Glenwood Public Library

ESSENTIALLY YOURS

Strategic Plan

2023-2027

Approved by the Glenwood Public Library Board of Trustees, 4 January 2023

Glenwood Public Library
ESSENTIALLY YOURS
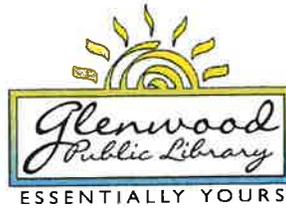
2023-2027 Strategic Plan

Mission: The intersection of resources, community and information.

Vision: Fostering community in the library, online and in your home.

Values:

Opportunity	We provide basic library services free of charge.
Access	We ensure access to information for people of all ages, abilities and means.
Education	We facilitate learning for all ages.
Community	We maintain a safe environment for the public to use.
Innovation	We see a need, we fill a need.

Strategic Initiatives:

Visibility	The Library will improve promotion of our information, resources and opportunities to the community.
Early Literacy	The Library will provide Early Literacy programs and support.
Learning	The Library will create partnerships to provide educational opportunities for the community.
Reinvigorate	The Library will explore providing innovative opportunities and better access through partnerships, renovation and expansion.

Glenwood Public Library Staff 2021-2022

Tara Painter, Library Director

John Butler, Adult Services Librarian

Samantha Abbott, Youth Services Librarian

Emily Draper, Cataloging and Genealogy Librarian

Lillien DeLashmutt, Administrative Assistant

Valerie Garner, Library Assistant

Nicholas Taylor, Library Assistant

Glenwood Public Library Board of Trustees

Bob Wray, Board President

Debra Hines, Board Secretary

Jim Thrane

Joe George

Christina Duran

Process:

The Glenwood Public Library started its Strategic Planning process in January 2021 with a Space Needs Assessment conducted by Shana Stuart (see Appendix I). Based on the projected demographics of Glenwood, the needs assessment concluded that our current space of 8,400 square feet was inadequate and that a space between 9, 986 and 15,332 sq. feet would better meet community needs.

2050 Space Needs Calculations

This calculation of space needs is based on the library's 2050 projected service population of 5,669 and the service requirements determined by using the moderate projections from the Wisconsin Space Needs Assessment process. The existing building is currently at 8,400 gross square feet.

Space Use Category	Minimum	Optimal
Collection Space 50,000 book and media 40 periodicals	15 volumes per sf 50,000 ÷ 15 = 3,333 nsf	10 volumes per sf 50,000 ÷ 10 = 5,000 nsf
General User Seating 61 seats	30 sf per seat 61 x 30 = 1,830 nsf	30 sf per seat 61 x 30 = 1,830 nsf
Program Space Space for 60 Space for presenter = 80 sf Space for presenter, kitchen, storage = 500sf	12 sf per person + presenter 60 x 12 = 720 720 + 80 = 800 nsf	15 sf per person + presenter 60 x 15 = 900 900 + 500 = 1,400 nsf
Public Computer Workstations 12-16 computer workstations	35 sf per station 12 x 35 = 420 nsf	50 sf per station 16 x 50 = 800 nsf
Staff Work Space 6-7 staff workstations	125 sf per station 6 x 125 = 750 nsf	150 sf per station 7 x 150 = 1,050 nsf
Subtotal of above	7,133 nsf	10,080 nsf
Special Use Space	12% of gross space 7,133 x .12 = 856 nsf	17% of gross space 10,080 x .17 = 1,714 nsf
Net Subtotal	7,133 + 856 = 7,989 nsf	10,080 + 1,714 = 11,794 nsf
Structure/Support Space	25% of gross space 7,989 x .25 = 1,997 nsf	30% of gross space 11,794 x .30 = 3,538 nsf
Total Gross Library Space Requirement	7,989 + 1,997 = 9,986 gsf	11,794 + 3,538 = 15,332 gsf

nsf: net square feet   gsf: gross square feet

In October of 2021, library staff participated in workshop creating "Journey Maps" for diverse patrons and even for staff. This human-centered approach informed our entire process. At this time, community

data was gathered to inform the choice of patrons to imagine journeys for (see Appendix II). Imagining "Estelle", a 45 year old who is unemployed and needs help building a resume or "Johnny" an 8 year old with learning disabilities walking into the library and what that would be like for them was an amazing new way to look at our library and how we serve the community (see Appendix III).

We were fortunate to have our Strategic Planning process coordinate with the City's process and were able to take advantage of both surveys and SWOT analyses that the city undertook.

An initial meeting was held on July 26, 2021, with members of the community invited to brainstorm community needs (see Appendix IV).

On the 19th of October, a visioning event was held for "Glenwood 2045" (see Appendix V).

October 26, 2021, the library held a "Community Day" at Parea Cocktail Lounge. The event was catered at cost by the Kalambokidis family and we thank them for hosting. This community focus group specifically for the library had an engaged, though small, group that represented a cross-section of the community. We had a mix of genders, ages and perspectives. The common thread was that they were all there because they wanted the library to meet a need (business center, teen space, improved landscaping). (See Appendix VI).

December 13, 2022, the city of Glenwood conducted a SWOT analysis to gauge what current priorities the community has rather than its vision for Glenwood in the future (see Appendix VII).

Staff participated in a day long Strategic Planning Process, based on the workshops outlined in the *Strategic Planning for Public Libraries,* by Joy L. Fuller.

Finally, one-on-one interviews took place to augment the other community input (see Appendix IX). The one-on-one interviews help give voice to people in the community who might not have the time or who might not feel comfortable in a focus group.

Glenwood Public Library

Space Needs Assessment
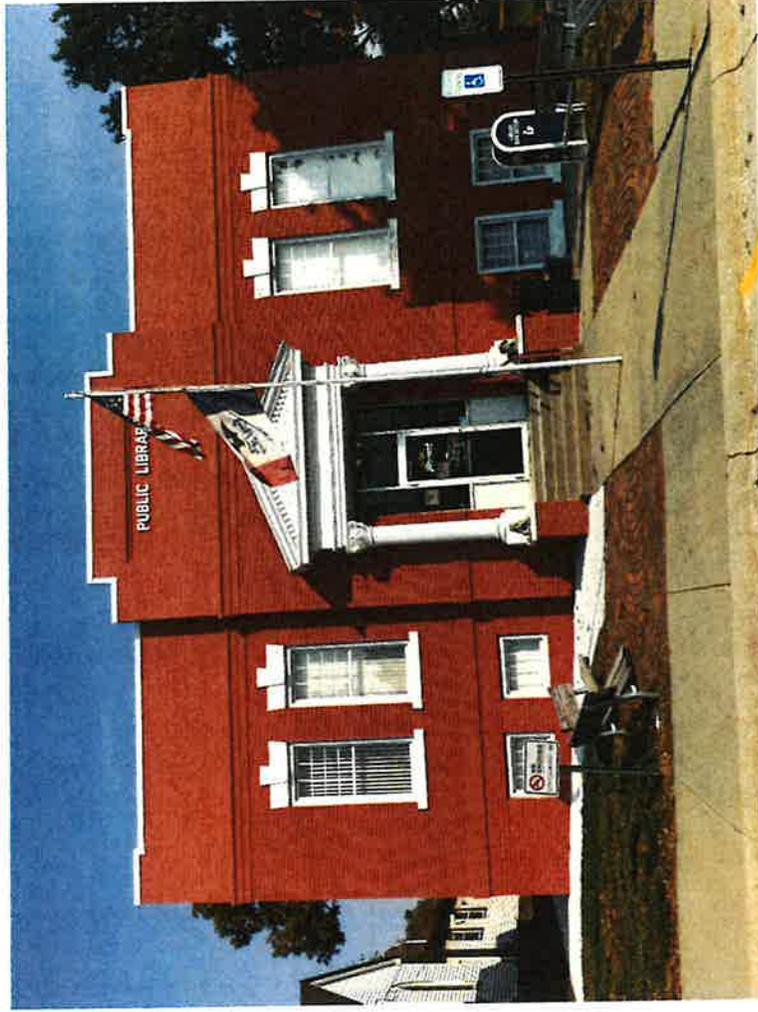
February 3, 2021

Prepared by Shana L. Stuart, Ph.D., MLIS, Consultant

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Overview

The Glenwood Public Library performs a vital service to the community, not only by providing materials and services, but also providing a destination point for a variety of different populations within the community. However, the effectiveness and continued growth of its collections, services and outreach are limited by the 8,400 square foot existing building. The fact that the building feels neither crowded nor unusable is due to the constant efforts of the staff who work hard to keep the collection to a size that fits in the existing areas. The space limitations impact the size of the library's collections, the number of available seats for reading or study, as well as the size of programs conducted in the library.

Glenwood Public Library requested a Space Needs Assessment which is based on the library's own service trends, peer comparisons, and a description of national library trends. A site visit was made to the library on October 7-8, 2020, and interviews were conducted with the Library Director, the staff, and the Board of Trustees. The data from their input is incorporated throughout the report. It is important to note that the statistics for Fiscal Year (FY) 2020 have been impacted by the closure of the public space in the library due to COVID-19; the building was closed on March 16, 2020, and that closure brought to a standstill many of the rising statistics on usage. It is also important to note that statewide statistics are only available through FY19. This report provides recommendations regarding the technical space needs which are based on the Wisconsin Division of Library Services.

The service trends and service population suggest that Glenwood Public Library strives to serve the community but space limitations impact that ability. The FY19 number of visits to the library (44,242) for an estimated 2019 population of 5,389 attests that the library serves as a community space or even as a "third" place. The concept of "third place" (developed in 1989 by Ray Oldenburg) is distinguished from the home ("first place"), and the workplace or school ("second place") as an environment that allows for the creation of a sense of community. Research has shown that when people frequented a third place, they often experienced strong feelings of attachment to that place as well as to the community at large. Public libraries are perfectly situated to fill the need of a "third place" for every demographic in a community. As libraries move further into the 21st century, in addition to providing a variety of physical assets (books, magazines, movies, etc.), libraries are serving as social and collaborative spaces for their communities. While there is more movement toward on-line resources, libraries can provide flexible spaces to meet the variety of new needs in the digital era.

The Glenwood Public Library could plan for 9,986 square feet (minimum calculation) or for 15,332 square feet (optimal calculation) to provide for the services and needs of the community expected through the year 2050. The optimal projection of 15,332 square feet for Glenwood would situate it between the 50th and 75th percentile of Iowa Class E libraries, which is an important consideration as the service population for the library is rather large due to its prominence in the county.

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Library Profile

Glenwood Public Library Mission Statement: "The Glenwood Public Library strives to promote literacy, facilitate the use of technology, and meet the informational and recreational needs of the community."

The Glenwood Public Library provides service to the residents of its community, and to all other residents of Mills County. The Library Director is Tara Anderson Painter, and she has five full time staff, and some part-time staff for a total of 6.25 FTE. Library governance is provided by a five member Board of Trustees:

Christine Duran   Joe George   Debra Hines   Jim Thrane   Bob Wray

The Glenwood Public Library was established in 1896. In 1907, the current building, at 109 N. Vine Street, was constructed with Carnegie money. In 1983, the building was expanded from 4,400 square feet to the present 8,400 square feet on two levels. Prior to the COVID restrictions in March 2020, the library was open for service Monday through Saturday for a total of 54 hours each week.

In October 2020 the library's physical collections included 35,982 books, 3,631 media items, and 41 periodical titles. In addition, the library's digital collections include 72,013 e-books and downloadable audio books that are available through the State Library system and include additional purchases made by the library. In FY19, the total circulation of library materials had grown to 57,221, an 8% increase from FY18. (A lower circulation number of 56,803 for FY20 could be attributed to the loss of foot traffic during the last quarter of the cycle due to the COVID-19 closure). The library currently has 7 public Internet computers. Other digital services include on-line catalog access, Wi-Fi Internet access, and general application software such as a word processing.

In keeping with the mission statement which emphasizes the many facets of the Glenwood Public Library, the staff have been providing a growing number of programs for the community, and the attendance has been increasing. In FY19, 334 programs were offered which were attended by 4,780 patrons. (FY20 numbers have been negatively impacted by the COVID closure.) Despite the space limitations, the increasing numbers of program participants and the increased number of patron visits suggest that the library is well utilized by the community.

National Library Service Trends

Library buildings have been considered important resources in communities for over the past century. Library buildings provide the means for the provision of the wide range of free services: access to books for a full range of ages, access to the latest formats for movies and music, access to the latest technological trends, and an interesting variety of programming for education and entertainment. Due to evolving technologies, library resources and services have changed over the years and they will continue to change to adapt to the needs of their communities. Library buildings will need to be able to adapt to these changing needs as well.

In the future, the Glenwood Public Library could remain the community's essential location for providing community connections. It could serve as an important location for educational opportunities for both individuals and groups. It could continue to provide the necessary space for attracting young children to hear and understand good stories. It could serve as the space for people to come together to share or explore common interests. It could provide the space and resources needed by the community in times of crisis. The library could continue to serve as the conduit of the host of services that are provided through the State Library as well. The library will need to be an adaptable space which allows for growth and the ability to reconfigure to meet the changing needs of the community.

The American Library Association and the Center for the Future of Libraries (www.ala.org/tools/future/trends) have identified a variety of trends that could be important considerations for the long-term planning for libraries. Many of these trends could impact the kinds of spaces needed to provide desired services. Other factors which will impact libraries will be the continued changes brought through technological advances.

The Library as Community Center

One of the most valuable aspects of libraries can be the provision of meeting spaces which provide opportunities for a wide variety of library and community-sponsored events that educate and entertain. Most of these spaces allow for digital projection, audio systems, smart boards, video-conferencing and controlled lighting. They can also include limited kitchen facilities for educational or entertainment purposes.

Several of the ALA identified Future Trends which would require community space include *Collective Impact* (provides space for those interested in addressing social issues), *Creative Placemaking* (brings together a wide range of potential partners to impact and enhance a community), *Fandom* (brings together community members who share a common interest, and may engage those who haven't previously utilized the library), *Gamification* (libraries can provide the setting for games which can help build community and encourage social skills), *Maker Movement* (libraries can provide the space and some of the resources for those wanting to expand their skills), *Resilience* (the incorporation of preparations for and rapid recovery from physical, social and economic disasters which requires community involvement), and *Rethinking Rural* (provides resources and information that are specifically local). The trend for community Resilience seems like it could be of particular importance to the Glenwood community given the recent past experiences with flooding and economic challenges.

