2015 Strategic Plan

Facilitated by Waupaca County UW-Extension
and Compiled by Connie Abert UW-Extension
Youth Development Faculty

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UW-Extension provides equal opportunities in employment and programming including Title IX and ADA.
The Library Board has looked at and approved the Strategic Plan as presented. We recognize the contribution of the Ad Hoc Committee and appreciate the time spent. The Plan provides a good foundation as we look at community needs in the next few years. We expect the Library Planning Committee will be able to use the resources provided to produce a working plan with Goals and measurable objectives.
TABLE OF CONTENTS

Page 1: Cover Page
Page 2: Table of Contents
Page 3: Appendices
Page 4: Strategic Planning Process Initiation
Page 5: Strategic Planning Process Overview
Page 6: Stakeholder Analysis
Page 7: Mission, Values and Vision
Page 8: Strengths, Weaknesses, Opportunities, and Challenges (SWOC)
Page 9: Strategic Issue Identification
Page 11: Strategy Formulation
Page 12: Refining Strategies Utilizing a Decision Matrix
Page 15: Waupaca Strategic Plan Review and Adoption
Page 16: Action Steps from Strategy Work Groups
Page 17: Future Steps for an Effective Strategic Plan Implementation Process
APPENDICES

Appendix 1: Overview of the Planning Process
Appendix 2: Vision, Mission, Values
Appendix 3: SWOC – Environmental Scan
Appendix 4: Formulating Strategic Issue Questions
Appendix 5: Invitation for Community Participation
Appendix 6: Stakeholder Analysis
Appendix 7: Strategy Formulation
Appendix 8: Refining Strategies through a Decision Matrix
Appendix 9: Survey Results
Strategic Planning Process Initiation

The Waupaca Strategic Planning Committee engaged in a series of meetings from summer of 2014 through spring of 2015 to develop a Strategic Plan. The planning process is about gathering people to discuss what is important to the Waupaca Library and the larger community that are served by this organization. This is a systematized effort to decide as a group what the important issues are, formulate strategies to address these concerns, and develop actions that shape and guide what will happen in the future.

Prior to any large community meeting with stakeholders from the Waupaca area, Library Director Peg Burington invited Waupaca County UW-Extension to discuss different models Extension utilizes to facilitate strategic planning. At this meeting Peg and her staff shared the information they had gathered about potential audiences and library use. Taking this into account, Connie Abert, UW-Extension faculty suggested using a process for communities that the Waupaca County Office had tailored from John Bryson, faculty member at University of Minnesota in the Hubert H. Humphrey Institute of Public Affairs. This modified process has been proven to be effective with public and non-profit organizations. At the August meeting of the Waupaca Library Board, the members approved unanimously the initiation of this process that would be facilitated by Waupaca County UW-Extension Faculty.
Planning Process Overview
Outline of the Strategic Planning Process

Overview of planning effort - The Strategic planning process included; a dialogue about vision, values and mission, an environmental scan or SWOC, identification of strategic issues, identification of community “stakeholders”, involvement of the community in development of strategies, and prioritizing of solutions for staff and committee implementation. The draft plan will be presented to the Library Board for approval and recommendations on how to move forward. The plan can function as a road map for the Library Board, staff and community partners. The timeframe for the planning process was several months. Making the plan operational will involve multiple partners and take several years to fully implement depending on resources and urgency.

Values and Future-Legacy A dialogue took place with the planning committee about vision, mission and values that could guide the library and community partners through the strategic planning process and its implementation. Previous work and discussion took place on the Library Legacy at a staff retreat. Adding to this exercise the Planning Committee brainstormed statements that represented each of the foundational areas of vision, values or mission. Then the planning committee broke into subgroups and developed drafts of guiding statements for each of these areas. Later in the process the committee members came back and refined the statements that are now included in the plan.

Strengths, Weaknesses, Opportunities and Challenges (SWOC) The planning committee identified internal Strengths and Weaknesses plus external Opportunities and Challenges. The SWOC was then organized into themes and prioritized by a voting technique. This was an essential step to prepare for identifying strategic issues.

Strategic Issue Question The Planning Committee began by brainstorming strategic questions that they felt the library and its community could be facing in the future. They then grouped similar questions into themes. The facilitator drafted summary questions for each theme which helps to frame the strategic issues for development of solutions in the next step.

Strategy Development This is the phase where the planning committee invited community members to help them think broader and develop alternative strategies for each strategic question and issue. Then these strategies were prioritized by the planning committee. The committee took an additional step to utilize a criterion matrix to better define some of the relevant aspects to send as recommendations to the Library Board.

Library Board Approval Prior to implementing the strategic plan, the Library Board reviews the plan to ensure its alignment of the strategic plan with other efforts and initiatives. The Library Board may also suggest emphasis on specific areas of importance.

Plan Development This includes further development of a deliverable plan with partners, the planning committee and action subgroups. This action plan will utilize survey information gathered about potential audiences and from present library audiences.
Stakeholder Analysis

It is essential to include a diverse group of present and potential partners in a Strategic Plan. The key to success in public organizations is the satisfaction of stakeholders. By engaging stakeholders in the planning process we give them an opportunity to voice what is important. Their diverse perspective allows our organization to immerse itself in the networks and partnerships that surround us and could ultimately influence our success.

Library Director, Peg Burington and UW-Extension Youth Development Educator Connie Abert talked about different methods for inclusion of a diverse group of stakeholders throughout the planning process. The Library Board designated an ad-hoc committee for the core of the strategic planning process. An informal stakeholder analysis exercise was completed noting the committee member representation to stakeholder groups. The stakeholder analysis represented individuals including male and female, parents, seniors, younger adults, city colleagues, city administrator, schools, county social services, business, library board, township, county board, library foundation and library staff. The individuals that participated in the Strategic Planning Process include: Peg Burington, Jillian Petersen, Glenda Rhodes, Holly Olsen, Dominic Frandrup, Sue Abrahamson, Liz Olson, Henry Veleker, Corey Anderson, John Ryan, Julie Eiden, Andrew Whitman and Emily Heideman, Jeff Anderson from Chamber until he left his position.

In the strategy brainstorming phase of the planning process, more community members and organizations were asked for input to expand the diverse thought and solution base. To facilitate this, the planning committee suggested over 300 names for consideration and invitation. These individuals were invited to attend one of three facilitation settings in the library meeting room either at 7am, noon, 4pm or 6pm. The invitees also had an opportunity to submit suggestions electronically to the strategic questions developed by the planning committee.

Appendix # 5 & 6 include the invitation and lists the individuals that were invited to provide input.
Vision, Mission and Values
The vision represents the Library’s target. It identifies where the Library wants to be in the future (i.e., the destination of Library programs). The mission is what the Library must accomplish to reach their vision or arrive at a preferred destination. The values guide decisions made by the Library Board and Staff.

The Strategic Planning Committee undertook a session to discuss vision, mission and values as an introductory exercise to the planning process. Because vision, mission and values are often considered foundational elements of organizational direction, it was important for the planning committee to discuss them. These are the questions that were utilized to prompt some necessary and rudimentary discussion about where the library wants to be (vision), how would they get there (mission), and what would guide their decisions (values).

- “What do we want the next generation to say about our Library? What is the plan for the future you are about to create?” Where do we want to be? A vision statement
- How do we get there? What will we accomplish as our mission to achieve our end goal? A mission statement
- “What values do you want the Library to strive to live by?” How do we behave? A value statement

Responses were summarized and statements were drafted at one of the first sessions and the Planning Committee came back to refine the statements at a later time in the planning process.

Vision
The Waupaca Area Public Library will be known as a community resource that promotes innovation, technology, collaboration and all forms of literacy.

Mission
The Waupaca Area Public Library is committed to offering opportunities for innovation and engaged learning.

Values
Waupaca Area Public Library strives to be:

Inclusive - opening doors for increasing engagement

Responsive – collaborating with partners to meet community needs

Respectful – a welcoming environment, open yet private

Accessible – by offering up-to-date technology and resources

Appendix #2 contains the complete responses to the Vision, Mission, and Value questions.
Strengths, Weaknesses, Opportunities, and Challenges (SWOC)

The Strategic Planning Committee completed a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis to identify the factors that positively or negatively impact the ability of the Library to accomplish its vision and carry out their mission. Strengths are internal factors that tend to be present in our operations and that the Library has some control over; whereas, opportunities are more future-oriented and are mostly external to, or not directly under the influence of the Library. Weaknesses are internal factors that the Library possesses and factors that they have some control over. Challenges are external to the library and more future-oriented. They are often not directly under the influence of the Library and may be imposed by outside sources. The Strategic Planning Committee brainstormed SWOC elements, organized them into similar categories, and prioritized them via a voting process. This analysis provides valuable information about possible issues and eventually can inform our strategies to address these identified issues. Every successful strategy builds on strengths and takes advantage of opportunities plus a successful solution can overcome weaknesses or minimizes the effects of challenges.

The summary of SWOC themes are as follows...

