



WAUKESHA PUBLIC LIBRARY

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Bruce Gay, Library Director
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MEMORANDUM

TO: Library Board of Trustees
FROM: Bruce Gay
DATE: March 5, 2019
SUBJECT: Strategic Plan update

The Library's new strategic plan calls for updates to the Library Board of Trustees at the March and September meetings, along with a June report to the Library Board's Planning & Policy committee and a December year-end report.

Following are the Goals and Year 1 activities, with assessments of progress to date.

Goal 1—A World-Class Library: Redesign the library facility to meet the need and demand for collaborative and flexible meeting and programming spaces and to improve the appeal, usability, and maintenance of the building to be more welcoming and easily navigated.

Implementation Years 1 and 2

1. Make initial improvements that can happen before a more extensive redesign is complete. This includes such activities as reviewing the different sections of the collection, both its size and location in the library to allow different uses and relocating public information space to increase visibility. Activities to date: Librarians have begun weeding of reference and adult non-fiction collections. Some out-of-date collections have been retired entirely.
2. Create a vision for the library facility spaces. This will include potentially working with a consultant to identify a design that makes better use of library spaces to meet our needs and demand. As part of this, the goal is to improve the experience of those using and navigating the library.

Activities to date:

- RFP released and responses sought. Vendor may be selected at March, 2019 Board meeting.
 - Director met with Jon Mark Bolthouse, Library Director at the Fond du Lac Public Library to tour there. FDLPL has a well-known Makerspace and has undergone a major interior renovation in the last ten years.
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Goal 2—A Community-Supported Resource: Ensure short and long-term fiscal sustainability through continuous exploration of funding opportunities and sources to meet and support the ever-evolving service needs of our community.

Implementation Year 1

1. Increase awareness of the Friends of Waukesha Public Library membership, events and activities. The Friends group has been a key partner in our efforts to do more and create wonderful experiences and opportunities for our community.

Activities to date: Marketing and promotion for Friends “Mystery Mingle.” Online donation and ticket purchase now available for Friends events and membership.

2. Coordinate advocacy and marketing efforts related to fundraising to implement a vision for redesigned library spaces. The library will explore a Library Foundation and other options for a community-supported effort to improve our library facility to become the heart of the community we envision it can be.

Activities to date:

1. Three WPL Funds now created at the Waukesha County Community Foundation:
 - Waukesha Public Library Foundation—for future capital campaign.
 - Waukesha Public Library Historic Bequest Fund—containing designated funds given to library over the last century.
 - Waukesha Reads Fund of the Waukesha Public Library--\$30,000 gift from Donald J and Betty Lou Tikalsky fund designated to support the Waukesha Reads program.
2. Director met with Jodi Sweeney, of The Sweeney Group, a Madison-based fundraising consultant who has worked with many libraries on capital campaigns. This meeting was in anticipation of future efforts to complete a feasibility study and capital campaign.
3. Allow for library donations to be made online.

Activities to date: Pending. Library will create a webpage on <https://waukeshapubliclibrary.org/> that will lead potential donors to the WCCF page accepting online donations. This library page has not been created yet, anticipating language based on successful redesign project and capital campaign themes.

Goal 3—A Library for Everyone: Establish the library as the community hub that connects information, ideas, people, and partners to opportunities, resources, services, and spaces that are innovative, accessible, inclusive, and equitable.

Implementation—Year 1

1. To support staff needs and education to achieve this goal, we will provide equity, diversity, and inclusion training and work to reflect our community’s population in our staff.

Activities to date: Equity, Diversity, and Inclusion (EDI) committee has developed staff training to run at several dates and times over the next months. This training is based on an ALA-created training program.

2. Finally, we will improve technology support to meet the needs and questions of the community by exploring one-to-one technology help, partnerships, training for staff to answer questions confidently, updating hardware and software to improve patron experience, and offering/trying digital inclusion programming.

Activities to date: pending.

Goal 4—A Culture of Excellence: Support our staff with tools, innovations, professional development, and leadership that creates an atmosphere where all strive to exceed expectations and respond to and respect all patrons and their evolving needs.

Implementation—Year 1

1. Prioritize staff continuing education and ongoing learning and conversations around the learning opportunities.

Activities to date: Planning for WAPL and WLA conferences. Staff regularly finds online or in-person continuing education opportunities.

2. Develop a system to share, evaluate, and use (when applicable) information from learning opportunities.

Activities to date: pending.

3. Continue implementation of the staff evaluation program.

Activities to date: managers and staff are familiar with the basics of the program. The second set of quarterly conferences are coming in April. New staff are being evaluated as part of Library Policy D3.

4. Develop a technology plan to get to and remain at the highest level possible.

Activities to date: In process.

5. Study and evaluate departmental procedures in order to develop and implement increased efficiencies with a goal of improved customer service.

Activities to date: Managers are identifying processes to study for improvement.

- *Technical Services department is planning implementation of EDI ordering, which will save staff time and increase accuracy once complete.*
 - *Reference staff met to seek ways to improve scheduling.*
 - *Managers working to reduce redundant staff calendars.*
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Goal 5—An Increased Awareness of All We Do and Offer: Create clear and consistent messaging and branding that communicates the library’s vision and goals and promotes library resources, services, and programs through communications designed to reach all community members.

Implementation—Year 1

The first year will include research and development to best understand what elements should be included in a marketing plan for the library. This includes exploring creative solutions for marketing and design assistance and expertise, investigating how similar libraries are accomplishing marketing and branding, and determining resources the library has and will need to accomplish its marketing goals.

Activities to date: Pending.