



2019-23 Strategic Plan: Year 2 Priorities

Goal I – A World-Class Library

Objective

- By 2023 the library will have completed a redesign of the internal layout of the building to have more flexible meeting spaces, both in square footage and number, and will have implemented changes throughout the library to have improved the experience of all who use the library.

Implementation

Year 1 Progress

- 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.
 - A large collection weeding project was started to reduce the non-fiction collection by at least 10% and the reference collection by 80%.
- 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.
 - Selected an architect to do pre-design work and a cost analysis.

Year 2 Priorities

- Establish and commit to timeline to reach the goals of the weeding project. This project is key to creating space in the library for the 1st floor redesign.
- With the 1st floor redesign opportunity, management team reviewing new potential service and service point models that can be incorporated in the redesign. This new activity is being pursued as part of Goal 4.
- Establish cost estimates for 1st floor redesign options to identify fundraising targets.

Goal II – A Community-Supported Resource

Objectives

- Solidify ongoing support of Friends of WPL and enhance existing efforts to identify new opportunities for other funding sources, including grants, to support programming, innovative service development and purchasing needed resources.
- Establish fundraising initiatives to support higher-cost investments into the library and provide long-term funding support to allow the library to meet its mission and reach its vision.

Implementation

Year 1 Progress

During the first year of the plan we focus on three efforts to support fiscal needs to reach our vision for library spaces and services.

- 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.
 - No activities have been started.
- 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.
 - The library will make use of the Waukesha County Community Fund (WCCF) for fiscal management of the capital fundraising campaign. This fundraising effort will also serve as a pilot to better understand the potential feasibility and need for a library foundation.
- Allow for library donations to be made online.
 - The partnership with the WCCF allows direct online contributions to the Library fund. After the first-floor predesign study is complete, images from the study will be used as a portal webpage for donations.

Year 2 Priorities

- Identify one project or goal for the Library and Friends group to undertake.
- Complete capital campaign feasibility study in order to design and launch a fundraising campaign.

Goal III – A Library for Everyone

Objectives

- Increase inclusivity and access to service and resources removing unnecessary barriers and facilitating positive interactions between staff and patrons with the results being an improvement in patron satisfaction and an increase use of space, collections, and services.
- Align services and resources with the needs of the community

- Instill organizational expectations to provide the best service to all in the community.

Implementation

Year 1 Progress

- Earlier in 2018, the library formed an Equity, Diversity and Inclusion (EDI) Committee. The work of this committee will be vital in our efforts to better serve all residents. This effort, along with others we will develop, will support the development of programs that are more representative of the entire community, and develop and implement more patron-centric policies.
 - Have begun developing partnerships, including one with the Hebron House to better service homeless families.
 - The staff has been working to identify programming opportunities that will appeal to the diversity of our community.
 - The library is slightly changing its hours based on a study.
- 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.
 - Staff training is starting to begin based on the work of the EDI committee.
- Finally, we will improve technology support to meeting 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.
 - Staff has begun preliminary implementation discussions.

Year 2 Priorities

- Using equity as a filter, begin a review of library policies.
- As potential new service and service point models are considered and possibly adopted, identify and pursue opportunities to use any gained staff efficiencies and capacity to further community engagement outside of the library.
- Continue training for empathy-driven enforcement for security and staff working with the homeless population.

Goal IV – A Culture of Excellence

Objectives

- Develop a comprehensive system that supports professional development and growth.
- Develop a technology plan to get to and remain at the highest level possible.
- Implement ongoing process improvement and improved internal coordination to improve staff communication, workflow, customer satisfaction and efficiency.

Implementation

Year 1 Progress

- Prioritize staff continuing education and ongoing learning and conversations around the learning opportunities.
 - This has and continues to be a priority.
- Develop a system to share, evaluate, and use (when applicable) information from learning opportunities.
 - Work still needs to be done with this.
- Continue implementation of the staff evaluation program.
 - This is happening.
- Develop a technology plan to get to and remain at the highest level possible
 - This is in progress and will be completed in 2019.
- Study and evaluate departmental procedures in order to develop and implement increased efficiencies with a goal of improved customer service.
 - This is being done as part of considering new service and service point models.
 - Several departmental initiatives have been identified and implemented that increase efficiency.

Year 2 Priorities

- Service and service point model review. Results of this review will inform the first-floor redesign.
- Further identify departmental changes in procedures to make work more efficient.

Goal V – 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.

Objective

- Develop a marketing plan supported with adequate funding.

Implementation

Year 1 Progress

- 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 our marketing goals.
 - The library has engaged with WiLS to develop a marketing plan by the end of 2019.

Year 2 Priorities

- Begin implementation of the marketing plan.