibilities

- Library Administration (Board) (2018 - 2021)
 - Contracted with Libraries Strategies Consulting firm (2018 - 2019).
 - Held a Community Forum to discuss the Future of the Lodi Public Library (February 2019).
 - Met with South Central Library System staff to determine direction of Plan (Fall 2020)
 - Publicized Library Services Survey (Fall 2020)
 - Reviewed progress reports provided by the Library Director (2020 - 2021).
- Library Administration (Director) (2020 - 2021)
 - Guided the creation of the 2021 - 2026 Strategic Plan.
 - Served as liaison between Library Board, Staff, and Consultant Staff at the South Central Library System (SCLS)
 - Provided progress reports to the Library Board and feedback to the strategic planning consultant from the SCLS.
 - Wrote key components of the Strategic Plan.
- Library Staff (2019 - 2021)
 - Provided input on library goals, objectives, and activities
 - Helped publicize the library services survey.
- Consultant Staff from the South Central Library System (2020 - 2021)
 - Helped the library director and board identify service needs and strategic plan goals
 - Identified, analyzed, and presented library and community data
 - Assisted with crafting the Strategic Plan
 - Created the Strategic Plan graphic design and layout

How We Serve

Mission

The Lodi Public Library's mission is to be a vital partner in our broad community's quality of life. We are committed to lifelong learning through free, non-discriminatory access to diverse information, materials, services, and programs.

Vision of Service

Our vision is to help Lodi build a strong community, foster curiosity, and create joy through play.

Who We Serve

The Lodi Public Library serves residents of the City of Lodi, the Town of Lodi, and surrounding region. Library funding comes from an annual appropriation from the City of Lodi, Town of Lodi and Columbia County.

The Lodi Public Library card may be used at any public library in Columbia, Dane, Green, Sauk, Wood, Adams, and Portage counties belonging to the South Central Library System. It may also be used at public libraries in other library systems with South Central reciprocal borrowing agreements.

Service Snapshots: What Data Tells Us

Population, demographics, and future estimates:

The Wisconsin Department of Administration estimates the region's population will slightly rise by 2040, with higher population growth in the Town of Lodi. Additionally, the city and town have higher property value and median household income rates than the rest of Wisconsin.

Population Estimates WI Dept. of Administration (DOA)		
Year	Lodi, City	Lodi, Town
2020	3,139	3,312
2040	3,805	4,485

2019 American Community Survey - 5 Year Estimates				
Metric	Table ID	City of Lodi	Town of Lodi	Wisconsin
Median age	DP05	39.4	47.6	39.5
Population under 18	DP05	28.2%	18.4%	22.1%
Population 65 +	DP05	10.9%	18.9%	16.5%
Non Hispanic - White Alone	DP05	95.8%	93.8%	81.3%
Hispanic	DP05	0.7%	4.7%	6.8%
Veterans	S2101	4.7%	10.7%	7.4%
Median Property Value	DP04	\$206,600	\$276,000	\$180,600
Median Household Income	DP03	\$72,117	\$83,031	\$61,747
Poverty rate - Children (under 18)	DP03	8.9%	2.8%	14.9%
Poverty rate	DP04	5.8%	1.7%	11.3%
Households without an internet subscription	S2801	14.5%	11.5%	16.9%
Renters pay >30% income	B25074	24.9%	25.8%	41.4%
% children under 18 living in households with supplemental security income (SSI), cash public assistance income, or food stamps	B09010	14.8%	2.8%	22.5%

Lodi Public Library: Registered Borrowers and Library Use

Wisconsin public libraries submit an annual report to the Department of Public Instruction. The most recent data from 2021 indicates there are 2,292 registered borrowers with library cards at the Lodi Public Library. Annual report data provides information about the number of materials borrowed, the number of library visits, information about computer usage, and program attendance.



Snapshot of library card registration and use by municipality:

2021 % Residents with a library card LINKcat-registered-borrowers-2020 DOA	
Lodi, City	Lodi, Town
41%	31%

Lodi, City = 1,277 cardholders
3,139 population (2020)

Lodi, Town = 1,015 cardholders
3,312 population (2020)

Percentage of City and Town of Lodi Residents who used their library cards in 2020 and 2019 - as expected, more residents used their library cards in 2019 vs. 2020 (Covid-19 pandemic):

2020 % Residents who used their cards bibliovation.archive_statistics_2019 DOA	
Lodi, City	Lodi, Town
15%	11%

Lodi, City = 456 CNTD-borrower
(C-LOD-C CKO), 3,139 population (2020)

Lodi, Town = 379 CNTD-borrower
(C-LOD-T CKO), 3,312 population (2020)

2019 % Residents who used their cards bibliovation.archive_statistics_2019 DOA	
Lodi, City	Lodi, Town
18%	15%

Lodi, City = 551 CNTD-borrower (C-LOD-C CKO),
3,146 population (2019)