**Strengths** – Staff friendly and knowledgeable (7), Customer service (7), Interlibrary loan / OWLS (5), Good reputation in community (5), Kids programs (5), Teen room (5) - *following three items may be connected*
Things to do, not just programs, any day, Always something to do (5), Working with Community Groups/ space (3)

**Weaknesses** – Marketing (8) & Promotion (5), Aren’t reaching people who don’t seek the library services (8)
Physical appearance (6), Capital needs (1), Parking – not enough (3), Web presence (4)

**Opportunities** – Reach non-users (10), Create Library outdoor space (9), Work with other organizations that have the same goals (6), Technology education for community and staff and trustees (5), Improve physical image / presence w/main store re-do (4), Staying flexible (4), * Lighted sign out front (3)

**Challenges** – Marketing-Where & how? (7), Pace of changing technology (6), Prioritizing community needs (6), Meeting library needs of entire community (4), Need to be creative with limited resources (5), Economic changes in community (2), Changing formats of literacy (4), Buy-in among staff and community (new things) (4),

Appendix # 3 includes the consolidated results of all the SWOC brainstorming that was conducted with the Strategic Planning Committee.
Strategic Issue Identification

Strategic issues are possibly the most critical and important concerns facing our Library in the future. They can be characterized as “high leverage” issues. In other words, addressing a strategic issue will get you the “biggest bang for your buck”. If strategic issues are not addressed, the ability of the Library to achieve its Mission and reach its Vision is compromised. Strategic issues often have their origin in the SWOC (Strengths, Weaknesses, Opportunities, and Challenge) Analysis. Therefore, strategic issue identification is the big next step and the heart of the planning process.

The Strategic Planning Committee identified issues by considering all the information gathered through the previous steps of the planning process and answering the following question:

“What are the strategic issues that will impact the Waupaca Library and its community in the next 5 years or more?”

Participants were instructed to state their issues in the form of questions. All these questions were then organized into similar groupings with a theme designation. An all-encompassing question was then created for participants to utilize to develop possible strategies or solutions. Below are the over-arching questions that were advanced for each strategic issue grouping.

**Utilization**

*How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?*

**Facility**

*How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?*

**Partners**

*How do we foster new and mutually beneficial relationships with partners that either complement our mission and goals or expand opportunities for collaborations on local events?*

**Technology**

*How can we become the community’s go-to technology resource, the place with ground*
breaking hardware and staff well-trained to provide access to innovative technological options?

**Funding**
What is our long range funding plan that balances support for capital improvements, staff needs and service opportunities?

**Literacy**
How can we become the local experts that are known as initiators of effective literacy strategies throughout our community?

**Access**
How do we develop the optimum arrangements for access considering factors of open hours, information sources, services, off-site locations, audiences, community needs and barriers?

**Community Needs**
How does our library as a part of a more vibrant community become responsive to needs and a catalyst for change and development?

**Leadership**
How can the staff and board remain flexible during changing times yet stay focused on our vision and mission to assure that our library will be a relevant institution in 2020?

**Marketing**
How do we develop a marketing plan that utilizes all of our patrons, staff and champions promoting our effectiveness, innovation, diversity of services and outreach throughout our community?

**Staff**
How can we create a workplace with the best working environment which funds, hires, trains and prepares staff as the most qualified team that is empowered, committed and engaged to carry out the mission and vision of our library?

Appendix # 4 contains the questions that comprised the Strategic Issues
Strategy Formulation

Strategies are a pattern of actions, purposes, policies, projects, decisions and possibly resource allocations that address the identified strategic issue. The Strategic Planning Committee considered all of the previous strategic issue questions and groupings as they invited community partners and members to brainstorm numerous possible solutions to address each issue grouping or broad issue question. This list of priority issue questions and possible strategies or solutions are noted below.

In the next phase the priority questions and potential strategies were thoroughly discussed by the planning committee subgroups utilizing criterion to assess their potential outcomes and success. Planning committee members were asked to work through each set, assessing the value of each important Criterion-

- Willingness of Partner, Possible Partnerships
- Cost (little cost is a high score, expensive would be noted as a low score)
- Number of impacted individuals
- Outputs (Statistics like circulation and people)
- Effectiveness Toward Outcomes
- Leverage of existing services or programs (reallocate)
- Staff (time, expertise, new)
- Audience (new? Underserved?) - outreach
- Mission/Vision/Values

This criterion matrix was then shared back with the larger planning committee as a qualifier and quantifier. This comparison allowed the committee members to discuss why they were rated accordingly and which areas they recommended to be consider and in which order.

Appendix # 7 references all the issue questions and their prospective strategies for further consideration in the planning process.
Refining Strategies Utilizing a Decision Matrix

The next task at hand was to complete a process of scoring and refining the strategies or solutions. The planning committee agreed upon criterion that they thought were important to consider as they further developed and prioritized which strategies to implement first. The larger planning committee was asked to breakdown into subcommittees to score strategies. Comments were optional. Each criteria was given a score of either High = 3, Neutral = 2 or Low = 1. Listed below are the Strategic Question, Priority Strategy and Criterion Scoring. In Appendix # 8 can be found the details of the scoring.

How can we become the local experts that are known as initiators of effective literacy strategies throughout our community?

*Score* 26 - Reach out to agencies/programs that use/teach/support literacy and help find ways to help their cause.

How do we develop a marketing plan that utilizes all of our patrons, staff and champions promoting our effectiveness, innovation, diversity of services and outreach throughout our community?

*Score* 26 - Improve face of website. This should evolve as it is the virtual front door to the library. Make it welcoming.

How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

*Score* 25 - Family programs

How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

*Score* 25 - Bring the library to your potential audiences or partners.

How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

*Score* 24 - Make sure org. know they can use the space here. Make room for them to partner. Partner (also) with them where they are.

How do we develop optimum arrangements for access considering factors of open hours, information sources, services, off-site locations, audiences, community needs and barriers?

*Score* 24 - No late fees for children and/or teens.

How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?

*Score* 24 - Encourage participation in Foundation activities and support friend of the Library.

How can we become the community’s go-to technology resource, the place with ground breaking hardware and staff well-trained to provide access to innovative technological options?

*Score* 23.5 - Community needs to identify library as place to go to be trained on technology to –
knowledge. I don’t think community perceives this as a goal of library. Not sure if library needs to have “groundbreaking hardware”.

What is our Strategic funding plan that balances support for capital improvements, staff needs and service opportunities?

**Score** 23.5-Encourage participation in Foundation and Friend of the Library.

How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?

**Score** 23-Publicize a “wish list” for projects that individuals can support. (i.e. new upholstery)... publicize on other avenues such as a social media / WIN TV.

How can the staff and board remain flexible during changing times, yet stay focused on vision and mission to assure that our library will be a relevant institution in 2020?

**Score** 23-Keep the mission statement front and center. When make decisions, ask if the decisions support mission and focus on opportunities for innovative and inviting learning

How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

**Score** 23-Have staff attend / join local meetings / groups dedicated to reaching specific audiences or serving specific needs. If a group doesn’t exist, create it.

How do we foster new and mutually beneficial relationships with partners that either complement our mission and goals or expand opportunities for collaborations on local events?

**Score** 22-Encourage staff and library supporters to participate in community organizations and promote collaboration.

How do we develop optimum arrangements for access considering factors of open hours, information sources, services, off-site locations, audiences, community needs and barriers?

**Score** 22-Could some “summer” hours be traded to be open Sunday afternoons during the winter? Or close one evening a week in order to be open on Sunday.

How can the staff and board remain flexible during changing times, yet stay focused on vision and mission to assure that our library will be a relevant institution in 2020?

**Score** 21-Continuing education for staff and board

What is our long range funding plan that balances support for capital improvements, staff needs and service opportunities?

**Score** 20.5-How does library funding work? What do they need extra money for? Educate people/community on this – what people don’t know, they can’t help with.

How can we become the local experts that are known as initiators of effective literacy strategies throughout our community?

**Score** 19-Be active, present, involved in as many community events/programs as possible.
How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?

*Score 19-Purchase home next to 1st National Bank (Yes).*

How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

*Score 19-Programming/meeting designed for emerging adults: Speed dating, reading and activity nights, host volunteer opportunity night, cooking classes, low-tech maker classes.*

How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?

*Score 17-Annual fundraising event. – minimum donation – free mag. Subscription. More benches / seating outside on- on front lawn. Look for “local experts”*

How can we foster new and mutually beneficial relationships with partners that either complement our mission and goals or expand opportunities for collaborations on local events?

*Score 16-Need to make a list of partners we are interested in to figure out how to go about connecting with each one individually.*

How can we create a workplace with the best working environment which funds, hires, trains and prepares staff as the most qualified team that is empowered, committed and engaged to carry out the mission and vision of our library?

*Score 13-Ensure staff salaries and benefits are market rate to attract/retain*
Waupaca Strategic Plan Review & Adoption

The Waupaca Library Board is the organization that will review and adopt the Strategic Plan. The Board also holds oversight responsibility of the planning process implementation. Therefore, the review and adoption of the 2015 Strategic Plan will officially launch the process from planning to implementation.

The actions below are requested to be considered and supported by the Waupaca Library Board.

1) In spring of 2015 the Board considers a vote to adopt and proceed with the Strategic Plan for the Waupaca Library as drafted in this document.

2) The Library Board will make recommendations of support for those strategies of highest potential.

3) A letter of approval and support will be generated by the Library Board and/or Library Board President at this time.
Action Steps from Strategy Work Groups

Strategic Planning Committee members contributed action steps to each of the strategic issue and solution sets. Action work teams should be able to further develop the implementation steps and invite partners to join the plan implementation. This phase will be able to progress further as Library Board approval is granted.
Future Steps for an Effective Strategic Plan Implementation Process

1) The Strategic Planning Committee suggested strategies of highest priority, which are documented in the Strategic Plan. The Strategic Planning Committee realizes that the Waupaca Library Board may need to augment the plan with additional action step recommendations for implementation or give special emphasis to priorities that have resources available.