The Library as Collaborative Space

Collaborative spaces support a wide range of activities such as committees for community service organizations, tutoring, or school projects. These spaces provide semi-private areas for 1-6 people.

ALA Future Trends that could be impacted by collaborative space include: *Co-Working/Co-Living* (brings individuals and teams together in a shared space to collaborate or share ideas) and *Sharing Economy* (allows users to share resources, goods, services and skills) which may be important to forge connections in changing communities.

The Library as Informal Gathering Place

An important community need that is also filled by libraries is that of a free relaxed space for conversation and discussion, ie., a place to get away from home. This need can be met by a variety of informal and comfortable seating areas.

ALA Future Trends that encompass this need include: *Aging Advances* (larger numbers of older citizens could continue to use the library as a meeting place), *Fast Casual* (the library space could provide a neutral, less formal environment for work or leisure), *Income Inequality* (neutral space that brings people together and helps ameliorate disadvantages of poverty is important), and *Unplugged* (quiet spaces in libraries can be valued as places to unplug, concentrate, and focus).

The Library as a Resource for Emergent Literacy

The importance of early childhood learning is underscored by programs like Book Babies, 1000 Books before Kindergarten, and Summer Reading Programs. Libraries provide important venues that encourage children to learn through play and discovery.

An ALA Future Trend that could be counter-balanced by libraries would be: *Connected Toys* (libraries could provide places for unstructured play with a variety of children). It would also appear that there are a number of families that have utilized the library as a destination so that the children can read and learn for extended periods of time.

The Library for Tweens and Teens and Emerging Adults

Teens and tweens are in need of places that provide programs, technologies, and materials that help them negotiate their transition to adulthood. Having a safe space to hang out, a "third place" could be a role that Glenwood could continue to fulfill if there was more space. There are often times when the library is almost overrun by this population; unfortunately the current spaces are not really adequate to incorporate them well.

The ALA Future Trend that aligns with tween and teen concerns include: *Connected Learning* (through equal access to new and emerging technologies, older students are better able to integrate into connected learning environments), *Digital Natives* (need spaces to adapt to both print and digital environments), *Emerging Adulthood* (the recognition that the period from late teens through the twenties is a time of distinct psychological and behavioral characteristics with separate needs), and *Privacy Shifting* (the library could provide guidance on how to negotiate different generations' views of privacy).

Glenwood Public Library Service Trend Data with Peer Comparisons

The data below are taken from the library's annual report to the State Library of Iowa and from the State Library's website. Glenwood Public Library is a Class E library, meaning it serves a city with a population range between 5,000 - 9,999. There are 41 Class E libraries in Iowa. The average Class E library serves a population of 6,843 as compared to Glenwood's 2019 estimated population of 5,389.

The charts below provide information for four years for Glenwood, as well as the statewide average for Class E libraries. Additionally, the towns of Clarinda (estimated 2019 population 5,366), Red Oak (estimated 2019 population 5,276), Shenandoah (estimated 2019 population 4,820), and Winterset (estimated 2019 population 5,383) are provided as contrasts. Clarinda, Red Oak and Shenandoah are the Class E libraries in close proximity to Glenwood, and Winterset, in the south-central area of the state has a population that is very close to Glenwood.

Please Note – While the FY 2020 Glenwood data is available now, the 2020 Class E average date is not available at this time. Also note that the asterisks denote the 2020 data that has been affected by the library closure due to COVID-19.

	Open Hours Per Week	Staff Total FTE	Registered Borrowers	Total Income Per Capita	Visits	Visits Per Capita	Number of Programs	Program Attendance
FY 2017 Glenwood	54	5.00	5,194	$44.54	40,722	7.73	311	3,531
FY 2018 Glenwood	54	5.00	5,154	$43.64	43,029	8.17	323	4,351
FY 2019 Glenwood	54	5.00	5,250	$64.28	44,242	8.40	334	4,780
Class E Libraries FY 2019 Average	54	4.12	7,021	$66.93	68,117	10.14	418	8,956
FY 2020 Glenwood	54*	6.25	5,176	n/a	29,727*	n/a	236*	4,615*
FY 2019 Clarinda	48	4.18	5,661	$59.66	43,114	7.74	444	9,784
FY 2019 Red Oak	48	3.76	12,270	$40.21	46,800	8.15	77	1,617
FY 2019 Shenandoah	51	4.00	4,249	$82.69	63,664	12.36	265	5,192
FY 2019 Winterset	54	5.00	6,274	$111.10	103,262	19.90	446	8,603

This chart provides information on the libraries' holdings and usage.

	Total Circulation	Per Capita Circulation	Book Holdings	Audio/Video Items	Magazine Titles	Downloadable Resources	Public Internet PCs	Internet Uses
FY 2017 Glenwood	53,831	10.22	38,086	3,110	35	49,382	19	7,405
FY 2018 Glenwood	52,812	10.02	37,220	3,454	48	65,570	19	8,655
FY 2019 Glenwood	57,221	10.86	36,835	3,646	41	72,013	19	8,361
Class E Libraries FY 2019 Average	89,186	13.04	40,062	5,954	73	71,665	16	9,856
FY 2020 Glenwood	56,803*	n/a	35,982	3,631	41	72,013	7	4,907*
FY 2019 Clarinda	72,831	13.07	29,399	3,608	54	72,013	14	5,744
FY 2019 Red Oak	41,740	7.27	45,303	2,955	44	73,226	10	26,156
FY 2019 Shenandoah	77,589	15.07	35,232	4,563	89	80,809	9	3,626
FY 2019 Winterset	95,116	18.33	40,742	8,260	112	72,013	12	12,255

If Glenwood Public Library is going to meet the needs of the community, it is important to consider a building to hold and sustain the future growth, as the building affects the size of the collections as well as potential meeting room and programming space. In FY19, the average Class E library size was 14,549 square feet, which means that Glenwood, at 8,400 square feet, was under the twenty-fifth percentile of 10,000 square feet for Class E libraries. It is worth noting that Winterset, with a very similar population is housed in a building that has 17,400 square feet, which is double the size of Glenwood. It is also important to note that Winterset has a total physical collection of 49,114 items while Glenwood (with a very comparable population size and service area population) only has room for 39,654 items.

Service Population

The municipal populations the Glenwood Public Library can expect to serve in 2050 are critical elements in developing an accurate space needs assessment. The standard method of calculation is to utilize the growth in the county rate to project an equivalent growth for the city. The figures for the projected county growth are taken from *Woods & Poole Economics*, which is the resource utilized by the state. While the population of Mills County has been increasing, and is projected for a growth of 5.1% through 2050, Glenwood has shown erratic growth. However, the service population is more extensive than the municipal population, and that can impact collection size and the space needs for programming.

Historic Populations:

Year	Glenwood	Percentage of Growth	Mills County	Percentage of Growth	Source
1980	5,280		13,442		Census Bureau
1990	4,571	-13.4%	13,168	-.02 %	Census Bureau
2000	5,358	17.2%	14,554	.10 %	Census Bureau
2010	5,269	-1.7%	15,076	.04 %	Census Bureau
2020 est.	5,389	2.3%	15,113	.00 %	*Woods & Poole Economics*

Projected Municipal Populations:

Year	Mills County Projected Growth & Percentage of Growth	Source:	Glenwood Projected population	Source:	Service Population, Institute of Museum and Library Services, FY 2018
2020	15,113	W & P	5,389	W & P	12,398
2030	15,364 1.7 %	W & P	5,481	W & P	12,609
2040	15,619 1.7 %	W & P	5,574	W & P	12,823
2050	15,879 1.7 %	W & P	5,669	W & P	13,041

Woods and Poole Economics is the data set that is utilized by the State of Iowa.

Glenwood's service population includes the residents of Emerson, Hastings, Henderson, Malvern, Mineola, Pacific Junction, Silver City, Tabor, rural residents, and residents of Nebraska who work in Glenwood. In FY18, the Institute of Museum and Library Services recorded that Glenwood's service area population was 12,398. This population utilizes the resources of the library, and they may attend special programming events. Those numbers would suggest that Glenwood should plan for a collection size of at least 50,000 items (which would place it almost at the 75th percentile number of 52,000 items and would allow for substantial growth).

2050 Space Needs for Library Services and Operations

Space Needs Methodology

The Space needs process identifies a community's library space requirements for a planning horizon, which traditionally has been 20 years in the future. This study will identify the potential needs of the Glenwood Public Library space needs through the year 2050.

Space requirements are developed using population projections, tested service standards, and nationally accepted space calculation formulas. The methodology is based on a space needs assessment process developed, revised and published by the Wisconsin Division for Library Services. It is slightly modified as applied by the consultant.

This methodology focuses on seven types of space utilization commonly found in public libraries:

- Collection Space
- User Seating
- Program Space
- Public Computing Space
- Work Space
- Special Use Space
- Structure/Support Space

Collection Space

In FY20, the Glenwood Public Library has a hard copy collection of 36,835 books, 3,646 media items, and 41 periodical subscriptions for a total of 39,654 traditional physical items. The library's actual digital collection exceeds that of the resources provided by the State Library system, so there are also 49,444 e-books and 22,519 downloadable audio resources. Statewide in FY19 (there are no compiled numbers yet for FY20), the average book collection was 40,062 items, and 5,954 media items. Glenwood's hard copy collection is somewhat smaller than the statewide average for Class E libraries, which can be attributed to the lack of space. The lack of physical space also impacts the number of non-traditional items the library can store and circulate, including boxed games and electronic games, as well as other items that are of interest to the community.

Collection space is of concern to the staff, as space limitations have curtailed the growth of the collection. The collection is currently housed on 1,998 linear feet of shelving upstairs, and 577 linear feet of shelving in the children's area for a total of 2,575 linear feet of shelving. It should be noted that there is very little room for growth as the top and bottom shelves are already being utilized. This is in marked contrast to most libraries where the top and bottom shelves are generally thought to be unpractical for usage. The collection is weeded regularly to allow for new items, but the space does not allow for a deeper and older collection of materials. Weeding also has to occur to continue to create space for the increasing demand for DVDs and the continued interest in audio books. In the Children's area it was noted that there is very little space to display books; currently almost all books are shelved with their spines out which often inhibits circulation as children need the visual cues provided by the front covers.

Planning for the space needed for the library's hard copy collections should reflect many patrons' continued preference for hard copy. One of the more popular areas of the collection are the "Large Print" books, and the demand for these would probably continue as hard copy. Hard copy materials also continue to be a preference for the more economically disadvantaged, and in places which are underserved by broadband, which is the case in Mills County. However, over time, there will probably be a movement toward better internet service which might encourage more digital formats.

It should be noted that in the Children's area, space considerations should be given not only to the shelf space to house the physical collection of materials, but also to the space necessary to house the variety of educational toys such as trains, lego sets, light boxes, puppet houses, etc. Space for these items and many others will be an increasingly important resource for young children who need spaces for unstructured play.

Collection Recommendations

Looking to 2050, the space needed for the library's physical collections must respond to trends in the relationship between hard copy and digital collections, with a continued preference for hard copy for some time. Over the past five years, Glenwood Public Library has had to decrease the size of its collections to continue to fit into the existing spaces. As a result, the current collection at 39,654 items, which is shelved at overcapacity on both the top and bottom floors, is 6,435 items under the state average. That places Glenwood Public Library right below the 50th percentile for Class E libraries. The future collection size should ensure that Glenwood falls at least between the 50th to 75th percentiles of similarly sized libraries in the state with a physical collection sized between 45,059 and 52,034 items. A target collection size could be 50,000 items utilizing standard shelving practices. The minimum calculation at 15 volumes per linear foot would necessitate 3,333 net square feet to house that projected size for the collection. A moderate space collection would necessitate 3,846 net square feet, and an optimal size would allow for 5,000 net square feet to house the collection.

General User Seating

Glenwood Public Library currently has 31 general use public seats.

Children's Seating		Tween and Teen Seating		Adult Seating	
8 table seats		4 bar stools		2 table seats	
		4 armchairs		5 arm chairs	
SubTotal	8		8		7
Total Seating	**23**				

Projected General Seating Requirement

General seating recommendations have been established by the State of Wisconsin Standards. General seating includes table seats and casual seating but excludes seats at computers, other technology stations, study rooms, and meeting room seats. Using the Wisconsin sliding scale and the Glenwood Public Library's projected 2040 population of 5,607, the data would suggest that about 10 seats be allocated for every 1,000 persons in the total service population, or 57 general use seats.

It has been acknowledged that the Wisconsin scale consistently under-estimates the seating requirement. As a result, it is recommended that an additional 4 seats should be added to the formula-based estimate of 57 seats.

These calculations suggest an absolute minimum of 61 seats to be essential, an increase of 38 seats. The space needs formula typically allows for 30 square feet per seat.

Wisconsin Seating Standards

Population	Seats per 1,000 Population
1,000	22.50
2,500	14.25
5,000	10.00
10,000	7.00

It was noted that it would be nice to have seating that was cozy and more private that would encourage lingering in the library. Enticing seating would also be an important factor in developing the library as a destination place in the community. It was noted that the Children's area often serves as a destination place for families, but that there is insufficient seating not only for the children, but for adults who accompany the children. Unfortunately, the current seating situation does not include adequate space for all the ways that libraries are currently serving their communities – as work spaces, as meeting spaces, as spaces different from their homes, and as places to relax.

Program Spaces

One of the primary assets of a public library building is the provision of space for the programming needs of children, adults, and the larger community. The library currently conducts programs for adults in the Bogart room, and children's programs are conducted within the spaces of the Children's room. Children's programs are often disrupted because of patrons who arrive to search for materials in the same space. Those unintended interruptions can distract and affect the activities directed toward young audiences. Space restrictions also mean that many programs need to be offered twice to ensure that the opportunities are available to all. The Bogart room works well for most of the adult groups who utilize the library, but it has a rather limited capacity with little flexibility for the space.