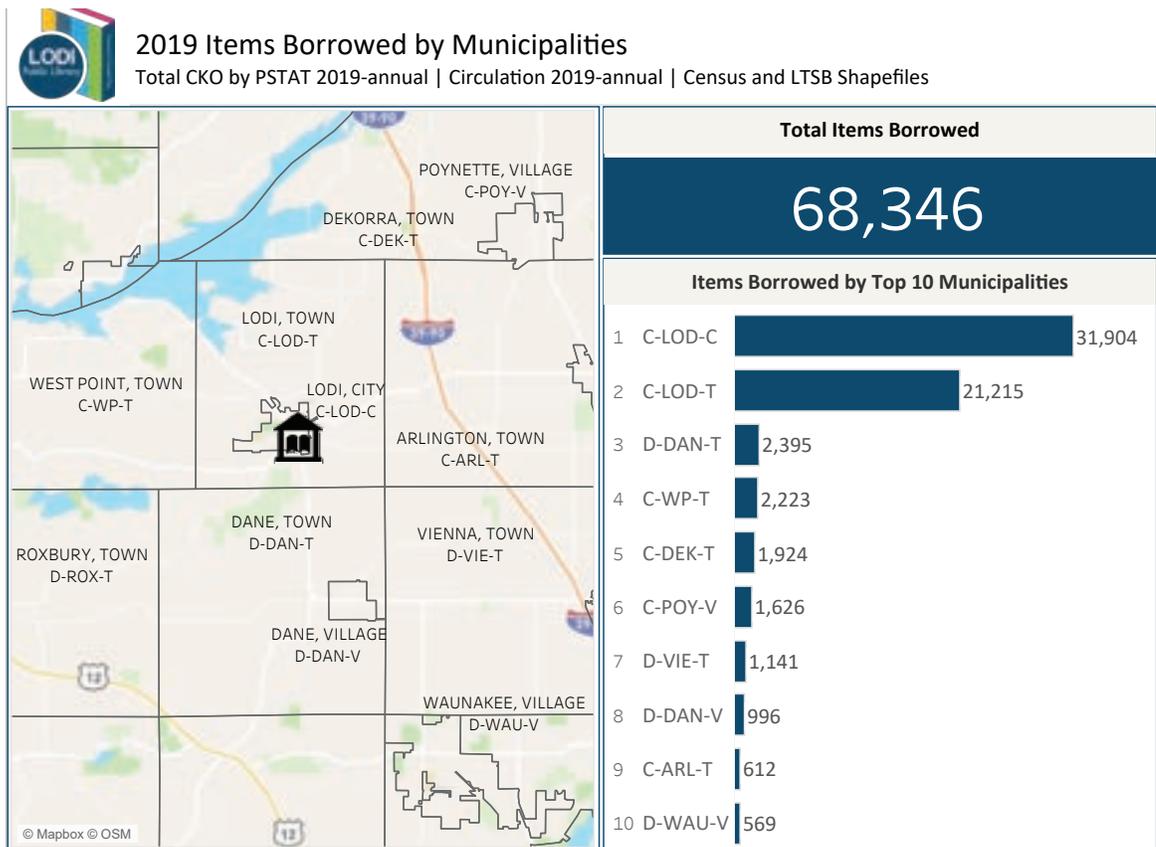
Lodi, Town = 489 CNTD-borrower (C-LOD-T CKO),
3,348 population (2019)



2019 Annual Report Usage Data (a typical year)

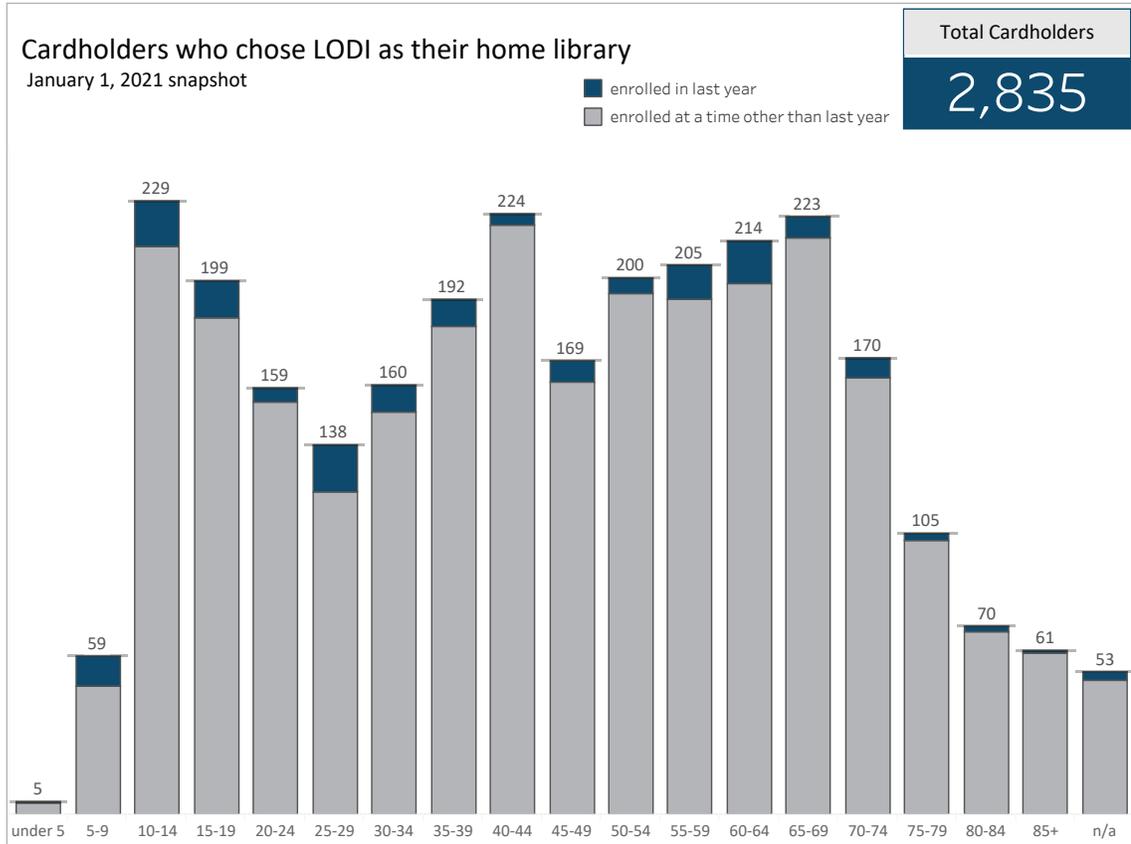
2019 LODI Public Library Statistics		
WI Public Library Service Data		
	Square Footage	7,300
	Staff	4.08
	Hours per Week	57
	Registered Users	3,155
	Items Borrowed	67,620
	Use of E-Books, E-Audio, E-Video	10,604
	Number of Programs	229
	Program Attendance	6,294
	Wireless Internet Uses	18,434
	Uses of Public Internet Computers	2,730