2) The Library Board should discuss alignment of current committees or work groups within the Library with the approved 2015 Strategic Plan. This should include:
   a) Identifying administrative and board member support for committees or action teams,
      i) Scheduling consistent meetings with necessary support and communication
   b) Continuing to recruit community team members who can strongly influence and impact implementation,
   c) Determining measurable goals and objectives to achieve success.

3) As a part of this living document, the Library Board should utilize the responses from this process to pursue additional strategies as teams complete their work.

4) The Library Board should connect Strategic Plan implementation to the budget process.

5) The Strategic Plan is a living document with ongoing improvements. The Library Board should actively monitor accomplishments with a recurring annual review process.
   a) Consideration should be given to when the next planning process should be initiated.
Appendix 1-
Overview of the Planning Process
Waupaca Area Public Library Planning Proposal

This is the First Outline the Strategic Process of Planning

Overview of planning effort  Participants: Planning Committee and Library Board
The Strategic planning process includes; identification of Strategic planning “stakeholders”, a dialogue about values and future, an environmental scan (swoc), identification of possible issues, development of strategies for action and detailing of the plan’s goals and objectives for committee implementation. The plan can function as a road map for the Library Board, staff and community partners. The expected timeframe for the planning process will be several months. Operationalizing the plan will involve multiple partners and several years to fully implement.

Values and Future-Legacy (Session 1)  Participants: Planning Committee
A dialogue will take place about future expectations and values that will guide the committee through the Strategic planning process. The group will review the existing vision or mission and how it will relate to all future steps of the planning process.

SWOC Analysis (Session 2)  Participants: Planning Committee
During this session a SWOC identifies internal Strengths and Weaknesses plus external Opportunities and Challenges. The SWOC is then organized into themes and prioritized. This is an appropriate step to engage a larger audience for input, possibly in the form of community focus groups.*

Strategic Question Framing (Session 3)  Participants: Planning Committee
The SWOC summary is the basis for the framing of strategic issues within this session. The steps of this session include brainstorming strategic questions, summarizing questions into themes and prioritizing the top strategic questions.

Strategy Development (Session 4)  Participants: Planning Committee
During this session, alternative strategies are identified for each strategic question. Then these strategies are prioritized to determine the most plausible and important to initiate.

Plan Development (Session 5)  Participants: Planning Committee
This session includes detailing the strategies into a deliverable plan by subgroups of the planning committee. Depending on time and participation, this plan can be detailed into goals with objectives with specific action steps.*

Implementation of the Strategic Plan  Participants: Library Board and Staff Work Groups
The plan will be reviewed and approved at a Library Board meeting for work groups during the upcoming year to assure alignment with other work. Following this detail plan, additional participants and partners can engage to continue work on implementation of the planning process.

*At specific action steps it will be advantageous to include community input and survey information gathered from potential and present library audiences.

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Appendix 2-
Vision, Mission, Values
Waupaca Library - Vision, Mission, Values

**Vision** - A vision of what we want to become… Where we want to be in the future?

*Draft Vision Statement: A community with resources that promote innovation, technology, collaboration and all forms of literacy.*

**Brainstormed responses to the above questions:**

Entertainment
Privacy
Effective marketing
Be a “model” library
Reach all populations
Current
Embedded librarians Make our clients champions
T Best technology
T technology rich
T “cutting-edge” technology
T Technology x 3
L educational resource
L information
L Encouraging lifelong readers/learners
L innovators in literacy
L Literacy x 3
Place community hub (global)
Place Exciting place
Place Everybody wants to be here
Place Gathering place
Place Come together at the library A Open – available
P relevant facility
P Place to be x 7
A Traveling library
A More little free libraries
A outreach
A Meet people where they are at
A Access x 5
C Community x 3
C Teaming with other organizations – educational institutions
C be the “go-to” authority on literacy in the community
**Mission**— How do we get there? What do we do! How do we achieve our vision and live out our values. Our mission is we commit to and can implement.

*Draft Mission Statements:*

# 1 We are committed to promoting opportunities for literacy with savvy staff in an innovative and inviting community center. Welcome all!

# 2 We are like just great, dude.

# technology implied

**Brainstormed responses to the above questions:**

Hire, invest and train great staff
Promote literacy
Community focused
technology
promote/market library
budget wisely
create and provide opportunities
innovative
welcome all/safe place
privacy
sound policies
inviting
r.e.s.p.e.c.t
Innovative, community, focused, opportunities, for literacy
Welcoming in the digital age
Private use of tech thru sound policy, budget-based marketing
Promote literacy
Provide access
Engage community
Target different groups
Invite community groups
Make connections
Offering different ways to use the library
Updating technology
Keep what works
Provide programs
Provide opportunities
Provide safe place for everyone
Make it free
Spend wisely – good stewards of the money
Be innovative
Hire great people
Promote library
Effective marketing
Seek partners
Invest in staff
Promote literacy
Budget creatively
Diverse programming
Exploration
Form community partnerships
Effective marketing / promotion
Looking ahead forward thinking – planning
Evaluation (continued)
Implement policies to maintain privacy
Continual staff training
The view from the crows nest and feet on the ground

Values – What do we believe and how do we ACT? The values we strive to live by and make decisions by……
Inclusive - opening doors for increasing engagement
Responsive – collaborating with partners to meet community needs
Respect – a welcoming environment, open yet private
Accessibility – through up-to-date in formatting in multiple formats including resources and technology

Brainstormed responses to the above questions:
through up-to-date technology and multiple resource formats
Open-minded
Privacy
Positivity
C Community, C Community, C in the community
C visibility in community
C cooperation/collaboration
Res Print and digital resources
Res multiple formats
Res access to technology - equal opportunity
LL Education
LL Learning (life-long)
LL literacy
Cur Current
Cur up-to-date (current)
Cur Growing with times/population
Cur responsive to needs
Cur staying current
Cur embrace change
R Respect, R Respect
CS friendly service
CS Customer service, CS Customer service
I Inclusive, I inclusion, I inclusiveness of all
I Access for all-no barriers
Info Information and entertainment
Info Resource/information for any question
Appendix 3 - strengths, weaknesses, opportunities and challenges SWOC

Environmental Scan
**Strengths**

* Staff – friendly and knowledgeable (7)
* Customer service (7)
* Interlibrary loan / OWLS (5)
* Good reputation in community (5)
* Kids programs (5)
* Teen room (5) - following three items may be connected
* Things to do – not just programs – any day
  
  Always something to do (5)
* Working with Community Groups (3)
* Meeting Room space for community (2)
* Downstairs area – kids & teens (2)
* Active student group (SLAG) (1)
* Active Teen programs / great teen space (1)
* Exhibit space (1), * Engaging Community Exhibits (peeps, G-Bread)
* Online – Info soup – email reminders (1)
* Physical space (1) * Facility (as a whole)
* Nice restrooms, * Nice study rooms
* Variety of programs (1)
* Adult programming (1)
* Source of tech information (1)
* Wi-Fi * Great bandwidth…. While it lasts
* Location, * Location, location, location
  
  Computers in use (full)
* Staff seen in the community / part of
* Amount of materials – whatever you are looking for – is here or is available.
* Community Loves the Library
* Improving township support
* Well funded, well-staffed
* Institution cards and delivery for schools.

**Weaknesses**

* Marketing (8)
  
  * Promotion (5) - following four items may be connected
    Marketing (targeted) Tell our story - what makes us unique
  * Aren’t reaching people who don’t seek the library services (8)
* We aren’t open for people who work – need more winter hours, weekends, evenings (3), More hours ( Hours for shift workers, weekends, around holidays)
  
  Reaching the unreachable
  
  Missing 2/3 of student population
  
  Not reaching 20-35 year olds
* Physical appearance (paint, carpet, lawn, etc.) (6) * Capital needs (1)
* Building needs updates, carpet, paint (1) - - following three items may be connected
  
  Lack of Drive-thru, Not a drive-through
* Parking – not enough (3)
* Smelly bathrooms
Ugly carpet
Update interiors (upholstery first)
* Web presence (4)
* Keeping up with technology (many factors: money, etc.) (2), Technology needs (queues)
* Money (1)
* Don’t have funds to pay staff what they are worth (2)
* Staff workspace (2)
  Upstairs/downstairs communication
* Staff buy-in for change / innovation (1)

Opportunities

* Reach non-users (10)
  * Outreach in schools (4)
  * Outreach other places (Not just schools)
* Create Library outdoor space (9)
* Work with other organizations that have the same goals (6)
* Connecting like-minded individuals (hosting groups) (5)
* Technology education for community and staff and trustees (5), * Technology Leader for Community
* Improve physical image / presence w/main store re-do (4)
* Staying flexible (4)
* Lighted sign out front (3)
* Access to information and ideas – keep the main thing the main thing (3)
* Connections with senior center technology (1)
* Promote literacy (1)
* Work more effectively w/comm Partners
* Host civic events / meetings
* Having library presence of community events – Strawberry Fest, parade, etc.
* Be community center for educational programming
* A place for creative outlet and display, publishing content (music, art, writing)
* Being focused on agreed upon goals
* Work more effectively within library depts