In FY20, the Glenwood Public Library offered 236 programs (prior to the COVID-19 shutdown) which were attended by 4,615 participants in a wide variety of ages. Unfortunately, COVID-19 caused the cancellation of the popular children's summer programs. Space may be hampering the participation in library programs as the average attendance by Class E libraries in FY19 was 8,956, while Glenwood Public Library registered 4,780 participants at their programs.

Recommendations

Since programming can be a very important service of the library, a venue with adequate space for children, teens, and adults is necessary. Adequate space allows for a wider variety of programming options, and more space allows for the library to serve the community in a wider variety of ways. The current space is about 360 square feet which is not adequate for all the programming needs.

Based on the community's needs, a more robust general program space is recommended. A room that could be partitioned would be an important asset for the library and the community. At a minimum, it would appear that program space should be calculated to accommodate at least 50-60 individuals (at 12 square feet per person) with room for the presenter (a moderate space assignment for a presenter is 80 square feet) which would be 800 square feet. (The space assignment needs for craft activities would be allocated at 15 square feet per person.) It has been noted that the addition of a kitchen area would not only enhance programming but it could also support the community in times of crisis – environmental or economic. It would also be essential to provide space for technology so that programs could be recorded and streamed.

Public Computing

The Glenwood Public Library, prior to COVID-19 changes, had 7 computers available for public use. The state average for Class E libraries is 16 public computer stations, so Glenwood falls below that average. Grant money is being sought to supplement the computer stations with laptops that could be utilized within the building, which is an important need in Mills County as it is underserved for broadband. The statistics for internet usage at Glenwood Public Library are difficult to gauge. There was an increase between FY17, at 7,405 usages, and FY18, at 8,655 usages. However, in FY19, internet usage declined to 8,361 usages, which was under the average for Class E libraries at 9,856 usages.

At this particular time, since there is a problem with internet availability in Mills County, it is important for the library to support this particular need. When the county service improves, that may impact the needs of the community; however, as new technologies evolve, the library could continue to be an important first provider.

Recommendations

The existing 7 public computers would not seem to be adequate for the needs of the community. It will be important to acquire additional tablets and/or laptops which could be acquired at the main service desk for use by patrons within the building.

A service that is currently difficult for the Glenwood Public Library to provide is a growing need for the library to provide work space or collaborative space for a wide range of patrons. As more individuals work remotely, the library can provide an enticing setting for single individuals or small groups of collaborators. For this reason, it will be important for the library to continue to provide space and internet resources. Power sources that will support patrons' own portable devices will continue to be important. The new tables in the Reading Room and the Teen Room are a good example of that provision.

Staff Work Space

Staff work space is critical to an effective and efficient public library. Staff work space includes public service areas such as the circulation desk, which encompasses elements of a welcome desk and a reference desk. Workroom space where staff complete ongoing responsibilities such as preparing programs, cataloging materials, physically processing items for the shelves, preparing crafts for programs, and processing interlibrary loans are equally vital. The number of workstations is not in a one-to-one relationship to the number of staff. The number of workstations should ideally reflect the number of places where work takes place rather than the number of staff.

However, it should be noted that the full-time staff prefer their own dedicated work space which does allow for greater efficiency. The staff also noted that there is a real need for more dedicated staff work space that would enable several of the staff to work on concurrent projects. Currently, there is not room in the staff area to allow for multiple staff members to work on necessary projects. Moving forward, it would be preferable to have more specifically designed work areas for the staff with areas to store their personal items, and to have a more private break area. The cleaning requirements necessitated by COVID-19 also impact the available workspaces, and it is likely that these needs will continue into the future.

Recommendation

It is recommended that the library plan for at least 4 staff work stations in addition to the circulation desk and the director's desk. As the primary growth for Glenwood seems to be in the children's area and in the teens, it may be important to consider an additional librarian for that population, or another staff work station, as programming for the younger age groups often requires lots of space for projects. At a minimum it would seem necessary to add at least one work station, if not two, to the areas where staff can conduct the work of the library. The space allocation for most staff work stations will fall within a range of 125 square feet at the minimum allocation to 150 square feet per station at the optimal allocation. It would also be important to have more storage for the wide range of supplies necessary for much of the programming.

Work Stations: Location/Type	Existing Stations	Minimum Proposed Stations	Optimal Proposed Stations
Public Floor			
Circulation Desk	1	1	1
Director's Desk	1	1	1
Staff work stations	2	2	3
Project Area	1	2	2
Total	5	6	7

Special Use Space

Special use space is an umbrella term that encompasses a variety of public and staff spaces not included in the preceding broad categories. At an optimal amount, the special use space will likely occupy about 17% of the gross area of the library; a moderate allocation would be at 15% of the gross area of the building, while a minimum allocation would be at 12% of the gross area of the building. Examples of special space use that were identified by the Board of Trustees and the staff include:

Flexible Space and Collaborative Space: It was noted that there is not any kind of space in the library which allows for flexible usage. This includes space which could support a wide range of activities such as committees for community service organizations, proctoring, tutoring, a sole proprietor who works from home meeting with a client, or students working on a team assignment. Collaborative spaces can include traditional quiet study rooms, small conference rooms, or a larger space with re-configurable furnishings and dividers.

Storage Space: Storage space is always an important need for libraries which offer any programming that includes craft activities. The staff noted that while there is a long narrow storage space behind the staff area, it is limited and difficult to access. It was also noted that COVID-19 has created new services such as curbside delivery and cleaning and quarantining of materials. When the building is reopened, it will be a challenge to provide adequate storage space for these services that will be confidential and safe for patrons and staff.

Kitchen Space: One of the growing interests in library services are food preparation events, but this was not raised by the staff as there is no current venue for such programming. Most libraries today also include some kind of kitchen area for the staff; a current creative rearrangement has created a tiny break area for the staff to eat their lunch or have a snack.

Maker Space: While the Maker Space movement is an important service provided by many public libraries, it was noted that the non-profit entity in Glenwood provides many of those opportunities.

Examples of other special use space include:

Networking equipment closet
Book sale storage
Beverage Station (It was also noted that there is a new coffee shop on the Square, and it is not the intent of the library to compete with entities in the community).

Staff break room
Technology space – self-check, copiers, etc.

Marketing and display area
Community Information center

Structure and Support Space

Structure and Support Space refers to the areas of the building that provide support to the operation of the building but are not utilized specifically for library purposes. Structure and Support Space is sometimes referred to as architectural or unassignable space. Examples of Structure and Support Space include the: entry foyer, restrooms, stairs, elevators, mechanical systems, storage closets, and general aisle space throughout the building.

The rates suggested by the State of Wisconsin Standards are as follows: At the optimal rate, the Structure and Support Space would be calculated at 30% of the gross building size. A moderate rate would be calculated at 27% of the gross building size, while a minimum rate would be calculated at 25% of the gross building size.

Another important support space for the successful functioning of the library would be plenty of parking. The current library location suffers from a lack of parking which can impact the attendance rate of many of the programs.

2050 Space Needs Calculations

This calculation of space needs is based on the library's 2050 projected service population of 5,669 and the service requirements determined by using the moderate projections from the Wisconsin Space Needs Assessment process. The existing building is currently at 8,400 gross square feet.

Space Use Category	Minimum	Optimal
Collection Space 50,000 book and media 40 periodicals	15 volumes per sf 50,000 ÷ 15 = 3,333 nsf	10 volumes per sf 50,000 ÷ 10 = 5,000 nsf
General User Seating 61 seats	30 sf per seat 61 x 30 = 1,830 nsf	30 sf per seat 61 x 30 = 1,830 nsf
Program Space Space for 60 Space for presenter = 80 sf Space for presenter, kitchen, storage = 500sf	12 sf per person + presenter 60 x 12 = 720 720 + 80 = 800 nsf	15 sf per person + presenter 60 x 15 = 900 900 + 500 = 1,400 nsf
Public Computer Workstations 12-16 computer workstations	35 sf per station 12 x 35 = 420 nsf	50 sf per station 16 x 50 = 800 nsf
Staff Work Space 6-7 staff workstations	125 sf per station 6 x 125 = 750 nsf	150 sf per station 7 x 150 = 1,050 nsf
Subtotal of above	7,133 nsf	10,080 nsf
Special Use Space	12% of gross space 7,133 x .12 = 856 nsf	17% of gross space 10,080 x .17 = 1,714 nsf
Net Subtotal	7,133 + 856 = 7,989 nsf	10,080 + 1,714 = 11,794 nsf
Structure/Support Space	25% of gross space 7,989 x .25 = 1,997 nsf	30% of gross space 11,794 x .30 = 3,538 nsf
Total Gross Library Space Requirement	7,989 + 1,997 = 9,986 gsf	11,794 + 3,538 = 15,332 gsf

nsf: net square feet   gsf: gross square feet

Glenwood, Iowa Population 2022

Glenwood, Iowa Population 2022

5,033

State	Iowa
County	Mills County
Land Area (mi²)	2.9 sq mi
Density (mi²)	1,706.90/sq mi
2022 Growth Rate	-0.40% (-20)
Growth Since 2020	-5.48% (-292)
Rank in State	84th
Rank in Country	6570th

The current population of Glenwood, Iowa is **5,033** based on our projections of the latest US Census estimates. The last official US Census in 2020 recorded the population at **5,325**.

Glenwood is a city located in Mills County Iowa. It is also the county seat of Mills County. With a 2020 population of **5,033**, it is the **84th** largest city in Iowa and the **6570th** largest city in the United States. Glenwood is currently declining at a rate of -0.40% annually and its population has decreased by -5.48% since the most recent census, which recorded a population of **5,325** in 2020. Spanning over 3 miles, Glenwood has a population density of 1,707 people per square mile.

The average household income in Glenwood is $73,044 with a poverty rate of 11.62%. The median rental costs in recent years comes to $691 per month, and the median house value is $158,700. The median age in Glenwood is 40 years, 37.9 years for males, and 41.1 years for females.

Glenwood Demographics

According to the most recent ACS, the racial composition of Glenwoodwas:

- White: 96.45%
- Two or more races: 1.73%
- Other race: 1.24%
- Native American: 0.45%
- Asian: 0.08%
- Black or African American: 0.06%
- Native Hawaiian or Pacific Islander: 0.00%

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Glenwood Population by Race

Population by Race ❓

| Total | Hispanic | Non-Hispanic |

Race	Population ▼	Percentage
White	5,136	96.45%
Two or More Races	92	1.73%
Some Other Race	66	1.24%
American Indian and Alaska Native	24	0.45%
Asian	4	0.08%
Black or African American	3	0.06%

96.5%
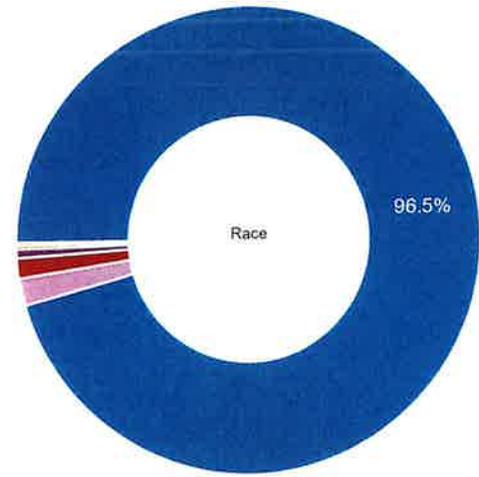
Race

- White
- Black or African American
- American Indian and Alaska Native
- Asian
- Some Other Race
- Two or More Races

Glenwood Population by Age

Glenwood Population Pyramid 2022

Glenwood Median Age

40.6	37.7	42.3
Total	Male	Female
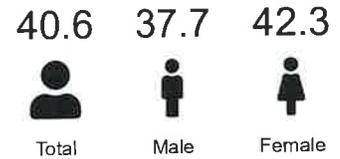
Glenwood Adults

There are 4,203 adults, (1,115 of whom are seniors) in Glenwood.

Glenwood Age Dependency

Age Dependency Ratio

36.1

Old Age Dependency Ratio

36.3

Child Dependency Ratio

Glenwood Sex Ratio

Female 2,696 50.63%

Male 2,629 49.37%

Glenwood Renter vs Owner Occupied by Household Type

Glenwood Households by Type
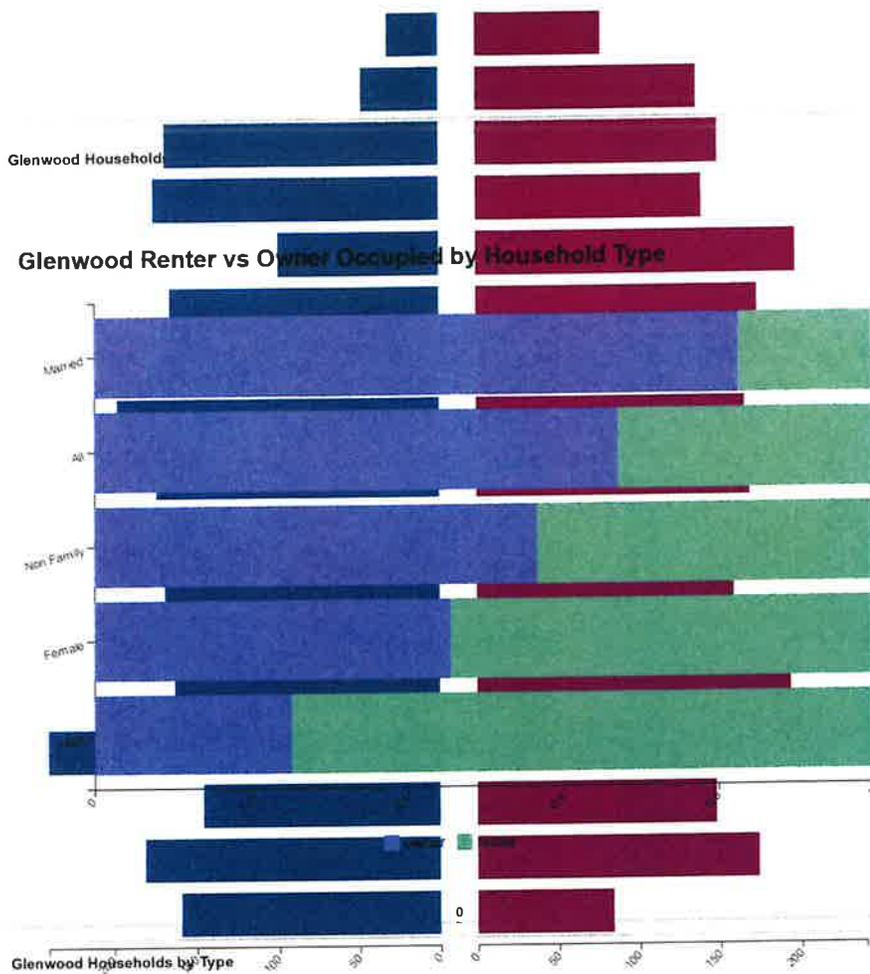
Show Source

Glenwood Household Types

Type	Owner ▲	Renter
Male	25%	75%
Female	45.6%	54.4%
Non Family	56.7%	43.3%
All	67.2%	32.8%
Married	82.8%	17.2%