2019 Items Borrowed by Municipalities: 2019 Annual Report data indicates that residents of the City of Lodi borrowed 31,904 materials. Residents of the Town of Lodi borrowed 21,215 materials. 2019 data also indicates that residents in neighboring towns and villages borrowed significantly fewer items than residents of the City and Town of Lodi:

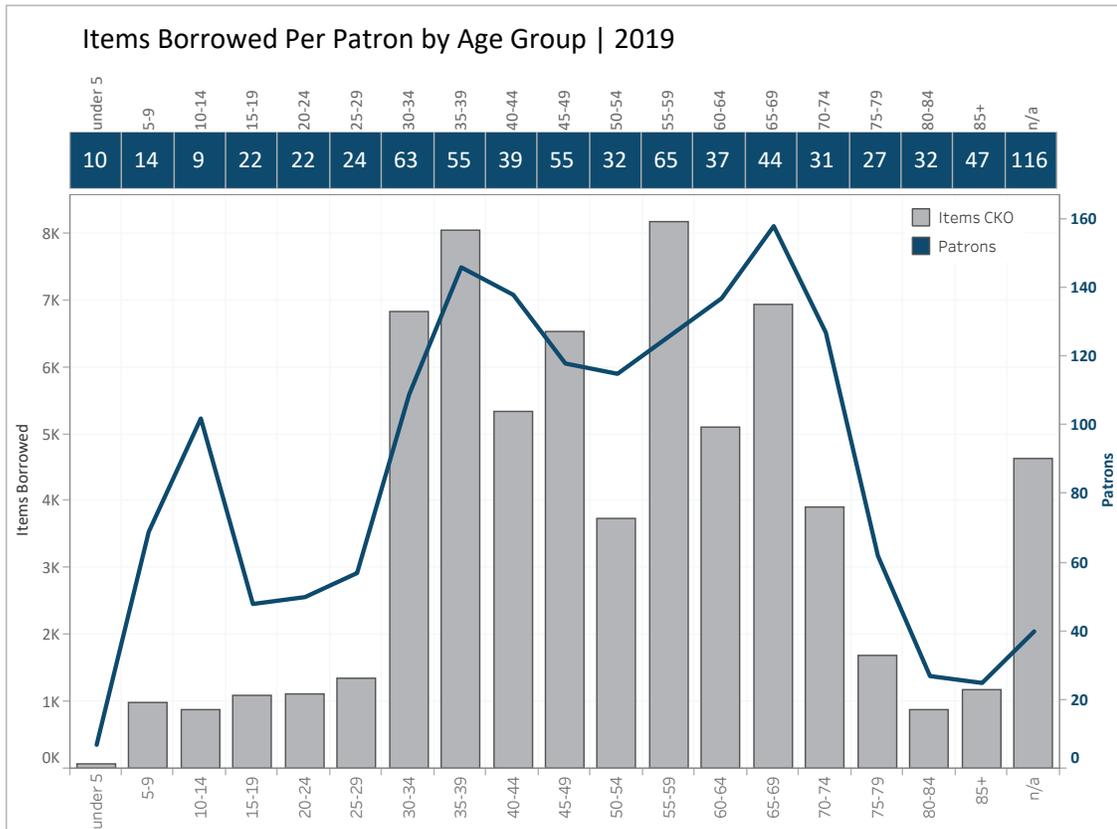


Age and Usage

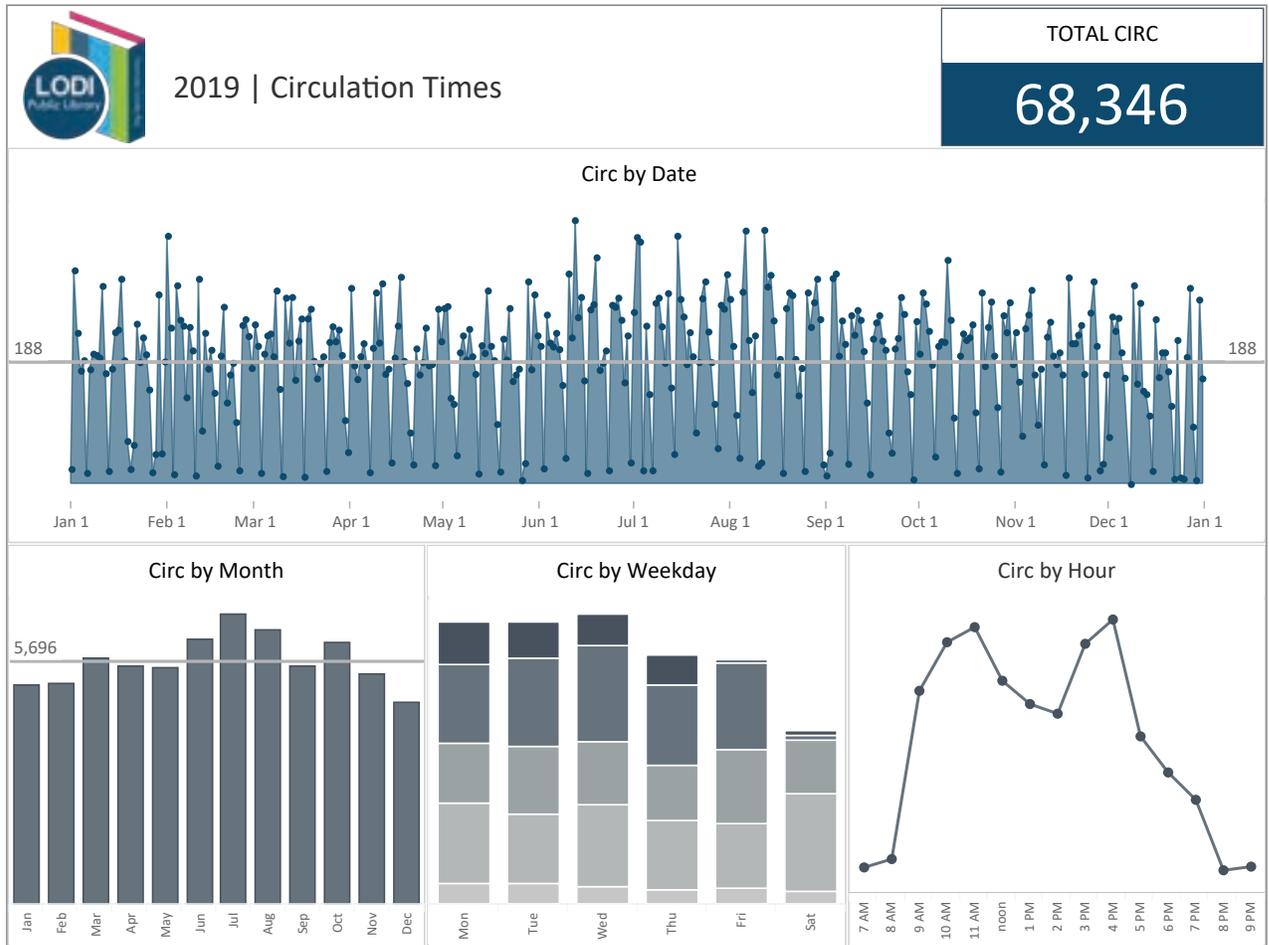
Patrons who chose Lodi Public Library as their home library in 2020 by age:



Number of items borrowed in 2019 by age group:



Library materials checkout in 2019 by date and time:



School District Data: Per the 2018 -2019 school report card:

- School enrollment was 1493, a decrease of 4.8% over 5 years
 - 2018-19 School enrollment was 1,493
 - 2013-14 school enrollment was 1,569
- 91.3% white
- 3.9% Hispanic/Latino
- 40 homeschooled students
 - <https://apps2.dpi.wi.gov/reportcards/>
- In 2019, 19.25% of students approved for free and reduced lunch
 - <https://dpi.wi.gov/school-nutrition/program-statistics>

Employment snapshot

The majority of City and Town of Lodi residents travel out of Lodi to employment, with the highest number of residents working in the City of Madison (Dane Co.):