Challenges

* Marketing …. Where & how? (7)
* Pace of changing technology (6)
* Prioritizing community needs (6)
* Need to be creative with limited resources (5)
* Limited resources (financial, personnel) (4)
  * Enough staff
* Enough money for ideas (3)
* Economic changes in community (2)
* Meeting library needs of entire community (4)
* Changing formats of literacy (4)
* Buy-in among staff and community (new things) (4)
* Future of Books and Reading (3)
* Promotion of programs (3)
* Augmenting not duplicating services (1)
* Relationship w/business community (1) Portage Co. Funding
* Finding other organizations and individuals with same goals (1)
* Developing partnerships with other organizations
* Capital needs
* Space
* Incorporating self-check out
* 5-year plan
* Security of staff benefits
* Ways people are using a library challenge – how do we meet those needs – technology, remote users, eBooks
Appendix 4-
Formulating Strategic Issue Questions
**Utilization**

*How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?*

Is a virtual library possible? Techy
How can we connect people with others who have same interests?
How to better serve students and 20-35 year olds?
How can we increase the number of 20-30 something?
How can we help meet the information needs of the business community?
How can we better serve the business community?
How can we better serve shift workers?
How can we become go-to resources for home schooling households?
How do we help SLAG (Student Library Advisory Group) realize potential?
How can we engage more high school teens?
How can we prevent from losing kids after middle school?
Does the Library have a roll in reducing high school drop-out rates?
How can we better support our schools (outreach)?
How can library help School Library accomplish their education goals?

**Facility**

*How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?*

What should the library facilities look like in 2024?
How can we affordably beautify our facility?
What can we do to facilitate the use of our outdoor space?
What changes (if any) should be made to the physical appearance?
How do we ensure the library stays a safe place for patrons?
Does the Library need the entire Lib/City Hall building to fulfill its mission?
How can we create and foster a more comfortable library space?
How can we become “community living room”?
How can we configure our existing space for RFID and AMH technology?
How do we address summer parking shortage?
Is there a way to fix the lack of parking?

**Partners**

*How do we foster new and mutually beneficial relationships with partners that either complement our mission and goals or expand opportunities for collaborations on local events?*

How do we foster good relationships with other community groups?
Where can we find partners to help meet our goals & mission?
Who are organizations (or individuals) with shared goals?
Who are our community partners?
How can we be a good community partner?
What can we do to maintain our relationship with our support groups?
How can Library play more of a role in economic development in city and area?
Are there opportunities to work with park & rec. for services?
How can we work better with other city depts?
How can we better promote the fine arts?
How can we better share resources with schools?
How can Library help school Library accomplish their education goals?
How can we more effectively embed ourselves in community functions?
What sort of presence should we have at community events?
What additional civic events can we host?

**Technology**

*How can we become the community’s go-to technology resource, the place with ground breaking hardware and staff well-trained to provide access to innovative technological options?*

How can we become the go-to technology resource for our community?
How can staff stay ahead of changing technology?
How can we stay technologically current?
How can we keep up the pace with technology?
How can we better utilize our web presence?

**Funding**

*What is our Strategic funding plan that balances support for capital improvements, staff needs and service opportunities?*

Would it work for all libraries to be funded through County assessments?
How do we expand giving to the foundation so we can meet service needs?
How can we secure funding for needed capital improvements?
What are the criteria for continued programming support? When to cut and what to add.
How will our library pay for all new services and the more traditional?
How can our services and resources remain free of charge to our community?
What are ways we can expand service without increased budget?
How does the library make tough choices?
How can we creatively provide ore with limited resources?
How do we fund staffing to provide services in and away from library?
How can we remove barriers of time and money to good service? Staff vs stuff.
How can there be sufficient budget to meet staff and community expectations of library service?
How do we retain/hire qualified individuals?
How can we better compensate our friendly and knowledgeable staff?
How do we secure funding to pay staff what they are worth?
How do we keep staff and pay them equitably?
How do we best increase our staff wages and remain fiscally responsible?
What would a long term plan for personnel look like? Include: Benefits & Training

**Literacy**

*How can we become the local experts that are known as initiators of effective literacy strategies throughout our community?*
What strategies can we use to best promote literacy?
How do we promote ourselves as literacy experts?
How can we help create a literate community?

Access

How do we develop the optimum arrangements for access considering factors of open hours, information sources, services, off-site locations, audiences, community needs and barriers?
How can we provide services outside the Library walls?
What is the optimum arrangement of open hours to meet community needs?
What process could we use to increase Library hours?
How do we limit barriers to access?
How do we provide access to information and ideas for all segments of the community?

Community Needs

How does our library as a part of a more vibrant community become responsive to needs and a catalyst for change and development?
How can we help Waupaca be a more “vibrant community?”
How can library become community living room?
How can we become and remain the culture center of our community?
How can we prepare for economic change in the community?
How do we adjust to changes in community economy?
What are ways we can expand service w/o budget?
How can the library help the community cope with change?
How do we use the resources we have to meet the needs of the community?
How can the library be a catalyst for community change and development?
How can we stay in touch with changing community needs?
Should the library attend to meet needs of all possible customers?

Leadership

How can the staff and board remain flexible during changing times yet stay focused on our vision and mission to assure that our library will be a relevant institution in 2020?
How can the library staff and board stay focused while remaining flexible?
How can we assure that the library will be a relevant institution in 2020?

Marketing

How do we develop a marketing plan that utilizes all of our patrons, staff and champions promoting our effectiveness, innovation, diversity of services and outreach throughout our community?
How can we become “community living room”?
How do we change customers to advocates?
What is blocking our “regulars” from becoming outspoken library champions?
What ways can we be more visible in the community?
How do we keep our good reputation in the community?
How do we reach a larger population?
How can we market the library to best reach the whole community?
How can we market our services to a broader audience?
Where should we be marketing?
How do we utilize improve our web presence?
How do we develop and maintain an effective low-cost marketing plan?
How can we more effectively market the library to patrons and staff to get the word out?
How can we better market ourselves and our programs? (or services)?
How do we let people know about all the good stuff at library?
How can we better promote our inter-library loan services?

Staff

*How can we create a workplace with the best working environment which funds, hires, trains and prepares staff as the most qualified team that is empowered, committed and engaged to carry out the mission and vision of our library?*

How do we position our staff for a changing library?
What would a long term plan for personnel look like? Include benefits, training.
How do we retain/hire qualified individuals?
How can we gain staff buy-in?
How can we reach commons among staff members in establishing and moving towards goals?
How can we educate staff to be tech educators?
How do we empower staff to be lifelong learners?
How can we assure a library environment which is person to person oriented?
How do we give staff tools to be successful? (technology)
How can the library depts. work together more effectively?
What strategies can be used to ensure communication within the library (between depts.)?
Appendix 5-
Invitation for
Community
Participation
The Waupaca Area Public Library is committed to being a cultural and educational center for the community, providing materials, programs, and services for all area children, young adults, and adults that will enrich their lives.

You are invited to a Community Conversation to help the Waupaca Library plan for the future needs of our community. We really need your input in creating a plan that will guide us for the next few years. In addition, we are trying to reach community members who we don’t currently serve. Please consider bringing a colleague, friend, or family member that is not familiar with library services.

Please choose to attend one of the following sessions. Attendees will be served a light meal or snack (compliments of the Waupaca Library Foundation). You may plan to set aside about an hour of your time to share your insight:

Where: Waupaca Area Public Library (lower level meeting rooms)

When: Monday, December 8

Times: Please attend one of these sessions.
7:00 am - Breakfast Meeting
12:00 pm - Lunch Meeting
4:00 pm - Afternoon Snack
6:00 pm - Supper Meeting

RSVP – You may call the Main Desk 715-258-4414 or email the Library Director Peg Burington pburingt@mail.ows.lib.wi.us to let us know when you will be able to attend. If none of these times work for you, please let us know and we will make other arrangements that will work for you.

We value your ideas.
A sincere thank you on behalf of our board and staff for your consideration.

Peg Burington
Library Director
Strategic Questions for the Waupaca Library 5-year plan

As you read these strategic questions, please help us by documenting possible solutions under each question. Think creatively! The solutions can be simple and specific or very broad ideas. We are anxious to hear all of them. The suggestions that you give us will then be utilized to build the basis for the library’s 5-year plan.

How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

Solutions:

How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?

Solutions:

How do we foster new and mutually beneficial relationships with partners that either complement our mission and goals or expand opportunities for collaborations on local events?

Solutions:

How can we become the community’s go-to technology resource, the place with ground breaking hardware and staff well-trained to provide access to innovative technological options?

Solutions:

What is our long range funding plan that balances support for capital improvements, staff needs and service opportunities?

Solutions:

How can we become the local experts that are known as initiators of effective literacy strategies throughout our community?

Solutions:

How do we develop the optimum arrangements for access considering factors of open hours, information sources, services, off-site locations, audiences, community needs and barriers?

Solutions:

How does our library as a part of a more vibrant community become responsive to needs and a catalyst for change and development?

Solutions:

How can the staff and board remain flexible during changing times yet stay focused on our vision and mission to assure that our library will be a relevant institution in 2020?

Solutions:

How do we develop a marketing plan that utilizes all of our patrons, staff and champions promoting our effectiveness, innovation, diversity of services and outreach throughout our community?

Solutions:

How can we create a workplace with the best working environment which funds, hires, trains and prepares staff as the most qualified team that is empowered, committed and engaged to carry out the mission and vision of our library?