67.2%
Rate of Home Ownership

Show Source

■ Male   ■ Female

Type	Count ▼	Average Size	Owned
All	1,928	2.53	67.2
Married	945	3.31	82.8
Non Family	718	1.17	56.7
Female	193	3.42	45.6
Male	72	3.36	25

3.25
Average Family Size

2.53
Average Household Size

Households by Type

49.0%
37.2%
10.0%

■ Married ■ Male ■ Female ■ NonFamily
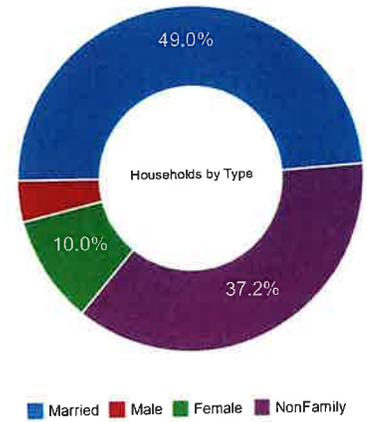
Glenwood Educational Attainment by Sex (over 25)

■ Male ■ Female

Education Attained	Count	Percentage
Less Than 9th Grade	131	3.52%
9th to 12th Grade	174	4.67%
High School Graduate	1,457	39.14%
Some College	882	23.69%
Associates Degree	306	8.22%
Bachelors Degree	551	14.80%
Graduate Degree	222	5.96%

Over 25 Education

39.1% 23.7% 14.8% 8.2% 6.0%
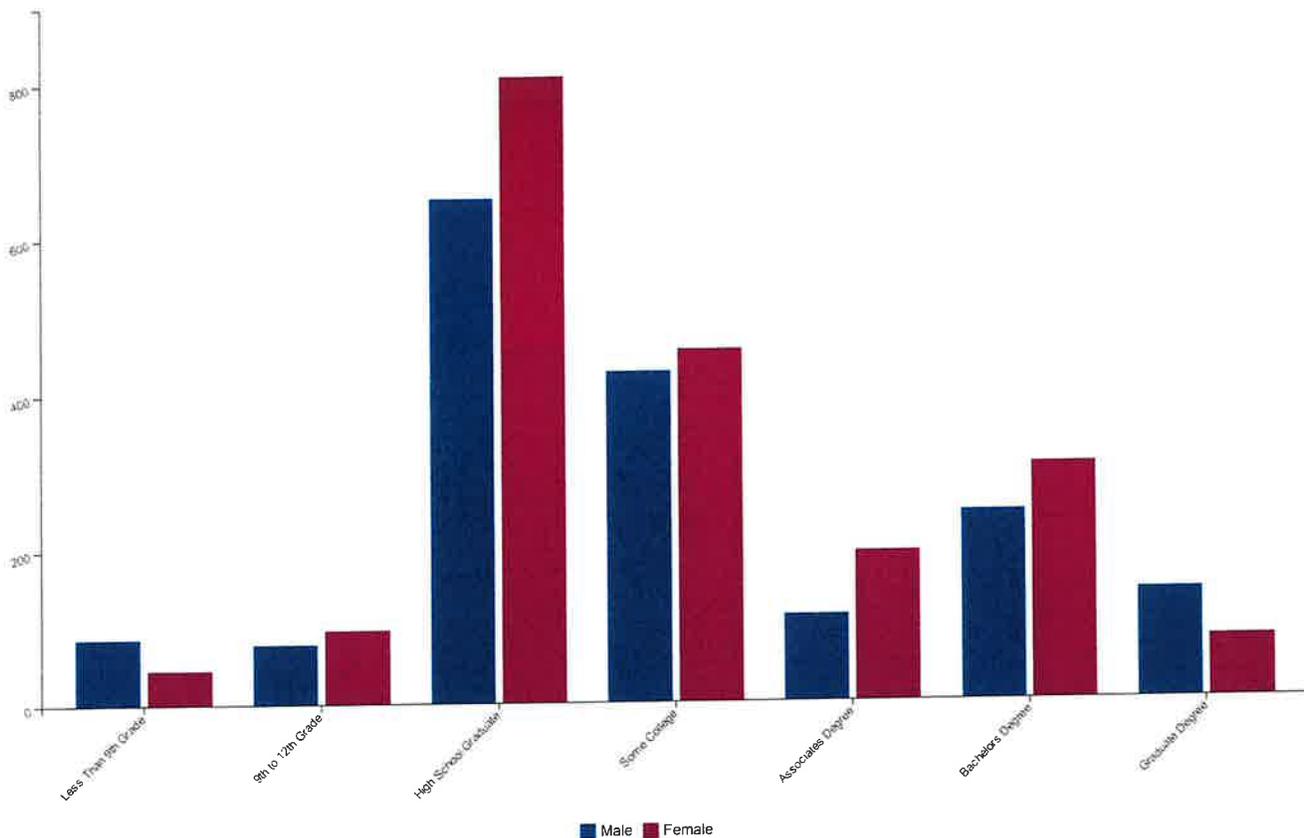
■ Less Than 9th Grade ■ 9th to 12th Grade
■ High School Graduate ■ Some College
■ Associates Degree ■ Bachelors Degree
■ Graduate Degree
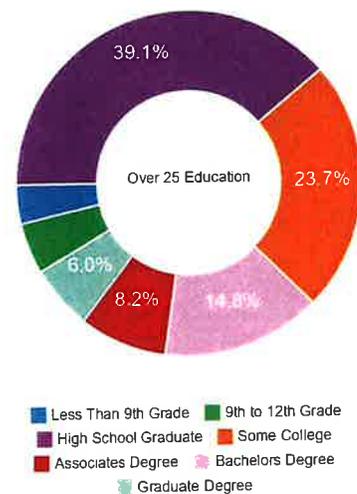
Glenwood Educational Attainment by Race

Glenwood Educational Attainment by Race

■ Percentage   Count

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High School Graduation Rate   Bachelors Rate
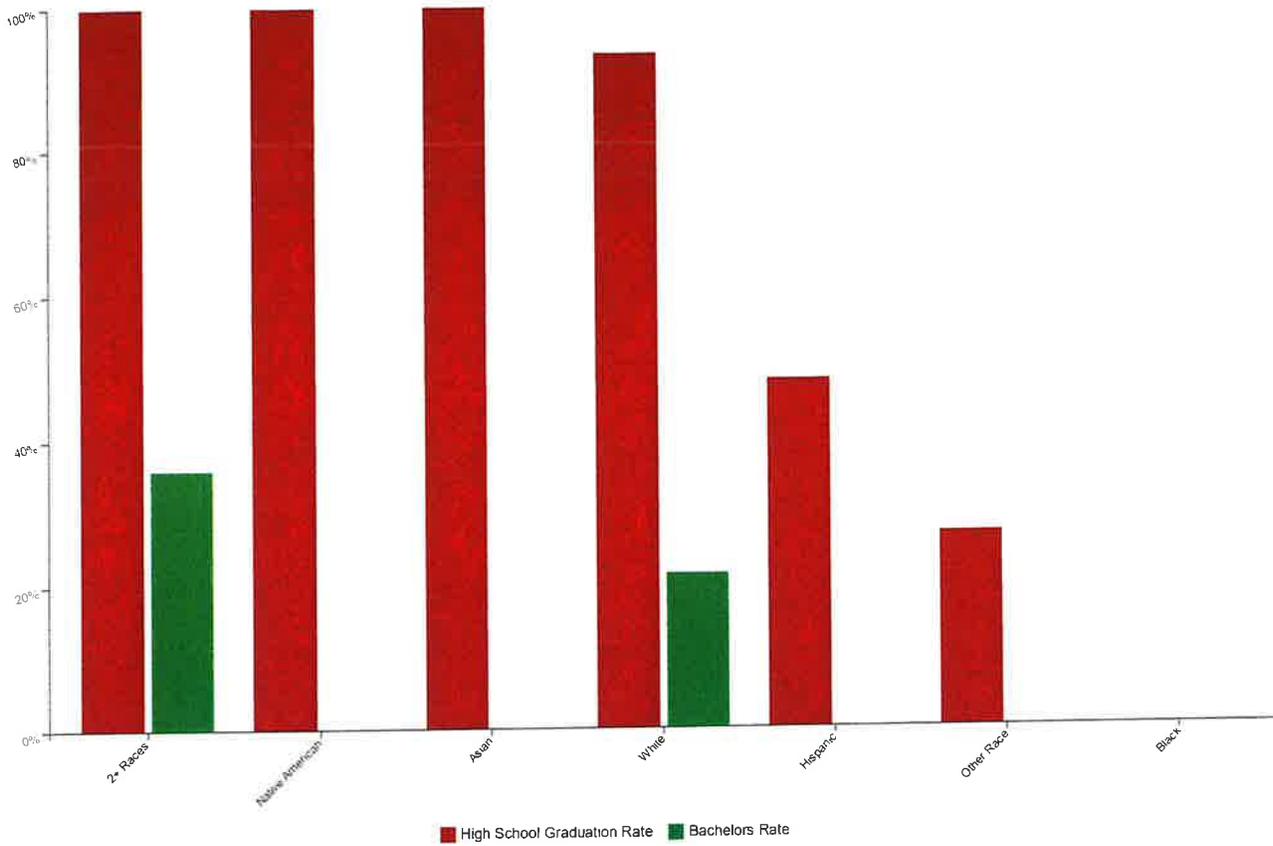
Race	Total ▼	High School	Bachelors
White	3,550	3,313	759
Hispanic	129	62	
Other Race	52	14	
2+ Races	39	39	14
Native American	17	17	
Asian	4	4	
Black	1		

The highest rate of high school graduation is among native american people with a rate of 100.00%.

The highest rate of bachelors degrees is among 2+ races people with a rate of 35.90%.

Glenwood Earnings by Educational Attainment
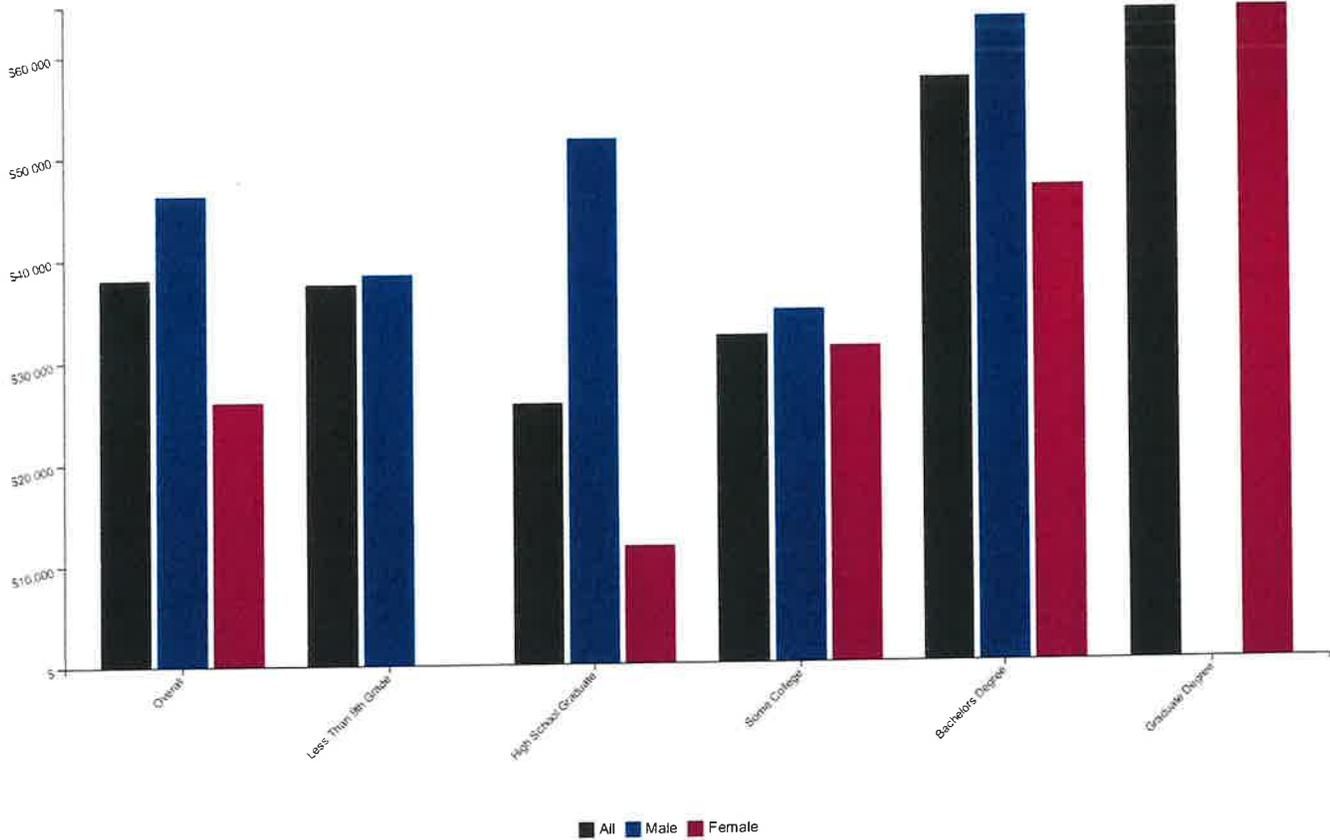
■ All ■ Male ■ Female

Name	Average	Male	Female
Overall	$38,039	$46,250	$26,031
Less Than 9th Grade	$37,500	$38,423	$
High School Graduate	$25,708	$51,563	$11,657
Some College	$32,218	$34,667	$31,071
Bachelors Degree	$57,292	$63,278	$46,591
Graduate Degree	$63,929	$	$64,018

$38,039
Average Earnings

$46,250
Average Male

$26,031
Average Female

Glenwood Language

Glenwood Language by Age

| All Ages | 5-17 | 18-64 | 65+ |

## Glenwood Language

98.27% of Glenwood residents speak only English, while 1.73% speak other languages. The non-English language spoken by the largest group is Spanish, which is spoken by 1.20% of the population.