City of Lodi

1,040 employed in City of Lodi, live outside

199 employed and live in Lodi City

1,511 live in Lodi, employed outside



Work Destination Report - Where Workers are Employed Who Live in City of Lodi - To 25 by County Subdivisions		
	2018	
	Count	Share
Total Primary Jobs	1,710	100.0%
	Count	Share
Madison city (Dane, WI)	477	27.9%
Lodi city (Columbia, WI)	199	11.6%
Middleton city (Dane, WI)	85	5.0%
Sauk City village (Sauk, WI)	71	4.2%
Prairie du Sac village (Sauk, WI)	64	3.7%
Sun Prairie city (Dane, WI)	43	2.5%
West Point town (Columbia, WI)	36	2.1%
DeForest village (Dane, WI)	32	1.9%
Waunakee village (Dane, WI)	32	1.9%
Madison town (Dane, WI)	26	1.5%
Milwaukee city (Milwaukee, WI)	26	1.5%
Lodi town (Columbia, WI)	24	1.4%
Arlington town (Columbia, WI)	23	1.3%
Fitchburg city (Dane, WI)	23	1.3%
Portage city (Columbia, WI)	18	1.1%
Windsor village (Dane, WI)	17	1.0%
Baraboo city (Sauk, WI)	17	1.0%
Middleton town (Dane, WI)	14	0.8%
Monona city (Dane, WI)	12	0.7%
Lake Delton village (Sauk, WI)	12	0.7%
Menomonee Falls village (Waukesha, WI)	11	0.6%
Cross Plains village (Dane, WI)	10	0.6%
Wisconsin Dells city (Columbia, WI)	8	0.5%
Westport town (Dane, WI)	8	0.5%
Waukesha city (Waukesha, WI)	8	0.5%
All Other Locations	414	24.2%