Solutions:
Appendix 6-
List of Community Members to Invite

Stakeholder Analysis
Library Foundation Members
Behrendt, Tracy
Eiden, Julie
Hagen, Paul
Heideman, Sue
Justmann, Anne
Kjelland, Alan
Linden, Vance
Miller, Nancy
Nowicki, Heidi
Olsen, Jim
Roanne, Wilson

EMILY'S LIST
Slag Board Members
B., Lara
L., Fritz
M., Dakota
N., Kadence
R., Anna
Lyons, Jerry

JULIE EIDEN'S LIST
School Principals
Becker, Rob (Waupaca High School)
Eggebrecht, Carl (Waupaca High School)
Ersramer, John (WLC)
Hare, Rhonda (Chain O'Lakes)
Rayome, Ben (Waupaca Middle School)

School Librarians
Hannemann, Sarah (Waupaca Middle School)
Jahnke, Chris
Nowicki, Heidi (WHS)

Superintendent
Poeschl, David

Special Education Director
Markon, Maureen
4K Teacher
Peterson, Jennie

2014-2016 COUNTY BOARD MEMBERS INFORMATION
Aasen, Donald
Barrington, Gary
Boyer, Joyce
Craig, Patricia
Ellis, Robert K.
Federwitz, DuWayne
Flease, Robert G.
Handrich, Darrell
Johnson, David L.
Jonely, William
Kietzmann, Carl
Koeppen, Dick
Kussmann, Dennis A.
McClone, Joseph P.
Much, Lee
Murphy, Gerald M.
Murphy, Terry
Neumann, David S.
Penney, John F.
Poehlman, Mary Kay
Rohan, Dick
Sorenson, Gene A.
Spierings, Jack
Trinrud, Dale
Wilfuer, Wayne
Zaug, Fred

High School Educators
Cummings, Nancy (English)
Grams, Nancy (WLC/WMS 5th grade music)
Hiddemen, Tim (Social Studies/Science)
Janssen, Joe (Social Studies)

DOMINIC'S LIST
Fullmer, David
Harris, Katherine
Lenki, Tim
Peterson, Becky
HENRY VELEKER'S LIST

Rotary Club
Anthony, Chris
Bidwell, Dick
Forsythe, Diane
Gusmer, John
Justmann, Charlie
Klages, Wes
Laedtke, Barb
Lockwood, John
Oerter, Cindy
Raschke, Reid (2nd Vice-President)
Reynolds, Ron
Schulz, Terri (President)
Sullivan, Joel (Vice-President)
Thompson, Rod
Zirnstein, Juergen

School Board
Baldwin, Connie (Treasurer)
Greenfield, Kirsten (Clerk)
Johnson, Stephen
Manion, Betty (Vice-President)
Robinson, Sandra
Shambeau, Steve (President)
Phair, Patrick

Waupaca School Library Coordinator
Van Ess, Scott

City Dept. Heads
Andersen, Peter (Airport)
Burlington, Peg (Library)
Dyer, Jeff (Wastewater Super.)
Edlebeck, John (Dir PubWorks/City Eng)
Fenske, Steve (Emergency Management)
Goke, Timothy (Police chief)
Hansen, Roger (Streets Super.)
Jenson, Aaron (Parks & Rec. Director)
Kane, Brennan (Planning)
Montgomery, Russ (Facilities Super.)
Nollenberg, Mark (Water Super.)
Olson, Jeff (Fire Chief)
Smith, Brian (Mayor)
Waller, Jake (Mechanic)
Werner, Joshua (IT-Communications Spec.)

City Council
Fenske, Deborah
Hackett, Steve
Hagen, Paul
Kjelland, Alan
Lockwood, John
Mayou, Paul (Council President)
Olson, Eric
Petersen, Jillian
Shambeau, David
Purchatzke, Scott
Smith, Brian (Mayor)

Waupaca Area Community Foundation Board
Anthony, Chris (Chair)
Bax, Jan
Bloom, Courtney
Faulks, Christine
Hutchinson, Ray (Secretary)
Lazers, Laine (Treasurer)
Lyons, Jerry
Mishler, Clifford
Overby, Archie
Pawielski, Mike
Peterson, Sharon
Phillipsen, Tom
Rhodes, Jack (Vice-Chair)
Shambeau, Steve
Werner, Gleneta

OWL'S Staff
Bacon, Dave (Computer Network Manager)
Bend, Evan (Library Services Manager)
Jandacek, Laura (Circulation Specialist)
Moeller, Gerri (Library Automation Manager)
Shipps, Bradley (CE & Outreach Librarian)
Burkhalter, Walter (Director)

**WDUX Staff**
Barry, Jack (92.7 FM)
Flores, Linda (800 AM)
Grenlie, Tina (Station Mgr/Acct. Executive)
Laird, Bill (President/Owner)
Leary, Chuck (800 AM)
Lee, Captain (Continuity Director)
Lewis, Dee (800 AM)
Moen, Justin (92.7 FM)
Nollenberg, JoLeen (Acct. Executive)
Peterson, Melanie (Traffic Director/Acct. Executive)
St. John, John (800 AM)
Wagen, Spencer (92.7 FM)
West, Jim (800 AM)
Winters, Rick (92.7 FM)
Landsverk, Angie (Post Staff Reporter)

**PEG'S LIST**
Kapernick, Kacey (County)

**Chamber Staff/Board**
Kallio, Kirk (Chair)
LeClair, Kathy (VP of Operations)
Lipschultz, William (Chair-Elect)
Schulz, Terri (President)
Shrode, Paul (Past Chair)
Tiffany, Jerry (Vice Chair/Secretary/Treasurer)
Tolle, Lynn (VP of Tourism)
Weiss, Tom (VP of Sales)

**School Administrators**
Flatoff, Glenn (Building and Grounds Supervisor)
Hare, Rhonda (Director of Instruction)
Hayek, Carl (Business Manager)
Markon, Maureen (Director of Special Education)
Nowicki, Lee (Transportation Supervisor)
Pflugardt, Dar (Food Service Supervisor)
Poeschl, PH.D., David P. (Library Administrator)
Woodliff, Sue (School Nurse)

**Hospital Administration**
Kantos, Craig (President/CEO Administrator-RMC)
Anderson, Sharie (Supervisor Nutrition Services)
Balzar, Betty Jo (Director of Nursing)
Loken, Debra (Supervisor Ambulatory Care)
Keller, Gayle (Manager Medical/Surgery)

**Clergy**
Behrendt, Rev. Andy (Trinity Lutheran)
Bope, Pastor Mary (Shepherd of the Lakes)
Bousfield, Rev. Nigel (St. Mark's Episcopal)
Buck, Jason, Associate Pastor (Victory Church)
DeNetz, Rev. Jennifer (Trinity Lutheran)
Ferguson, Pastor Carl (Waupaca Christian Church)
Macha, Rev. Beth (Trinity Lutheran)
Roche, Father Amalraj (St. Mary Magdalene)
Taggatz, Rev. John (Calvary Lutheran)
Thompson, Philip, Senior Pastor (Victory Church)
Wheeler, Pastor Dean (Shepherd of the Lakes)

Johnson, Rick

**Downtown Visioning Committee**
Christie, Scott
Fisher, Deb
Fletcher, Pat
Kneer, John
Krumsee, Claudia
Lees, Allyce
Olson, Anita
Pegorsch, Kent
Sonntag, LaDonna
Spindler, Jeff
PEOPLE WITH IDEAS

Friends of the Library
Boers, Jane
Fulcher, JoAnn
Gardner, Addy
Kirk, Bev
Pinkalla, Diane
Young, Pat

Kelley, John (Co-Chairman-Fine Arts Festival)

Koehler, Amy (Waupaca Headstart)
Linden, Ann
Linden, Vance
McNair, Donna (Home Schoolers)
Reynolds, Marci (Waupaca Community Arts Board)
Wolfgram, Dan (Chairman-Fine Arts Festival)

Library Board
Andraschko, Connie
Eiden, Julie (Vice-President)
Hagen, Linda (OWLS Board)
Lawrence, Eunice (OWLS Board)
McClone, Joe
Olsen, Holly
Olson, Elizabeth (Youth on Board)
Petersen, Jillian
Rhodes, Glenda
Ryan, John (President)
Trice, Mary

Former Board Members
Johnson, Jim
Mallasch, Todd
Neubauer, Julie
Appendix 7-
Strategy Formulation
Strategic Questions with Solutions