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Languages

98.3%

Glenwood Poverty

Glenwood Poverty by Race

■ Only English ■ Spanish ■ Other Indo-European Languages ■ Asian and Pacific Island Languages
■ Other Languages

■ rate

Name	Total	In Poverty ▼	Poverty Rate
White	4,898	480	9.80%
Hispanic	207	106	51.21%
Native	24	24	100.00%
Multiple	90	18	20.00%
Other		14	NaN%
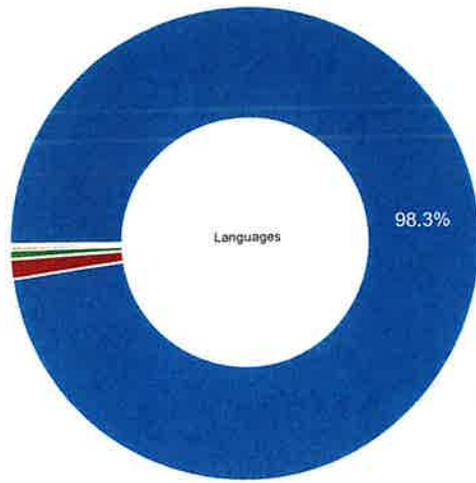
11.62%
Overall Poverty Rate

8.38%
Male Poverty Rate

14.80%
Female Poverty Rate
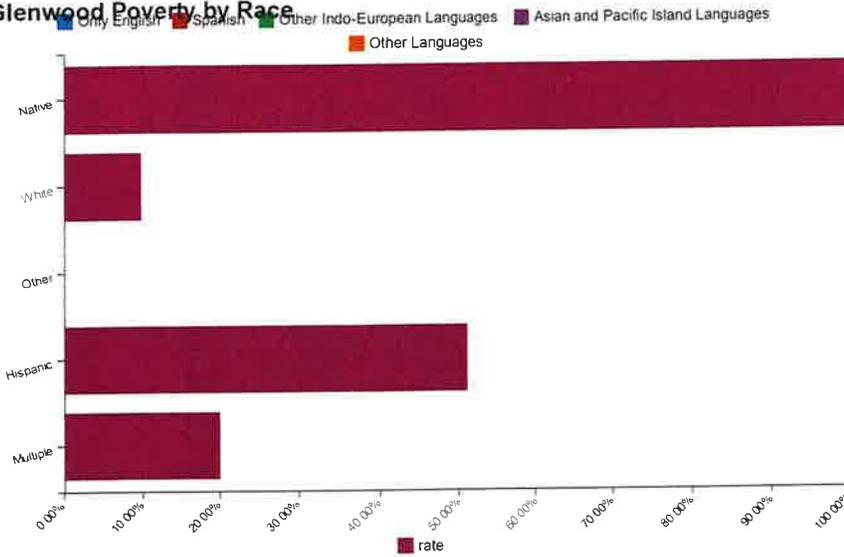
Poverty in Glenwood

The race most likely to be in poverty in Glenwood is Native, with 100.00% below the poverty level.

The race least likely to be in poverty in Glenwood is Multiple, with 20.00% below the poverty level.

The poverty rate among those that worked full-time for the past 12 months was 1.11%. Among those working part-time, it was 16.13%, and for those that did not work, the poverty rate was 20.64%.

Glenwood Poverty Rate by Education
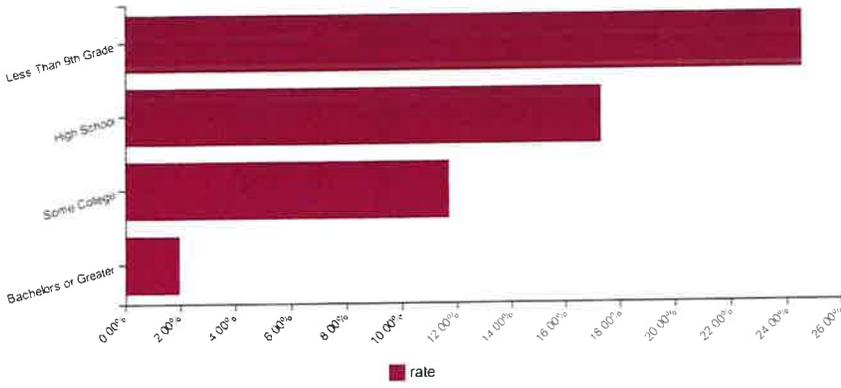
Name	Poverty ▼
Less Than 9th Grade	24.57%
High School	17.34%
Some College	11.72%
Bachelors or Greater	1.97%

Glenwood Poverty Rate by Employment Status and Sex
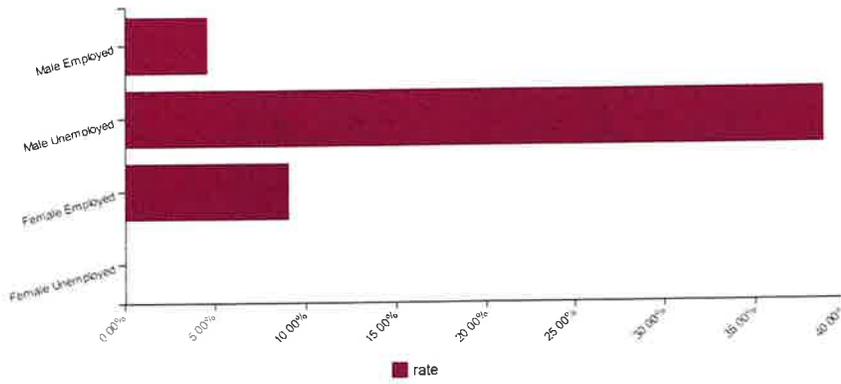
Rate	Poverty ▼
Male Unemployed	38.81%
Female Employed	9.06%
Male Employed	4.60%
Female Unemployed	0.00%

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Income by Household Type

Glenwood Income by Household Type

| ■ Households | ■ Families | ■ MarriedFamilies | ■ NonFamilies |
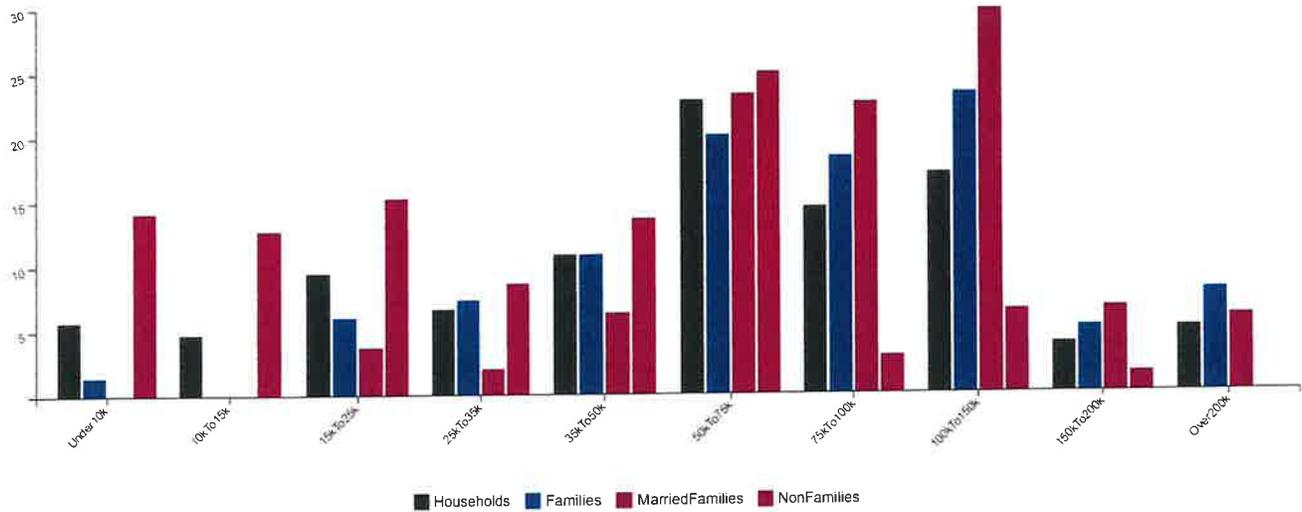
Name	Median	Mean
Households	$63,852	$76,702
Families	$80,500	$95,526
Married Families	$95,203	-
Non Families	$31,250	$42,051

| ■ mean | ■ median |
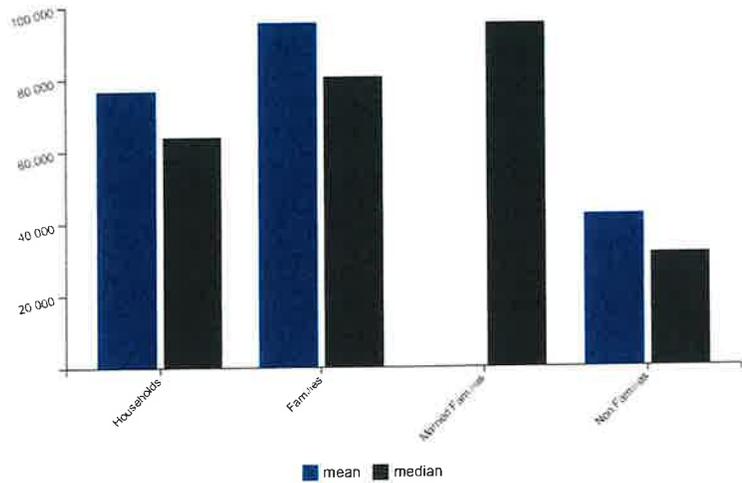
Glenwood Marital Status

## Glenwood Marital Status

Marriage Rates

44.2%
Overall Marriage Rate

## 46.8%
Male Marriage Rate

41.7%
Female Marriage Rate
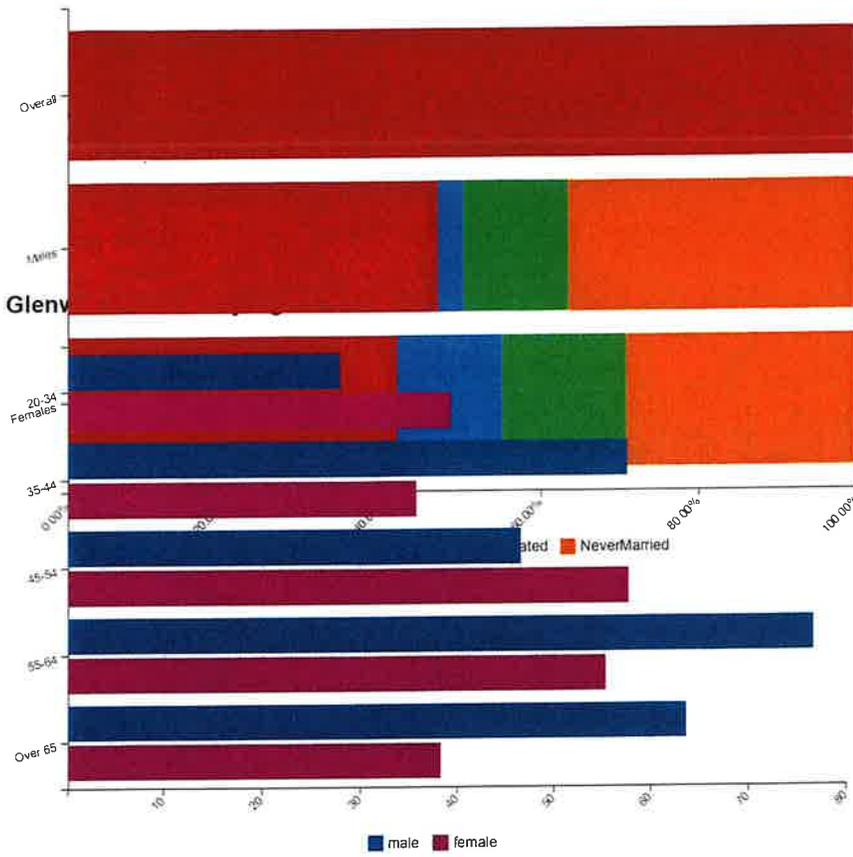
Glenwood Marriage

The age group where males are most likely to be married is 55-64, while the female age group most likely to be married is 45-54.