Town of Lodi:

189 employed in Town of Lodi, live outside
29 employed and live in Town of Lodi
1,511 live in Lodi, employed outside



**Work Destination Report - Where Workers are Employed
 Who Live in Town of Lodi - To 25 by County Subdivisions**

	2018	
	Count	Share
Total Primary Jobs	1,902	100.0%
	Count	Share
Madison city (Dane, WI)	615	32.3%
Lodi city (Columbia, WI)	124	6.5%
Middleton city (Dane, WI)	78	4.1%
DeForest village (Dane, WI)	64	3.4%
Portage city (Columbia, WI)	59	3.1%
Wauwaukee village (Dane, WI)	47	2.5%
Sun Prairie city (Dane, WI)	45	2.4%
Prairie du Sac village (Sauk, WI)	35	1.8%
Milwaukee city (Milwaukee, WI)	34	1.8%
Madison town (Dane, WI)	32	1.7%
Poynette village (Columbia, WI)	30	1.6%
Lodi town (Columbia, WI)	29	1.5%
Baraboo city (Sauk, WI)	25	1.3%
Monona city (Dane, WI)	24	1.3%
Fitchburg city (Dane, WI)	22	1.2%
Sauk City village (Sauk, WI)	22	1.2%
Arlington town (Columbia, WI)	21	1.1%
Dekorra town (Columbia, WI)	19	1.0%
West Point town (Columbia, WI)	19	1.0%
Arlington village (Columbia, WI)	16	0.8%
Fond du Lac city (Fond du Lac, WI)	15	0.8%
Westport town (Dane, WI)	14	0.7%
Verona city (Dane, WI)	12	0.6%
Janesville city (Rock, WI)	12	0.6%
Burke town (Dane, WI)	11	0.6%
All Other Locations	478	25.1%

Library Services Survey

The Lodi Public Library conducted a library services survey in the fall of 2020. Survey participants were asked to reflect on their library visits prior to March 2020. 60 respondents completed the survey. 60 people responded to the survey, providing feedback on current library services and spaces and input about future library use:

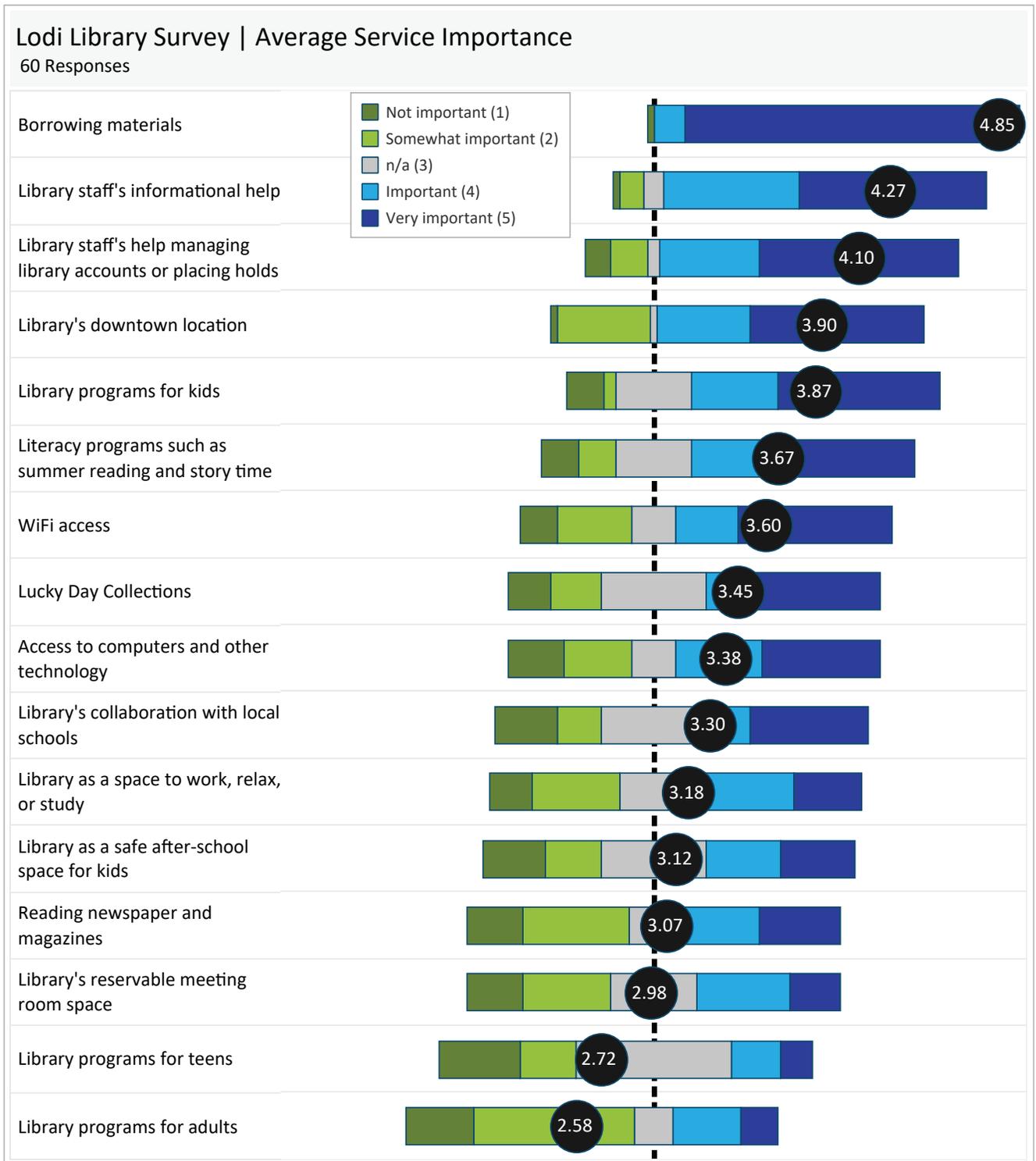
Age	
25 and under	2%
26-35	15%
36-45	15%
46-55	15%
55+	53%
Grand Total	100%