How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

Solution Priority:
5  * Forge a relationship with business community beyond our asking them for $$ - (serve on chamber committees).
5  * Have staff attend / join local meetings / groups dedicated to reaching specific audiences or serving specific needs. If a group doesn’t exist, create it.
4  * Shift workers – Is this possible? A sort of “vending machine” so they can pick up items when library is closed.
4  * Family programs.
4* Bring the library to your potential audiences or partners.
4 * Make sure org. know they can use the space here. Make room for them to partner. Partner (also) with them where they are.
4 * Programming /meeting designed for emerging adults: Speed dating, reading and activity nights, host volunteer opportunity night, cooking classes, low-tech maker classes.
3* Give survey to the patrons about their comments and suggestions. Incentivitize responses.
3* Outreach to schools, business, and social service agencies.
3  * Have the space available – specifically for the purpose. Promote it – make it visible – make it meaningful.
3 * Young people today do not rely on traditional media. Ads or targeted radio stations promoting the new library – more than “just holes.”
3* Go to different organizations and community programs to participate in their meetings or events – either providing a library service or just to network or be a familiar face.
3* How are you utilizing social media? You can’t be everything – determine focus.
3  * Increase understanding of specific populations, special audiences, differing age groups and their respective desires / needs / issues.
2  * Create a “business after 5” environment for businesses or individuals who are library like-minded. They can meet once a month.
2  * Enlist and form groups that have variety of people to solve , work on issues – committees on specific subjects. Yes (2)
2* Expand hours. Make connections / relationships w/the organizations / groups that you would like to reach.
2* Create more small group spaces.
2* Develop “groups” with common interests: i.e.: Monday Mystery – Tuesday tutorial – Wednesday Women – etc.
2 * Have special displays once and awhile that feature a local business – WDUX have books on DJs and radio careers, etc.
2 * Trivia crack (APP) evenings for teens.
2  * More support of book clubs by letting others know what the community is reading.
2 * More book talks and opportunities for people to engage in current event discussion.
1* Create a slogan to market free wifi.
1 * Be creative in advertising in schools, nursing homes, businesses…
1 * Communication/ promotion of books through media / internet by reviews done by either volunteers or staff – (get people interested in reading.)
1* More use of technology – more things available on-line.
1 * What about “Altered Book Art?” great to promote book sales – not all books are sacred – they can become something new – a work of art.
1 * We have a strong retail group in our area that will happily partner with events: Book Fest … special exhibits
*7 a.m. utilization
* Marketing – special programs
* Reach out to alternative radio station that teens listen to and maybe offer some sort of contest that encourages library use.
* More emphasis on nationally recognized books – availability of, summaries of.

How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?
Solution Priority:
4 * Publicize a “wish list” for projects that individual’s can support. (i.e. new upholstery)… publicize on other avenues such as a social media / WIN TV.
4 * Encourage participation in Foundation activities and support friend of the Library.
4 * Annual fundraising event. – minimum donation – free mag. Subscription. More benches / seating outside on- on front lawn.
2 * Prioritize needs.
2 * Do a design and use it to generate excitement and $. Give donor’s something to visualize.
2 * Be clear what your priorities – be specific how to meet these priorities – have specific plans in place to meet these priorities and be able to present this in a manner that people will understand.
2 * Find the money river and step into it. How do other successful libraries do this? Fundraising events that become community institutions (empty banks, bowl for kids, etc.) Grants? We pay for what we value. How do we as people who believe the library is invaluable foster that in others?
2 * Have fundraiser type events around other community events – something during strawberry fest, etc.
2 * Have a local fundraiser w/a goal and include local businesses and groups to help – make it a community fundraiser.
2 * Knock down Verna’s on Jefferson St. Negotiate parking with area businesses so they stop using our lot.
1 * Further incorporate/utilize exterior green space with an “outdoor” library – encourage fresh air reading. Auplein style gathering. PLAN – CREATE a facility
advisory group (if not already in place). FUND – Good luck!
1 * Provide a bulletin board listing our needs or wishes and as we accomplish them cross
them off with a “thank you.”
1 * Grants, fundraising, “memberships” offering different benefits / perks / sponsorships.
1 * Set up room in budget for these Strategic goals.
1 * Community wide $ donations through a “Help Fund Your Library” event.
1 * Need more parking space, (vacant buildings?)
* Keep strategic plan up-to-date.
* Put aside if extra, suggestions from staff and patrons.
* Volunteer labor when possible. Friends of Waupaca fundraisers.
* Host a Gala?

How do we foster new and mutually beneficial relationships with partners that either
complement our mission and goals or expand opportunities for collaborations on local
events?

Solution Priority:
4 * Encourage staff and library supports to participate in community organizations and
promote collaboration.
4 * Need to make a list of Partners we are interested in to figure out how to go about
connecting with each one individually.
3 * Book club involvement – these people love to read and support library – but don’t
consider themselves “partners”.
3 * Physical/Actual connections with other community entities. Seeking to understand
their mission and goals in the effort to find the ‘mutuality’. Knowing them helps us to
discover how to connect.
3 * Encourage staff to participate outside of library with non-profits, associations, etc.
either as volunteers, board members etc. Get staff out in community.
2 * Brochure and information on large print and audio books at eye doctors, children’s at
pediatricians
2 * Partner with technology vendors for open houses/educational sessions: e.g “how to
utilize your iPhone or Tablets 101.
2 * Create a space for classes – reserved weekly.
2 * Host luncheons with a variety of business leaders to meet and discuss how to help
each other.
2 * Be outwardly focused. Match library goals to those of the community.
2 * Keep the library available to community agencies for use.
2 * Contact local organizations – are there programs you could offer at their meetings?
Or ways they could help the library?
1 * Library fact of the week on radio, water bill, buyers guide. Did you
know____________.
1 * Provide a comfortable public facility for community events and programs
1 * Have a library ambassador for each section of the library that is in charge of that
outreach. For example have 1 person in charge of getting the word out about large print.
1 * We need to be complementary with school libraries – and seen as a resource to them after hours.
1 * Partner with local schools and churches – Chain O’Lakes Ministerial Association.
* Serve Arty’s at Adult Night
* Seek out different clubs; interests; Facebook groups
* 4PM Partners
* Network or exchange of what others do.
* Be respectful of others and their point of view, form relationships, find out what others are doing and melt with them to offer help.
* There are community organizations that staff could participate in. Prevent Child Abuse board, planning committees, etc.
* Send post cards/flyers to these possible partners to make them aware of our beneficial relationship.
* Bringing the Farmers Market right outside the door is good.
* Yes the Farmers Market booths could be under the exterior windows, under the awning alongside the building – and even lead into the foyer.
* Collaborate more with groups like Winchester Academy,
* Float in the 4th of July Parade.
* Library representation in groups, organizing local events (chamber, arts board, community groups)
* Lead vs. follow
* Continue to show enthusiasm for your programs. **Sue A. is the example.
*7am Partners

How can we become the community’s go-to technology resource, the place with ground breaking hardware and staff well-trained to provide access to innovative technological options?

Solution Priority:
4 * This is key and a high strategic goal – not sure if library needs to have “ground-breaking hardware” – but community needs to identify library as place to go to be trained on technology to – knowledge – I don’t think community perceives this as a goal of library.
2 * Technology continues to rapidly change. The library would be / could be a great resource for people to learn how to access and utilize the must up to date technology.
2 * Staff education of learning opportunities community Education classes all levels: - functionality- cf. of technology “what works for you?”
2 * Provide the technology to staff so they can keep up to date ie. – help provide tablets and training.
2 * Encourage staff to choose tech specialists through reward/bonus systems.
2 * Provide staff w/technology to become familiar w/new tech (or help make it affordable for staff).
2 * Consider partnering with larger coding organizations: coding camps, meetings, FVTC.
2 * Give staff time and free range for personal tech projects. Celebrate failures. (Think Google 20% projects). Yes!
2 * Know when the technology is coming and be pre-emptive?????. Train employees / some employees before it becomes an overload of new tech. Those employees can train others.
2 * Hire a tech expert who is familiar w/all current technologies including A/V. use expert to train staff.
2 * Offer “technology” classes open to the public with a guest expert.
2 * Get an Info-soup app.
1 * With tech advances, this may be more important than facilities. Divert resources from “physical” to “virtual”?
1 * Know your limitations. If training can improve staff then do so. Otherwise utilize other expertise and apply to your service model.
1 * Educate more staff members – hire individuals who have this knowledge to share. Always designate a portion of the budget for new hardware/technology.
1 * Planning and doing training prior to getting new technology in that they can effectively help patrons and promote this technology rather than learning as going which can be frustrating for patrons.
1 * Begin to purchase tablets to expand access.
1 * Open communication about new technologies with others in community (school, FVTC, business, etc.)
1 * More promoting of library’s “Book a Tech” service to teach seniors how to use technology.
1 * Hire an Instructional Designer, or work with the Chamber. Start courses online; finish them at the library.
1 * Have more desktop and laptop computers available. Add a fax machine.
* Continue to give staff time to learn what’s new, time to practice.
* Decide what to eliminate to make time for the above.
* Upgrade (if available) internet speed / capacity/ reliability.
* Make sure that technology – wary staff feel valued for other contributions while they are upgrading tech skills.
* Fantasy sports drafts (live)
* Enlist those w/expertise.
* Identify the groundbreaking and useful innovations that support library. Put energy into developing access to these/this technologies.
* 7 a.m. technology.
* More training up to date.
* Training of volunteer to help w/technology.
* Identify learning opportunities for long term staff online or otherwise prioritize these.
What is our Strategic funding plan that balances support for capital improvements, staff needs and service opportunities?

Solution Priority:

6 * How does library funding work? What do they need extra money for? Educate people/community on this – what people don’t know, they can’t help with. YES

4 * Encourage a participation in Foundation and Friend of the Library.

3 * Aggressively seek more corporate sponsors.

3 * Send out letters to all large corporations that says here is what we can do for you, what will you do for us, and a list of what we are hoping for.

3 * Friends of the library group for fundraising, capital drives.

2 * Cooperate in partnership with local municipal government bodies.

2 * Expand: Utilize social media to bring awareness to book sale; other events – perhaps a daily posting to bring awareness to reading programs, exhibits, new acquisitions/ books/ movies/ children’s play area, etc.