**Glenwood Marital Status by Race**

Glenwood Vetera

Source

333
Number of Veterans

Male Veterans

Female Veterans

War	Veterans ▾
Vietnam	141
First Gulf War	102
Second Gulf War	76
World War II	21
Korea	

Veterans by War

41.5%

6.2%

30.0%

22.4%

■ Second Gulf War ■ First Gulf War ■ Vietnam ■ Korea ■ World War II

■ Married ■ Widowed ■ Divorced ■ Separated ■ NeverMarried
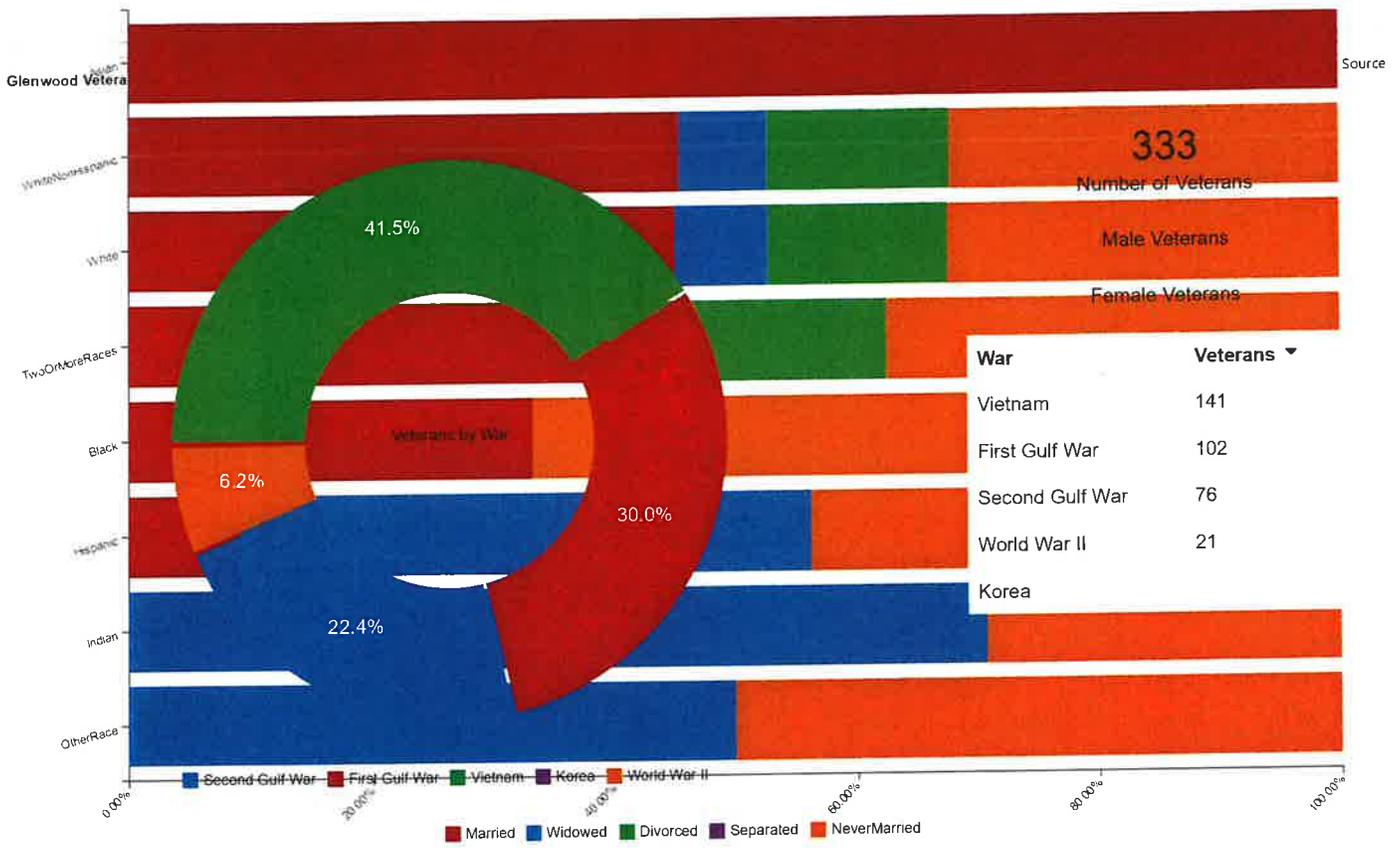
Glenwood Veterans by Age

Show Source
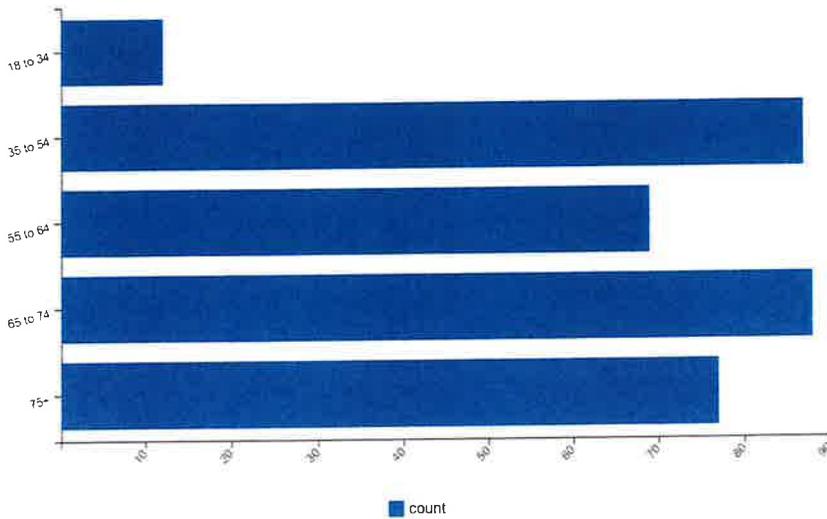
■ count

Age Group	Veterans ▾
65 to 74	88
35 to 54	87
75+	77
55 to 64	69
18 to 34	12

Glenwood Veterans by Race

Show Source

| Percentage | Counts |

Name	Veterans ▾	% of Total
White	333	8.35%
Hispanic	7	5.30%
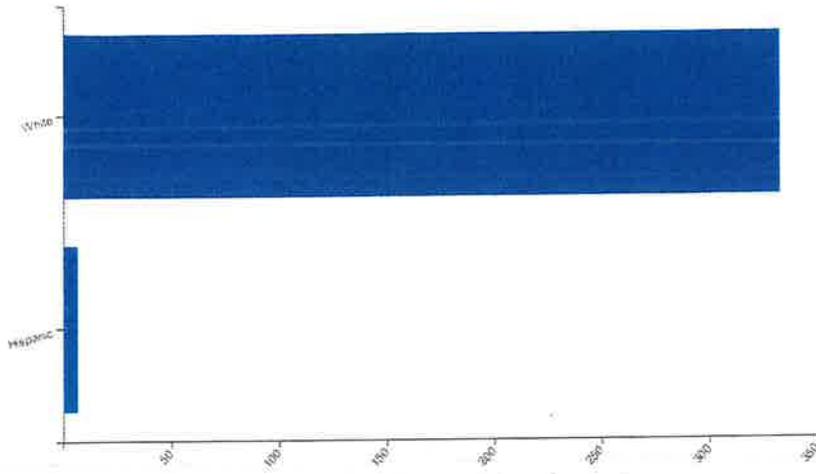
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Glenwood Veterans by Education

count
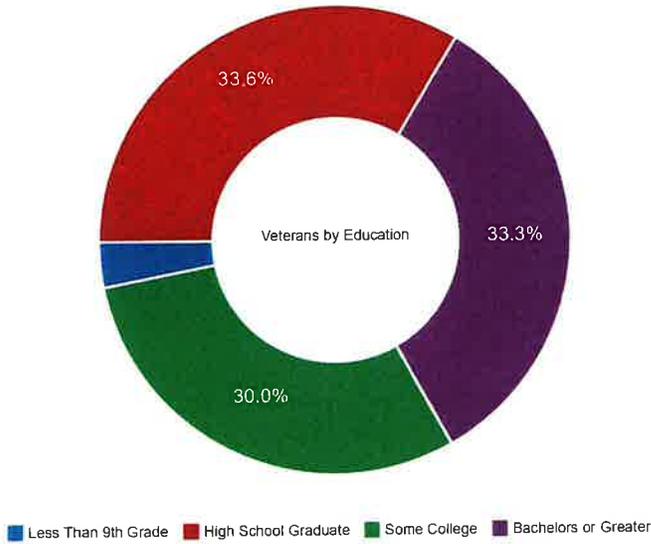
4.63%
Veteran Poverty Rate

27.16%
Veteran Disability Rate

Glenwood Veterans by Education

33.6%

Veterans by Education   33.3%

30.0%

■ Less Than 9th Grade   ■ High School Graduate   ■ Some College   ■ Bachelors or Greater

Glenwood Employment by Age

Labor Force Participation   Employment Rate   Unemployment Rate

63.9%
Labor Force Participation

59.1%
Employment Rate

4.2%
Unemployment Rate

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16 - 19

20 - 24

25 - 29

30 - 34

Glenwood

35 - 44

55 - 59

60 - 64

65 - 74

75+

Other Race

White Non-Hispanic

White

Hispanic

Native American

10   20   30   40   50   60   70   80   90   100

■ LaborForceParticipation
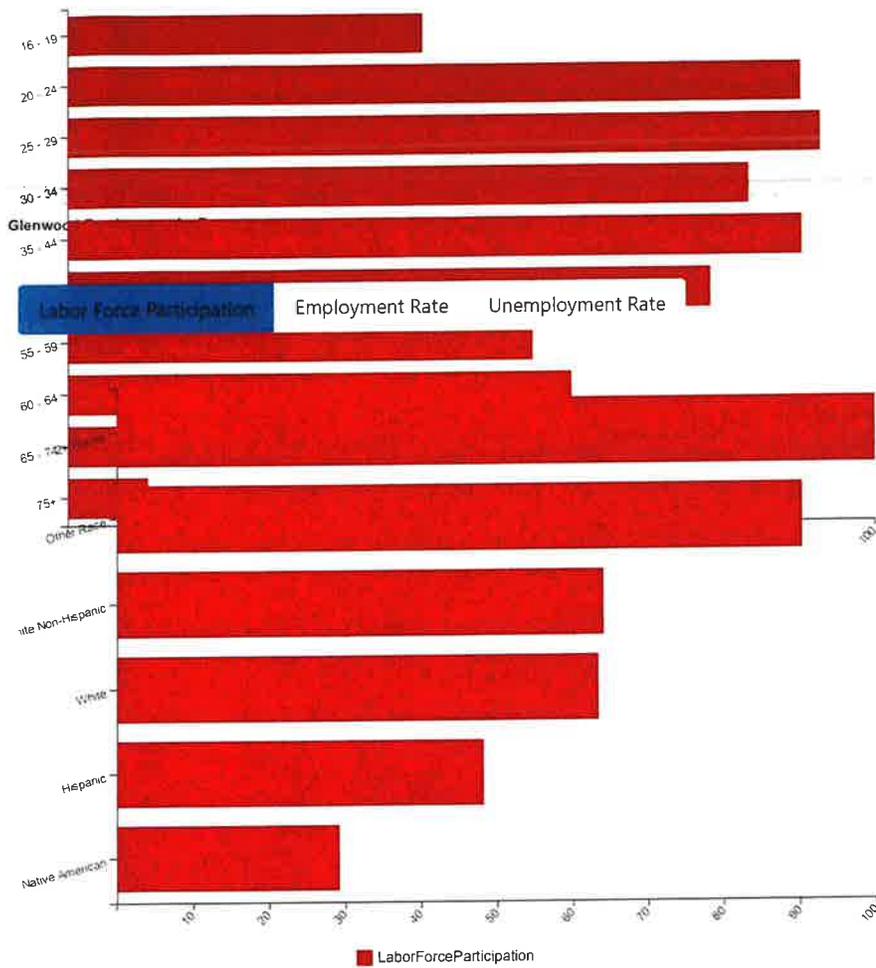
Glenwood Employment by Education

Labor Force Participation   Employment Rate   Unemployment Rate

Less Than High School

High School Graduate

Some College

Bachelors or Greater

10   20   30   40   50   60   70   80   90

■ LaborForceParticipation
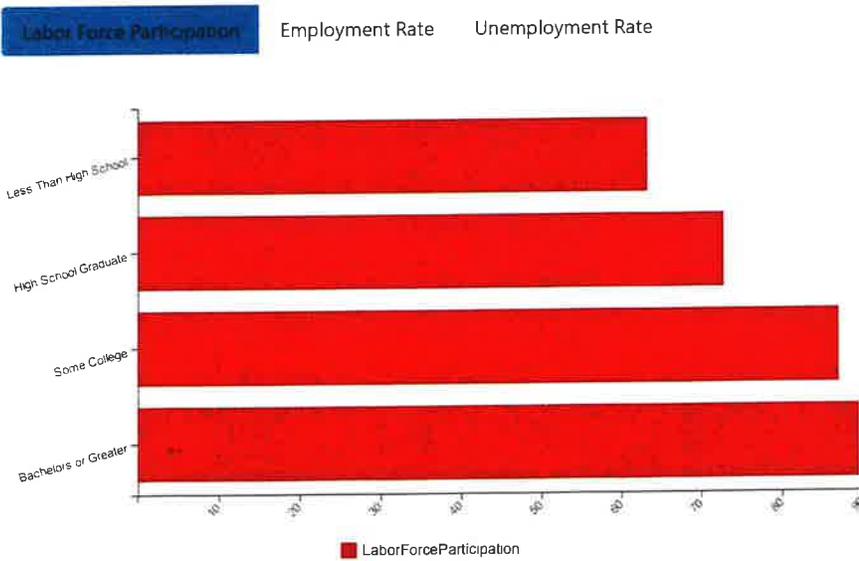
Glenwood Place of Birth

Origin of Non-Citizens
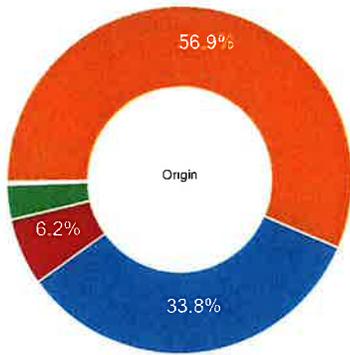
56.9%

Origin

6.2%

33.8%

■ Europe ■ Asia ■ Africa ■ Oceania
■ Latin America ■ North America

Non citizens include legal permanent
residents (green card holders), international
students, temporary workers, humanitarian
migrants, and illegal immigrants.

Origin of Naturalized Citizens
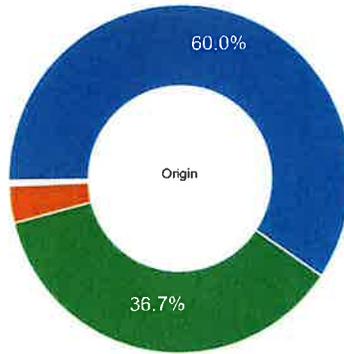
60.0%

Origin

36.7%

■ Europe ■ Asia ■ Africa ■ Oceania
■ Latin America ■ North America

49.60%
Born in Glenwood

98.22%
Native Born

1.78%
Foreign Born

1.22%
Non Citizen

0.56%
Naturalized

Place of Birth

98.22% of Glenwood residents were born in
the United States, with 49.60% having been
born in Iowa. 1.22% of residents are not US
citizens. Of those not born in the United
States, the largest percentage are from
Europe.