Currently Live	
City of Lodi	50%
Town of Lodi	37%
Town of Westpoint	5%
Other	5%
Dekorra	3%
Grand Total	100%

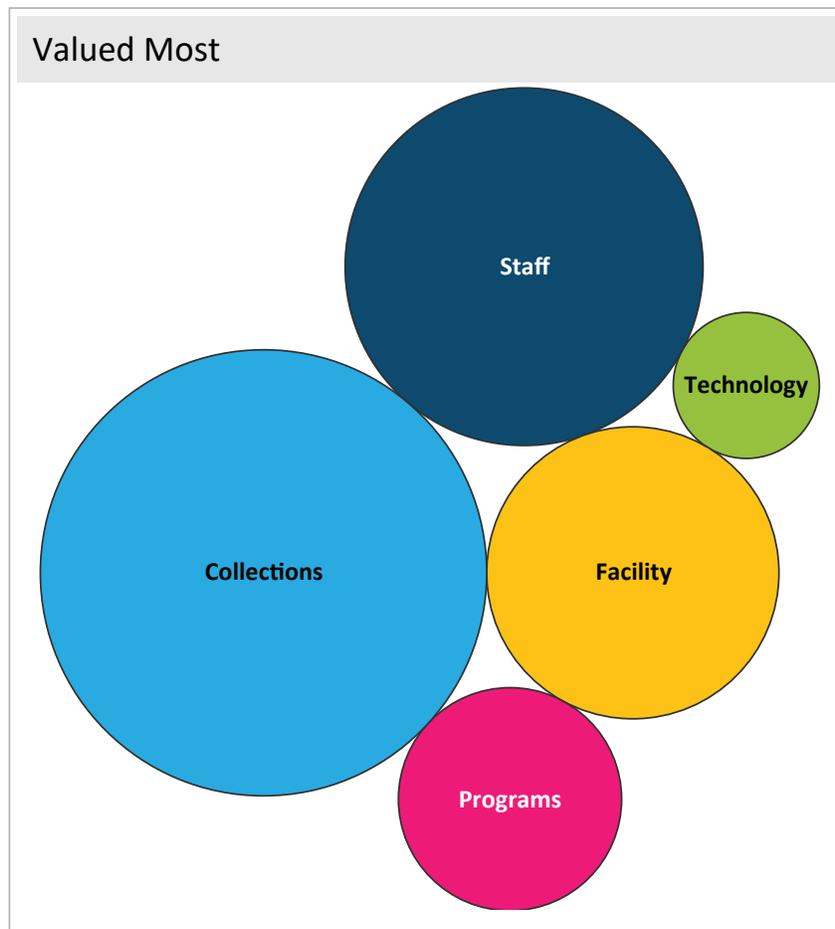
Visit Frequency	
Daily	3%
Weekly	57%
Monthly	32%
Less than once a month	8%
Grand Total	100%

With children	
No	60%
Yes	40%
Grand Total	100%

Participants ranked the areas of service. It is important to note that after the top priority of being able to borrow materials, respondents indicated that connecting with the Library's staff and its place in the community were valued by the majority of survey respondents.



Library users appreciate the library's collection and Library staff:



Quotes from respondents include:

Survey question: If something important to you is not mentioned above, please include it here:

- *The community feeling at the library. Chatting with the librarians who call me by name or seeing someone I know at the library makes me feel like I'm part of a great fellowship when I come in.*
- *Library as a central hub for lots of different types of community information.*
- *Story time is soooo enriching and important. We love Mr. Alex and actually drive from Madison to attend.*
- *The library should serve as a community hub and resource for families.*

Survey question: What do you value most about the Lodi Woman's Club Public Library?