2 * Advocate for support from patrons who reside outside of the city limits.

2 * As a staff person takes on more duties, they should be promoted more quickly; this will encourage them to strive.

2 * The importance of library funding must be advocated for at the local, regional, and state level.

2 * Pay staff what they’re worth.

2 * The funding plan needs to be directly connected to your long term goals. Be sure that the priorities match – in other words if a new building is a priority for your goals – make it the priority.

2 * Do not reinvent the wheel – how are other libraries succeeding? Reach out to innovative motivated leaders in other places.

2 * Work toward reciprocal funding with Portage County. Shift funds already budgeted to meet new goals (i.e. some book $ - eBooks; DVD – streaming; audiobooks – overdrive).

1 * Classes can be fee based at times to not only cover costs, but bring in $$$.

1 * Library Foundation fund with community foundation is a great idea!

1 * Ongoing, relentless advocacy. Really get to know your legislators.

* Hire professional

* Ever evolving “keep up w/times.”

* 4 pm. funding

* Library does become uber-knowledgeable in tech, offer IT support to local small business for a fee. (Love this idea).

* Not sure, but capital improvement funding is different plan/ operational funding, what is greatest need?

* Partnership with patrons.

* 7 a.m. funding
How can we become the local experts that are known as initiators of effective literacy strategies throughout our community?

Solution Priority:

4 * Reach out to agencies/programs that use/teach/support literacy and help find ways to help their cause.
4 * Be active, present, involved in as many community events/programs as possible.
2 * Recruit literate/literacy volunteers as specialists (yes)
2 * Encourage on-site tutoring.
2 * Look for Professional Development opportunities, using Local Partners.
2 * Promote literacy success stories in local paper, website and social media and radio.
2 * Continue to work with employers to identify to most valuable literacy related services.
2 * Define literacy.
2 * Offer computer literacy classes (Yes – they can be simple 1 hour blurbs of info – tape them – show taped events on YouTube/Facebook/WIN TV)
2 * Meet with community and find out what they expect from us, in return we tell them what we can to for them.

Literacy 4PM

2 * Catch them young – instill love of reading early – continue Babygarten program, PK Story Times, Reading G-ma, etc. Collaborate w/ child cares and Head Starts, 4K programs. Early literacy is so essential!!
2 * Continue working with the schools and reach out to literacy groups.
2 * First gain the necessary literacy strategies then share/teach these both inside and OUTSIDE the library. Outreach into the specific populations and special audiences that provide and need them.
1 * Be the go-to source for any and all information
1 * Get involved with programs like Head Start, etc. Start your but get involved in school programs at multiple levels. Meet with teachers and admin. To educate them on WPL’s benefits.
1 * Staff training is very important. The library must budget for ongoing training. This training can be local, regional and national, Face-to-Face or virtual.
1 * 1. List relevant literacies. 2. Assign staff/board members to brainstorm ideas. 3. Develop plans for each literacy.
1 * Marketing yourselves as such…..what does this mean – important benefits to consumer
1 * Encourage more reading, especially challenge the reading levels (enriched) books that make you think.
* Reach out to different categories (children, teen, adult) (Example – Foundry – Bring library books there).
* Local Public Service announcements.
* Reach out to ESL population too. (Books in Spanish)
* Fully leverage Early Lit. Programs/trainings/resources provided by DPI.
* Continuing education – utilize all sources.
* Do we know best practices for literacy, strategies? Identify those. Implement/expand those that fit with the library’s model. 1000 books before kindergarten – could be more widely publicized. Also an online component to record keeping?
* Continue with special programs like the iditoread…..
* Partner with local education systems for curriculum building.
* provide literacy training i.e. Laubach
* Promoting existing program and expand programming
* Tap into more radio time/internet promotion.
* 7am Literacy

**How do we develop the optimum arrangements for access considering factors of open hours, information sources, services, off-site locations, audiences, community needs and barriers?**

**Solution Priority:**
4  * Could some “summer” hours be traded to be open Sunday afternoons during the winter? Or close 1 evening a week in order to open on Sunday.
4  * No late fees for children/teens
3  * Promote 24/7 online access to many resources.
3  * Eliminate overdue fees (or greatly reduce).
2  * Increase hours of operation, yes, yes **
2  * Research similar communities, and what could we take from them that they are doing differently.
2  * Exterior signage the grabs attention – colorful, creative.
2  * Be open more around holidays, yes. More hours around holidays. Yes. Keep talking to non-users in the places they gather.
2  * May need to re-arrange hours and close during slower times so we can stay open during busier ones.
1  *Prioritize. Take action that no one else does.
1  * Consider being open a little more on “Long Weekends” **Yes. (Example: Thanksgiving Fri. and Sat.)
1  * Some open hours on long weekends – that is community.
1  * Try opening a couple Sundays a month.
1  * Ongoing surveys, request for input, what do community audiences want.
1  * Books to shut-ins; a newer variety of DVD’s.
1  * Allow Winchester Academy to stay later.
1  * Hire more staff if need additional hours (need for more $ in budget for personnel).
1  * Community survey. Possibly in schools and senior centers.
1  * Make the website more interactive and user friendly. (beyond brick-and-mortar library)
1  * Survey people for optimum usage times/days – adjust open service hours to meet this need.
1  * Facebook – get more people to “like” this page and really utilize it – social media is huge. (Instagram,pintrest)
1 * What would off-site look like? This sounds like a good outreach idea.
1 * People like to come read periodicals but these are limited – more that people
wouldn’t purchase locally.
1 * Survey employees and volunteers. Have them tell us what they feel the library needs
to have (space/tech) etc. to meet the public needs. So we know what areas we need to
develop.
1 * Ask – listen for audience/community needs and barriers in many ways to determine
optimum access. Consider how to increase access outside of open hours – Honor
systems/items always available.
* Flexibility to assess and make changes as needed.
* Utilize the information you have – make changes – if the changes do not meet the need
don’t be afraid to change again.
* Virtual access.
* Tablets for checkout – loaded with some books and magazines.
* Advertise online services.
* Put surveys in newspaper and Waupaca TV – advertise it.
* Facebook.
* Online resources (increased).
* There are a lot of older books on shelves – can some be purged to allow more space for
studying (students) on nights/weekends.

\section*{How does our library as a part of a more vibrant community become responsive to
needs and a catalyst for change and development?}

\textbf{Solution Priority:}

4 * Be involved with grant-making organizations, and others who serve the needs of the
under-served. They are likely to see changes early. Explore demographic info to keep on
top of how the community population changes.
3 * Hold ‘coffee and conversations’ sessions with people who address community needs
regularly to tackle these questions. Figure out what you can offer that makes it
worthwhile for participants.
3 * Provide space for and encourage the gathering of similarly interested people – place
for community conversations about changes locally-statewide-tough issues, etc.
3 * Continue to have innovative programs (To Kill a Mockingbird) and expand – there is
a great decisions/discussion group in the community which discusses foreign policy
issues – great for library to do. Book reviews led as community discussion – similar to
move reviews – Better selections and promotion of newer books.
3 * Tell our stories – tell patrons stories – Build a culture of trust.
2 * Always be listening. Stay nimble to address needs as they arise.
2 * Talk with school system – what do they need as support? 1  * Be sure the planning
process involves the community needs not just the library focus on how the library can
meet these needs.
2 * Have a person that can help/or teach computer operations
2 * More space for small community groups to meet. Groups: family-child friendly
people of same interest.
2 * A green space outside meeting area
2 * Donate books and give library cards to food bank and daycares.
2 * Who has already assessed these needs? Who are our partners? Law Enforcement, Social Services, other local businesses. When we know the needs we can address the ones that (illegible) with library’s vision and mission
2 * Keep family/child friendly-parents are using the library resource for an opportunity for socialization for their children as well as to network with other parents.
2 * The community must be educated about how the library has already evolved to meet changing needs. Provide community “listening sessions” to determine trending needs.
1 * Explore “culture” beyond what we are currently serving/reaching.
1 * Complete needs assessment
1 * Have you attended any national library planning conferences? (I assume there are some – learn from other experts!!)
1 * Be aware/current with what’s going on local, nationally, globally and in other libraries. What works/doesn’t in other communities?
1 * Figure out actual changes taking place in comm. Then meet to discuss solutions.
* Could downstairs be available for small groups when unscheduled? Film Events, Art Exhibitions.
* 4pm Community Needs
* Communicate with regional libraries to see if their successful programs are a good fit for our library.
* Have a place on website for local reader book reviews.
* Do students have access to getting without library cars at school?
* Meet needs of possible customers.
* This library has great space for families and patrons to gather – use it to bring people together.
* Consider the minorities – and those with special needs. Have nice collection for blind, Spanish, OCD.
* Diverse and Effective board, committed staff, adequate funding.
* 7am Community

**How can the staff and board remain flexible during changing times yet stay focused on our vision and mission to assure that our library will be a relevant institution in 2020?**