Glenwood Population by Year

Note: 2021 and 2022 data is projected

Year ▼	Population	Growth	Annual Growth Rate
2022	5,033	-20	-0.40%
2021	5,053	-20	-0.39%
2020	5,325	-33	-0.03%
2019	5,326		0.00%
2018	5,109	-20	-0.39%
2017	5,129	-20	-0.39%
2016	5,149	-20	-0.39%
2015	5,169	-20	-0.39%
2014	5,189	-20	-0.38%
2013	5,209	-20	-0.38%

Year ▼	Population	Growth	Annual Growth Rate
2012	5,229	-20	-0.38%
2011	5,249	-20	-0.38%
2010	5,269	-56	0.11%
2000	5,358	787	1.60%
1990	4,571	-709	-1.43%
1980	5,280	1,085	2.33%
1970	4,195	-588	-1.30%
1960	4,783	119	0.25%
1950	4,664	163	0.36%
1940	4,501	232	0.53%
1930	4,269	407	1.01%
1920	3,862	-190	-0.48%
1910	4,052	1,012	2.92%
1900	3,040	-2,286	0.47%

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Persona Facet	Notes
Persona Name What we call our user as we talk about their journey	• Johnny • 8 yrs
Their Journey The end goal our user is trying to accomplish	• trying to find a social outlet because he's home schooled.
Relevant Facts What we know about our user that relates to their journey	• learning disability
Their Ideal Outcome How will we know our user has been successful on their journey	• Coming to the library volunteerly
Their Motivation What is driving our user to be successful?	• meeting friends
Their Hopes What markers along the journey would be ideal? What parallel benefits might they be looking for?	• learning/having more social skills
Their Worries What would potentially derail their journey? What would cause fear/consternation along the journey?	• other kids • Not knowing rules
Their Potential Frustrations What might cause annoyance for our user?	• Change

Persona:		Scenario:		
	Phase 1: Cret calender of library events	Phase 2: Come to the library	Phase 3: Attend Program	Phase 4: Come back
Doing	Going to library	Talk to staff	Go to Program	Going to library
Thinking	Wondering	Wow.	Lots of kids return	
Feeling	Anxious	Overwelmed	Excitment	Happy
Touchpoints				

Option 1: Simple Insights/Ownership/Actions table

Insights	Ownership	Actions
Calender / Advertisment	Staff	Do it
Program	Staff	Create info
Provide oportunity	Staff	Introduce

Option 3: Impact Matrix

High impact, Low Complexity   **High impact, High Complexity**

Calender

Oportunitys

Progvam

Low impact, low complexity   **Low impact, high complexity**

Upstairs

Persona Facet	Notes
Persona Name What we call our user as we talk about their journey	• Estille • 45 yrs
Their Journey The end goal our user is trying to accomplish	• Resume
Relevant Facts What we know about our user that relates to their journey	• Unemployed • Limited computer skills
Their Ideal Outcome How will we know our user has been successful on their journey	• Professional looking resume
Their Motivation What is driving our user to be successful?	• need a job
Their Hopes What markers along the journey would be ideal? What parallel benefits might they be looking for?	• improved computer skills • resume skills
Their Worries What would potentially derail their journey? What would cause fear/consternation along the journey?	• won't get a job • not producing a affective resume
Their Potential Frustrations What might cause annoyance for our user?	• needing help with a computer

Persona:	Scenario:		
	Phase 1: realizing she needs a resume for Job	Phase 2: Discovering Library	Phase 3: Visit Library	Phase 4: Complete resume
Doing	Looking for resources	Googling resources	talk to worker	Got it down
Thinking	frustrated	contact Library	less stressed	wasn't so bad
Feeling	Anxious	Embarrassed	Relieved	hopeful
Touchpoints				

Option 1: Simple Insights/Ownership/Actions table

Insights	Ownership	Actions
Training	Tera	Staff meeting
Looking for trainer	Adult Librarian	request person
more computers	Tera	Buy them

Option 3: Impact Matrix

High impact, Low Complexity
                                                High impact, High Complexity

Evaluate community needs	Looking for trainer Buying computers
Training	

Low impact, low complexity
                                                  Low impact, high complexity

Persona Facet	Notes
Persona Name What we call our user as we talk about their journey	• Wayne ◦ 50 yrs
Their Journey The end goal our user is trying to accomplish	• To offer great service
Relevant Facts What we know about our user that relates to their journey	• They have custermor experiance
Their Ideal Outcome How will we know our user has been successful on their journey	• Confident with daily tasks.
Their Motivation What is driving our user to be successful?	• Keeping a job ◦ Providing good service
Their Hopes What markers along the journey would be ideal? What parallel benefits might they be looking for?	• Patreons feedback • coworkers
Their Worries What would potentially derail their journey? What would cause fear/consternation along the journey?	• Unclear expectations
Their Potential Frustrations What might cause annoyance for our user?	• Information overload

Persona:		Scenario:		
	Phase 1: reaching policy	Phase 2: Daily Expectations	Phase 3:	Phase 4:
Doing	reaching	Environment		
Thinking	OMG	Thinking a Lot		
Feeling	Overwhelmed			
Touchpoints	Coworkers			

Option 1: Simple Insights/Ownership/Actions table

Insights	Ownership	Actions
Staff	Tara	Do @ staff meeting
Looking for trainer	Librarian	request
More computers	Tara	Buy Them

Option 3: Impact Matrix

High impact, Low Complexity	High impact, High Complexity
move Computers Could be both	Trainer / Teacher
Staff meeting	
Low impact, low complexity	**Low impact, high complexity**

26 July 2022

JC
top.
MG
EJ

AF
JF

HJ
LS
DK
DMcC
JwR

S
1-10

- Fire Station

AF want to know where to put her "energies"

HJ * Fire Station

- City provided EMS

HJ * EMS

DMcC HJ * Park/Rec restrooms

- Park/Rec restrooms/concessions

LS * Infrastructure/water/broad band

HJ

AF will get this done → HJ * ordinances/
Jobs descriptions/evaluations

DK * "6.1" Building Code / Rental insp. "6.2"

- Park Water/Sewer at new building infrastructure

HJ * Maintenance plan for equipment/vehicles/buildings

LS * ARPA funds discussion.

- Broad band
  need to have franchise w/ mediacom expire
  to open us up for broad band.

- Ordinances

LS HJ * Side walks

LS - Pickleball is not a priority; They are fine.

HJ - Comp plan   County is doing theirs next year 2nd quarter 2023

HGM feasibility study due for fire dept. building

MG going to contract townships
COVID calls increasing

- Land development ordinances
  priority

HJ

DMcC Trail commitment
downtown facelift
rest home debt
EMS additional full time

- DTR downtown revite   AF doesn't know where the money will come from

- Aquatic Center AF crack + NW corner lowering Deck is settling.

- Sidewalks

- Trails

- GRC — wide open / up in the air

Summer/Decline moved back winter 2024

RFP for services for a master plan
State will pay $300,000 for plan.
Best use
Best way to transfer the property
Need access to Hwy 34

- Job Descriptions

DK wants department heads to attend city council
AF says she has told them to attend once a month.

- Evaluations

- Maintenance plan for equipment/vehicles/buildings

2 good buildings at GRC for Public Works & Police Dept.

- Noise Ordinance - Jake Brakes

- Building Codes

- Rental Inspections

  MG toured
  2 webser homes
  & 1 other rental
  2-3 pgs of violations per building

- ARPA Funds

  - Glen Haven Contribution?

- Library/Library expansion

- Fairview Property

- Bank behind PD/Parking Lot

- RUT Building(s)

Appendix V

Vision: In 2045, Glenwood is an inviting community attracting new residents, visitors, and businesses by providing opportunities for all. Residents take pride in their community, visitors admire the beauty and unique attractions, and businesses thrive in the environment.

Goals:

1. Promote enhanced recreation and entertainment opportunities for all ages
2. Support a growing population
3. Promote the growth and development of downtown
4. Increase the visual appearance of Glenwood
5. Increase the walkability of the community

Priority level—High, medium, low

Cost—Minimal, low, moderate, high

Time frame—ongoing, short-term (1-3 years), mid-term (4-6 years), long-term (7+ years)

Goal	Objective	Responsible Party	Cost Estimate	Priority	Funding Sources	Timeline
1	Create more park space	City, Park Board	High	Medium	Wellmark, Mills County Community 1Foundation, Iowa West Foundation	Long
1	Trail connection to the Wabash Trace	City, Mills County Trails	High	High	TAP, REAP, Wellmark, Iowa West, State Rec, Federal Rec, Iowa Living Roadways	Short
2	Provide more quality housing affordable at various income levels	City	High	High	CDBG	Ongoing
2	Rehabilitate existing housing to ensure its longevity and promote infill development	City, create board	Mod-High	Medium	CDBG, Rural Housing Readiness, Homes for Iowa	Mid, Ongoing
2	Create upper-story apartments in downtown	Building owners	Minimal	Low	CDBG	Ongoing
2	Annexation	City	Mod-high	Medium	CDBG (infrastructure), USDA, City	Long

#	Project	Responsible Party	Impact	Priority	Funding Source	Timeframe
2	Rehabilitation of current infrastructure to support current and growing population and tie into GRC infrastructure	City, GMU	High	High	CDBG, USDA, bonding, Federal, DOT Rise	Ongoing
2	Construct new fire station	City	High	High	USDA, GO Bonds, private, Western Iowa Community Foundation	Ongoing
2	Library Expansion	City	High	Medium	GO Bond, Private, Library Foundation	Mid
3	Hold more events on the square	Community Organizations, City and County (support)	Low	High	Iowa Great Places	Ongoing
3	Implement a vacant building ordinance to reduce the number of buildings used for storage	City	Low	High	City	Short
3	Recruit more businesses	Chamber, Economic Development	Moderate	High	Public/private partnership	Ongoing
4	Establish a rental inspection program	City	Low-Mod	High	City, rental owners	Ongoing
4	Curb appeal loan/ grant program	Glenwood Beautification and Betterment Committee	Low-Mod	High	Bank	Short
4	Increase code enforcement	City	Mod	High	City	Ongoing
4	Implement wayfinding signage throughout town	City, Glenwood Beautification and Betterment Committee	Low-Mod	High	Community Foundation, Great Places	Short
4	Complete city beautification projects	City, Glenwood Beautification and Betterment Committee	Low-Mod	High	Community Foundation, Great Places	Short
5	Install sidewalks connecting residential areas to school (safe routes to school)	City	Mod	High	TAP, city, property owners	Short, ongoing
5	Work with property owners to install sidewalks throughout town to create a complete network	City, property owners	Mod	High	City, property owners	Short, ongoing

Vision: In 2045, Glenwood is an inviting community attracting new residents, visitors, and businesses by providing opportunities for all. Residents take pride in their community, visitors admire the beauty and unique attractions, and businesses thrive in the environment.

Goals:

1. Promote enhanced recreation and entertainment opportunities for all ages
   a. Create more park space including specialty parks (dog park) — *Wills Co Cons Foundation*
   b. Trail connection to the Wabash Trace — *High priority (Trails & City)*
   c. Establish a youth/teen center that is inclusive for all incomes   *[X]   teen space*

2. Support a growing population
   a. Provide more quality housing affordable at various income levels   *Rural Housing? Study*
   b. Rehabilitate existing housing to ensure its longevity   *{ CDBG / WSH*
   c. Create upper-story apartments in downtown
   d. Annex?

3. Promote the growth and development of downtown
   a. Hold more events on the square — *Community orgs (Jazz on the Green) (Our Great Places*
   b. Implement a vacant building ordinance to reduce the number of buildings used for storage
   c. Recruit more businesses   *Chamber + Ec Dev. (Plattsmouth — J. George?)*

4. Increase the visual appearance of Glenwood   ** landscaping **
   a. Establish a rental inspection program
   b. Curb appeal loan/ grant program
   c. Increase code enforcement

5. Increase the walkability of the community
   a. Install sidewalks connecting residential areas to school (safe routes to school)
   b. Work with property owners to install sidewalks throughout town to create a complete network

Restaurants + more retail!

* goal thing — children lif.

* goal thing — technology — VHS to check out — Go Pro camera cntr. — Business cntr.

Priority level—High, medium, low

Cost—Minimal, low, moderate, high

Time frame—ongoing, short-term (1-3 years), mid-term (4-6 years), long-term (7+ years)

Objective	Responsible Party	Cost Estimate	Priority	Funding Sources	Timeline

SWOT ANALYSIS
DECEMBER 2022

Strengths

Legend:
- Public Safety Teams
- Location/ Close to Metro
- Community Strengths
- Small Business Owners
- Schools
- Community Talents
- Volunteer Organizations
- Small Town Iowa Features
- Library
- Square