- *Books*
- *The great friendly staff*
- *The ability to search and secure books from the district system. Also the helpfulness of the wonderful staff.*
- *The staff are so helpful*
- *That it is there for whatever I may need.*
- *The staff are so helpful*
- *Online material reservations*
- *Friendly, courteous staff. Clean and neat environment inside and outside the building.*

When asked about areas for improvement, the main themes focused on more library space and a yearning for face-to-face public programs to return to pre-pandemic levels.

Core Community Priorities

Community Conversations and Library Survey results:

120 community members provided input via the Community Forum (see appendix for summary report) and the Library Services Survey. Residents identified the following themes as Core Community Priorities:

1. Residents value community; they are looking for opportunities and spaces to connect with others and feel that they belong in the community.
2. Residents value education.
3. Residents value the unique characteristics of the region.

Based on the priorities the Community identified for itself, the Lodi Public Library identified Library Service Priorities to support community aspirations:

1. The Lodi Public Library is a place of Community Connection for members to gather, learn, and share ideas.
2. The Lodi Public Library is the Community's Resource Center.
3. The Lodi Public Library provides connections to educational experiences and opportunities.

The Service Priorities are the foundation for the library's goals for the 2021 - 2026 Strategic Plan.



Framework to measure the impact of the strategic plan

Service Goals	Objectives	Activity Examples	Assessment
<p>Goal 1: The Lodi Public Library is a place of Community Connection for members to gather, learn, and share ideas</p>	<p>Objective 1: The library will provide welcoming spaces for community members to gather, learn, and share ideas.</p> <p>Objective 2: The library will provide spaces for community members to learn and try new skills that will be personally fulfilling and potentially enhance our community's culture.</p>	<p>Activity Examples, Obj. 1: Possible renovations to create a more welcoming space include: upgrade the hallway leading to the Conference Room and Program Room, develop a sitting area for families in the children's section, design a new space for teens and tweens to gather. The library also hopes to pursue a space assessment that considers the current space and possible alternatives for a new location.</p> <p>Activity Examples, Obj. 2: Possible activities include: Photo Club, Artful Adults, Podcast Production, Video Production, Game Development, Microfilm Reader projects, Bookmaking, and STEM activities during Story Time and Summer Programming.</p>	<p>Patron feedback (surveys, conversations)</p> <p>Collect annual library space use data.</p> <p>Staff observation and feedback.</p> <p>Social media feedback.</p>
<p>Goal 2: The Lodi Public Library is the Community's Resource Center.</p>	<p>Objective 1: The library will provide access to physical and electronic resources that support lifelong learning.</p> <p>Objective 2: The library will connect residents with community events, services, and other opportunities to engage with one another.</p>	<p>Activity Examples, Obj. 1: The library will continue to develop its popular collections (e.g. sound books, pop culture books, magazines, DVDs, kids and adult fiction), while also developing new collections (e.g. video games) and collections with growing need (e.g. Large Print).</p> <p>Activity Examples, Obj. 2: The library will organize a community-wide read, open its movie theater to the public, and develop local storytelling projects (e.g. oral history project).</p>	<p>Participant feedback and attendance.</p> <p>Count number of programs.</p> <p>Collect anecdotes from community members who attend programs.</p> <p>Staff observation and feedback.</p> <p>Count number of hits on social media pages and library website.</p>
<p>Goal 3: The Lodi Public Library provides connections to educational experiences and opportunities.</p>	<p>Objective 1: The library will provide programs for residents of all ages that will support a strong community, foster curiosity, and create joy through play.</p> <p>Objective 2: The library will provide services that support community members' personal goals and educational needs.</p>	<p>Activity Examples, Obj. 1: The library will develop a lecture/presentation series for adults, enhance its Music & Story Time program for children, and strengthen its partnership with the middle school and high school for projects with teens (e.g. Podcast Production).</p> <p>Activity Examples, Obj. 2: The library will regularly identify the strengths and weaknesses of the library collection, provide patrons opportunities to suggest additions to the library collection, and will provide materials, programs, and services to support the educational and informational needs of all Community members.</p>	<p>Evaluate and maintain specific library collections annually.</p> <p>Count number of new items added each year.</p> <p>Count usage of electronic resources.</p> <p>Use library catalog software to analyze collection use data.</p> <p>Count number of staff who attend professional development programs.</p>

Sharing Results:

The library director of the Lodi Public Library will share progress reports with the library boards and city council. Staff members will receive updates about the actions of the plan, with special attention paid to identifying ways their work supports the strategic plan. Community members will learn about new collections, materials, services, and programs resulting from the new strategic plan via local media outlets, newspaper articles, social media updates, in-library publicity and community forums and discussions. The library director will refer to goals of the strategic plan when hiring new staff; newly-elected board members will be introduced to the strategic plan and goals as a component of trustee training.



Appendix 1: Sources consulted

1. Wisconsin Department of Administration
2. 2019 American Community Survey
3. LinkCat (SCLS automated library catalog)
4. WI Public Library Service Data
5. US Census
6. Department of Public Instruction School Report Card
7. Library Services Survey

Appendix 2: Community conversation summary

Community Forum Participants Enthusiastically Discuss the Future of the Lodi Public Library

On February 21, 2019, approximately 70 people from the Lodi Community gathered to discuss the current status and future direction of the Lodi Public Library. Participants shared their comments about library services, programs, and the facility, and made suggestions for the future direction of the library. In addition to the Forum discussion, an online survey link was posted to the library website as an additional mechanism for gathering community members' opinions and comments. Forum participants asked that a summary of the information be made available to those in attendance as well as to the community at large. The following is an abbreviated summary from both the Forum and the survey.