Pie chart values: 23%, 23%, 14%, 9%, 9%, 4%, 4%, 4%, 5%, 5%
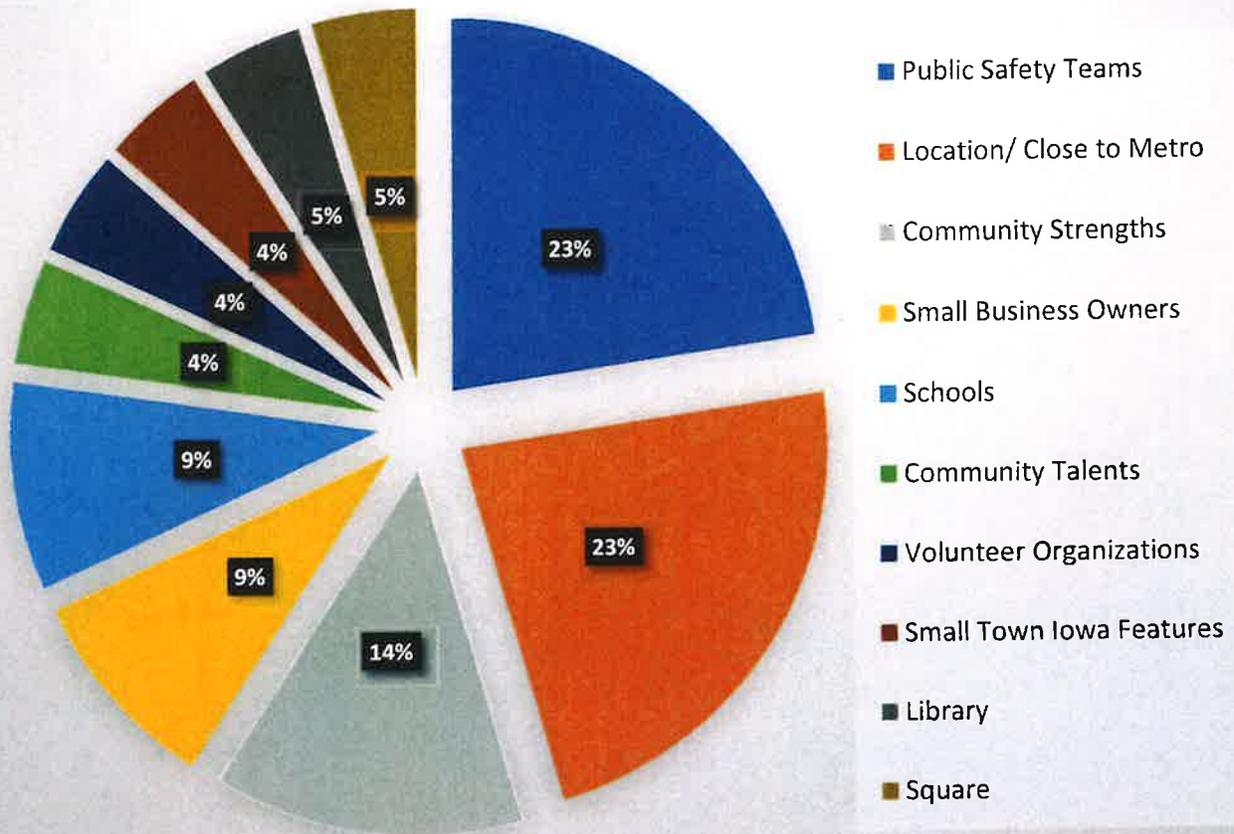
Strengths

- Public Safety Teams (5 Votes)
- Location/Close to Metro (5 Votes)
- Community Strength/ Traditions (3 Votes)
- Small Business Owners (2 Votes)
- Schools (2 Votes)
- Community Contributes Talent
- Volunteer Organizations
- Small Town Iowa Features
- Library
- The Square
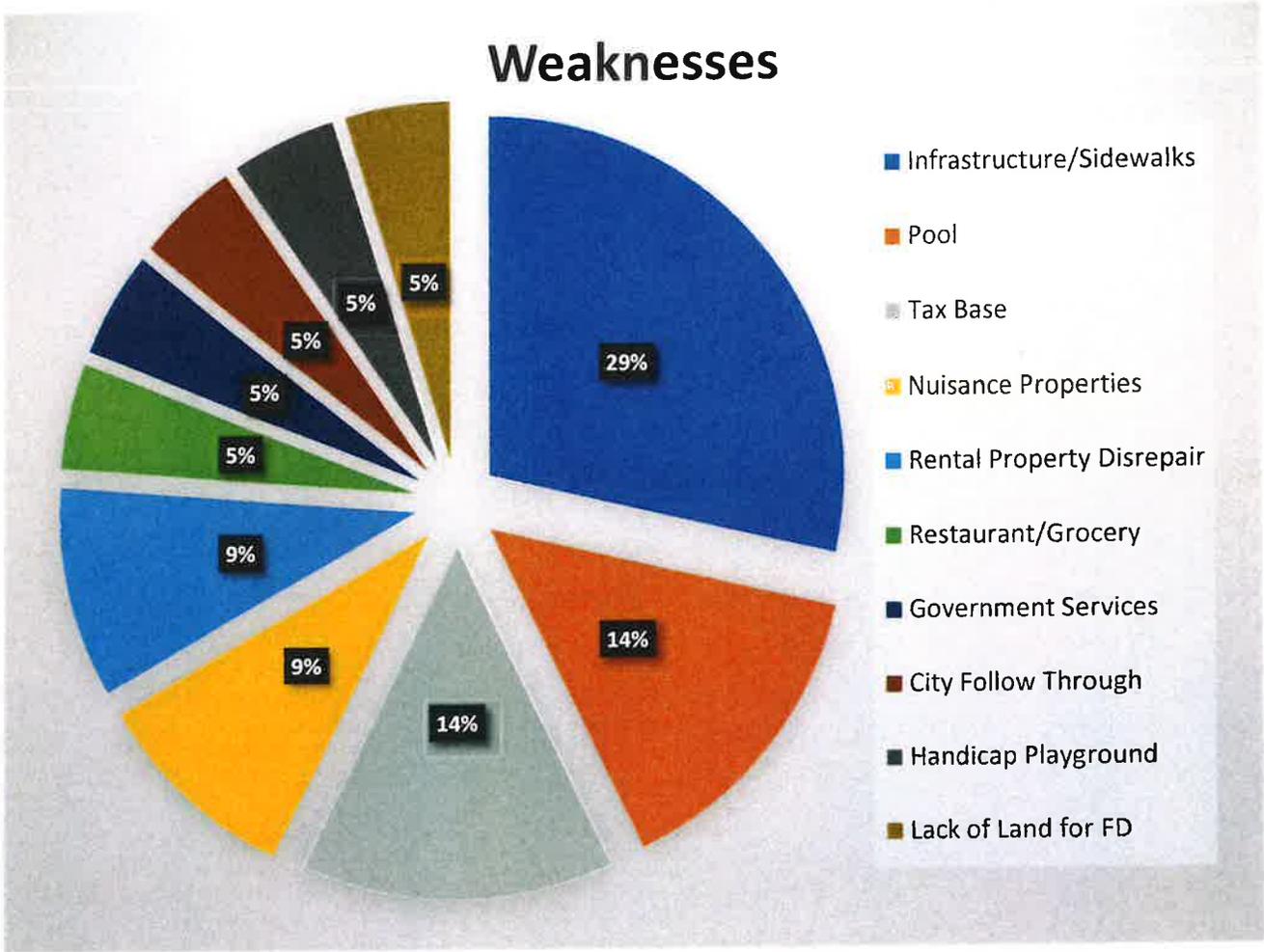
Weaknesses

Weaknesses

- Infrastructure/Sidewalks (6 Votes)
- Pool (3 Votes)
- Tax Base (3 Votes)
- Nuisance Properties (2 Votes)
- Rental Property Disrepair (2 Votes)
- Restaurant & Grocery Store Variety
- Government Services
- City Follow Through
- Handicap Playground
- Lack of Available Land for FD Location
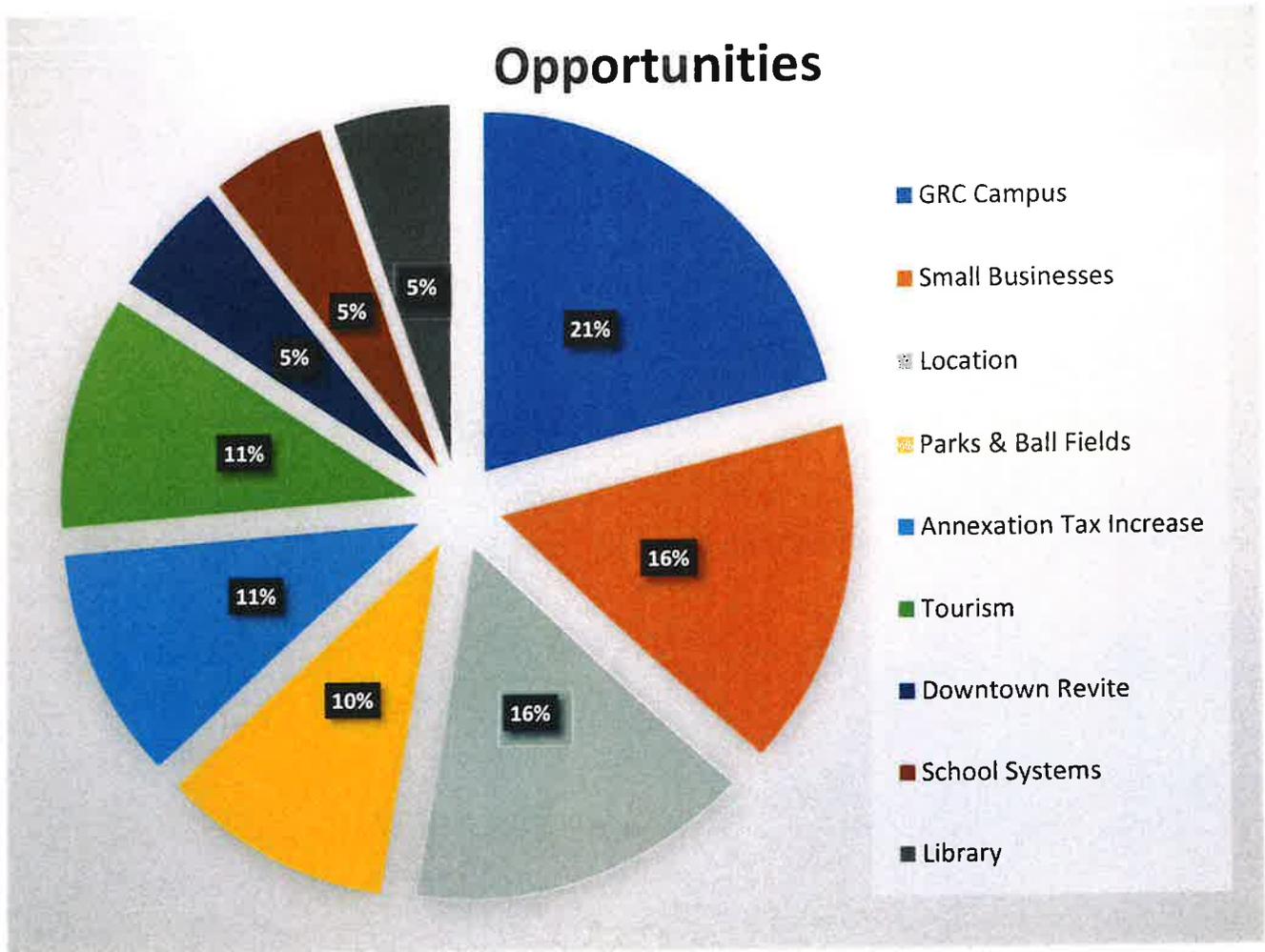
Opportunities

Opportunities

- GRC Campus (4 Votes)
- Small Business Opportunities (3 Votes)
- Location (3 Votes)
- Parks & Ball Fields (2 Votes)
- Annexation Increasing Tax Base (2 Votes)
- Tourism Opportunities (2 Votes)
- Downtown Revitalization
- Outstanding School System
- Library

Threats
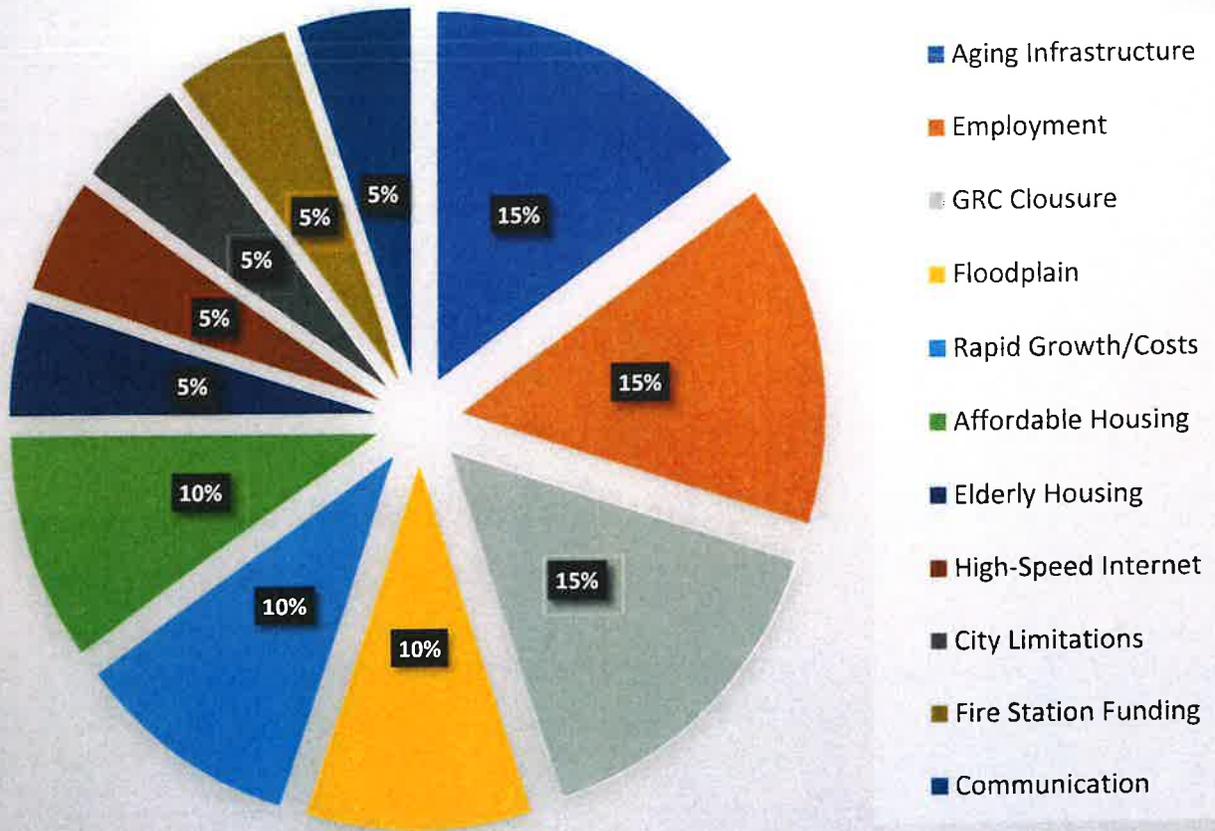
Threats

- Aging Infrastructure (3 Votes)
- Employment Opportunities (3 Votes)
- GRC Closure (3 Votes)
- Floodplain (2 Votes)
- Rapid Growth/Costs (2 Votes)
- Affordable Housing (2 Votes)
- Elderly Housing
- Lack of High-Speed Internet
- Limitations on Expanding City Limits
- Fire Station Funding
- Lack of Communication