A special note – The Lodi Library Board is deeply grateful for the support of the Lodi community and was gratified by the number of attendees at the Forum, which clearly demonstrated that the Library is a highly valued asset to our community. Participants and survey respondents are very satisfied with current programs and services, and are genuinely concerned about the library's future. The Board would also like to express deep appreciation to Curt Hossman, who moderated the Forum, engaged participants, and guided an often lively and fruitful discussion on wide-ranging topics.

Three themes emerged from the Forum and survey responses: 1) engaging the community more fully in the life of the library; 2) enhancing library facilities to attract and support community programs, events, and activities; and 3) envisioning the future of the library.

Engaging the Community

Forum participants and survey respondents expressed a high degree of satisfaction with library services and programs. Among the services receiving high marks: access to computers and Internet, story time, the summer reading program, ability to place holds on materials, familiarity with library staff, and the annual Holiday Giving Tree.

When asked what they would like to see changed or added, the following themes emerged:

- **Technology** – classes on new devices, digitization, and in general, more access to computers.
- **More Programs for Lodi Youth** – programs designed to bring parents and children together, expand story time (in particular offer an evening or Saturday story time), more activities for children before and after story time, special events (e.g. theater/ plays), and reading clubs.
- **More Programs for Adults** –cooking classes, programs for those in assisted living facilities, board game nights, lecture series featuring local authors and artists, language and writing classes.
- **Build Community Partnerships** – strengthen ties with local organizations and governmental bodies, especially the Lodi School District, in developing new programming for children and youth. Develop closer ties with groups whose mission focuses on senior citizens. Organizations mentioned included: LCAT (Lodi Community Action Team), IATA (Ice Age Trail Association), Rotary, Optimists, Lake Wisconsin Lodi Chamber of Commerce, ROL (ReachOut Lodi).
- **Library Collections** – develop more collections around themes (i.e. black history, environment, etc.). Several respondents suggested that the library acquire more resources in the areas of adult fiction, audio books, e-books, music CDs, and consider additional newspaper resources such as *The New York Times*.

Enhancing library facilities

While there was not strong dissatisfaction expressed with the library facility, it was noted that the space could be made more welcoming and inviting. The most negative comments about the physical facility related to parking – the spots near the library are frequently full, and limits, access to the library particularly at certain times of the day and evening. It also makes it challenging for some patrons to access the library, especially older adults or those with limited mobility. There needs to be cooperation between city and local businesses to assess parking challenges and how to address them.

Regarding the internal environment, the following suggestions were made:

- Library entrance – make it welcoming!
- Better use of existing space, including the Board and program rooms
- eCafé-style furniture would permit flexible seating arrangements
- Create an inviting space for teens
- Fresh coat of paint
- Coffee area—a space for coffee and conversation (many libraries now have coffee bars and beverages are permitted in library policies.)
- Create a family space where parents with small children can read and/or relax while their children engage in activities.
- Establish a quiet area for adults
- More space for technology
- Revamp periodical/magazine area

Envisioning a New Future for the Lodi Public Library

Participants and survey respondents encouraged the library to keep on doing all the great things it has been doing. Many expressed their belief that the library belongs to all and that it can play a role in building a sense of community at a time when Lodi is growing. There was a strong sense that for the immediate future, the library should focus on fiscal resources, continue to assess current programs and services, and keep the community informed.

Additional suggestions

Better communications with the community. One respondent noted, “I think you are doing a good first step by asking opinions of library users. However, please do not forget to follow up and share how you are implementing the peoples’ suggestions.” By this report, we are beginning that process.

Hold another forum just on library finances and funding. Public library funding in Wisconsin is complicated. The funding formula is based in the Statutes and not easily explained. An effort to explain library funding would be helpful for the public to gain an overall appreciation of the financial challenges faced by the library. The Library Board is planning to hold another forum this summer, at which time it will share more statistical information about circulation, usage, program participation, etc.

Continue to be a safe haven for children. The Library has played this role in the past, and it should be a focus in future planning. One respondent stated it this way: “As a parent and staff member at our local school, the kids programs are an essential part of our community. The story time is a place for young moms to connect and for kiddos to develop a love of reading. The summer reading program has been essential in encouraging kiddos to keep reading in the summer to prevent the summer slide. Our local library is essential to our community!”



The forum elicited a great deal of information about how the Lodi community views its library, and a wealth of ideas were put forward. Truly, the Lodi Public Library is greatly valued and loved. The Library Board, along with the new library director Alex LeClair, will evaluate and incorporate the comments and suggestions in this report as it develops a new strategic plan. The Lodi Library Board anticipates holding more forums to engage the community in planning for the future of the library. As noted above, a community forum on funding for the library will be held this summer. Watch for more information about this event.

A sincere thank you to all who participated in the forum and/or completed the survey.

*The Lodi Public Library Board
May 2019*