**Solution Priority:**
4 * Continuing education for not just staff, but also board and trustees.
4 * Keep the mission statement front and center. When making decisions, explicitly ask if the decisions support mission. Make answering that question a regular part of the decision making process.
3 * When you start something new, always ask what you can stop doing. Revisit mission/vision and planning docs often.
3 * Embrace change without forgetting what a library means to the community as a whole. Tackle one challenge at a time.
3 * Encourage flexibility and continuing education for all staff. Bring in volunteers with fresh perspectives and skills.
2 * Be flexible with new ideas and willing to adjust as needs arise.
2 * Encourage publics input on what we need to change. Add new changes a few at a time and give them time to settle.
2 * Got youth and younger people on library board.
2 * Keep focused on the vision and how to get there. Don’t be trapped in tradition – explore new ways to meet needs.
2 * Make sure board is diverse, representing all generations, income levels, occupations, public/private sectors.
2 * Drive up after hours to pick up items on hold.
1 * Keep up tech focus.
1 * Solicit patron feedback on new procedures.
1 * See which procedures from other libraries would work for us.
1 * Lengthen Winchester nights (pros/cons)
1 * Continue to change programs and events.
1 * Remember that access to information and ideas matters – not the package.
1 * Be open to suggestions, be aware/informed, become all around expert in fields/areas of high request.
1 * Keep staff informed of issues that arise and why certain changes are for the best. Get their input.
* Implement change frequently to increase acceptance and decrease fear of change / new/unknown.
* Continue to review mission/vision frequently. Continue connection to city and civic groups – listen to their wants, need, visions / missions.
* Know trends within industry and communicate – or listen to a variety of customers.
* Change is HARD – if an old/current routine/ program no longer works or has an audience, it is time to sunset it – LET IT GO!
* 4 p.m. leadership
  * We don’t know the answer to that for 2020, but we can answer it for 2015-2016… one step at a time. Not just tech forward but literacy forward.
  * Keep up to date on technology. Keep asking patrons and community what their needs are and respond to those needs.
* 7 a.m. Leadership

**How do we develop a marketing plan that utilizes all of our patrons, staff and champions promoting our effectiveness, innovation, diversity of services and outreach throughout our community?**

**Solution Priority:**
4 * ^Yes! Daily Post about a feature/program/exhibit/resource HERE! NOW! Waupaca has it!
4 * Improve “face” of website. This should evolve as it is the virtual front door to the library. Make it welcoming.
3 * Centralize all P.R. through one or two staff so messages are consistent.
3 * Weekly or monthly articles in newspaper.
3 * Brag about the incredible collection and services; encourage others to do the same.
3 * Involve more champions in planning and goal setting.
2 * You cannot be ALL things to ALL people – so, choose areas of excellence (Agree!!, Agree!!)
2 * Online “events” (photo, art, original music) on library website and Facebook, finals, live at library.
2 * Involve all staff and Friends in coordinated word-of-mouth marketing.
2 * Develop posters relevant to local businesses, schools, services and have them put in place @ those places outlining what the library has to offer those who patron those establishments.
2 * Develop a work-of-mouth marketing plan.
2 * review who is utilizing the library – how library is serving them. Identify who is not using the library find out why not.
1 * Complete needs assessment
1 * Staff Leadership should consider continuing education in Planning/Growth for small business (i.e. FVTC Venture Center – Business Modelling and Marketing Mave Lean)
1 * Talk to community groups on what is available at our library.
1 * Maybe finding a way to survey patrons and then using that info for marketing.
1 * Meet people where they are, in both physical and online spaces. Consider Twitter, Pinterest, online calendars, and newer services like Ello. These are always changing, so be willing to try the new things. (Yes!)
1 * Make advertising be fun, fun to learn, fun to meet new people….
1 * Continue to get out in community: Reading Grandma, Taste of x-mas, WLC Halloween Party, etc.
1 * Develop a coordinated public relations plan.
1 * add a blog to the website for stories and more detailed info about events told in an engaging manner. Include reader comments and subscription possibilities.
1 * Prioritize!
1 * Is there a place on website to suggest ideas?
1 * Get local dignitaries to speak on behalf of library on media.
1 * Outreach to local townships – hand out info sheets at election time.
1 * Hit areas of high traffic. Social media. Online/chat support
* More space – or satellite locations.
* advertise
* 4PM Marketing
* Marketing 6pm
* Use resources available in community following marketing plan process. Focus Groups area a good way to start – but invite community to participate similar to this.
* 7am Marketing
* Who do you want to be in 5 years, 10 years, 20 years? Aim for that. Resource? Provider of technology services? “Consumer Reports” of technology/books/evidence based research?
* Use focus groups to assist in plan development.
* Keep up good relationship with schools.
* Attending community events
* The monthly calendars given out are great, as well as calendar events placed in the newspaper ( Buyers Guide) and online.
* This may be accomplished with a varied approach – pamphlets, sound bites, newspaper, radio, TV, membership in organizations, etc.

_How can we create a workplace with the best working environment which funds, hires, trains and prepares staff as the most qualified team that is empowered, committed and engaged to carry out the mission and vision of our library?_

**Solution Priority:**

4 * Ensure staff salaries and benefits are “market rate” to attract/retain
3 * Opportunities for staff to observe and work in all depts. in order to understand each other’s problems.
3 * Reimburse employees (partially) for new technology that they purchase, use and can help customers with.
2 * Decide what values are important to the overall staff and show/teach employees what the values look like in action.
2 * Strong customer service background for employees with a desire to grow and advance in library knowledge. Providing adequate pay for employees wishing to advance their skills.
2 * Give staff time and permission to try new things, (and fail).
2 * Ongoing staff training, evaluate programming, services, resources to ensure remaining focused on vision/mission, survey consumers.
2 * Accountability / set expectations and make them known.
1 * Enthusiasm of management.
1 * Staff goals w/specific targets (i.e. implementation of strategic plan) for library.
1 * Educate staff to modern technologies, staff needs to be a team.
1 * Patiently seek the best people. Train and encourage their input – use the input whenever possible.
1 * Competitive pay scale.
1 * Frequent staff meetings.
1 * Enlist staff w/variety of backgrounds and experiences while involving community partners – trading services, input – in kind.
1 * Be sure to hire friendly, communicative staff. Keep staff out “front” when possible – available accessible to community / patrons. Remember staff: Be approachable, smile…look available to help us…
1 * Continue to provide training opportunities.
1 * In-service training / team building sessions.
* Have all employees work at the circulation desk at some point. A rotation….
* Who is doing well? Who is reporting job satisfaction and productivity? Other libraries or even other types of businesses. This info exists. Model after that. Begin w/livable wage.
* Create a position for volunteer coordinator.
* Base pay should be a livable wage. But how? (entry level staff). Can the Library participate in grant-funded projects? Can we evaluate our own “top 1%” items of annual % raises.
* Pay employees, respect employees, help employees grow/learn to better themselves.
* Show appreciation to staff (written, verbal, etc.) even the small efforts make a huge impact.
* Continued – regular – mandatory staff training on a variety of technical, H.R., community connectivity and need awareness subjects.
* Pay new employees more. Develop a plan for staff development that moves employees toward greater responsibility.
* Greater value for the good things going on.
* Provide quarterly or bi-yearly training refresher courses and offer a forum to discuss changes to be made.
* Study groups on “Passion in the Workplace.”
* 4 p.m. Staff
  * Have a staff member highlight a favorite perhaps underutilized… unknown resource… make it a mini story for social media.
  * Star of the month.
* Consider a more involved hiring process, including job shadowing, a “test” working period during the interview, and moving new hires to different departments in the library.
* Starting with the Board have a commitment to the vision promoting it through the director and staff.
* Continuing education for mgt. sound hiring practices, let staff go who don’t buy into culture.
* Good leadership that supports and encourages staff. (Both volunteer/Board and staff).
* Continuing to challenge staff to make this a great library through community projects.
* 7 a.m. staff
Appendix 8-
Refining Strategies through a Decision Matrix
The next task at hand was to complete a process of scoring and refining the strategies or solutions. The planning committee agreed upon criterion that they thought were important to consider as they further developed strategies. The criterion utilized for scoring were:

- Willingness of Partner, Possible Partnerships
- Cost (little cost is a high score, expensive would be noted as a low score)
- Number of impacted individuals
- Outputs (Statistics like circulation and people)
- Effectiveness Toward Outcomes
- Leverage of existing services or programs (reallocate)
- Staff (time, expertise, new)
- Audience (new? Underserved?)-outreach
- Mission/Vision/Values

The larger planning committee was asked to breakdown into subcommittees to score strategies. Comments were optional. Each criteria was given a score of either High = 3, Neutral = 2 or Low = 1. Listed below are the Strategic Question, Priority Strategy and Criterion Scoring. The results help us narrow what might be most important to take on first.

**How can we become the local experts that are known as initiators of effective literacy strategies throughout our community?**

*Reach out to agencies/programs that use/teach/support literacy and help find ways to help their cause.*

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Willingness of Partner, Possible Partnerships</td>
<td>3</td>
<td>Who else could be community experts besides the library?</td>
</tr>
<tr>
<td>Cost (little cost is a high score, expensive would be noted as a low score)</td>
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<td></td>
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<tr>
<td>Number of impacted individuals</td>
<td>3</td>
<td></td>
</tr>
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<td>Outputs (Statistics like circulation and people)</td>
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<td></td>
</tr>
<tr>
<td>Effectiveness Toward Outcomes</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Leverage of existing services or programs (reallocate)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Staff (time, expertise, new)</td>
<td>3</td>
<td>Important use of staff time, but could be costly for extra meetings</td>
</tr>
<tr>
<td>Audience (new? Underserved?)-outreach</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Mission/Vision/Values</td>
<td>3</td>
<td></td>
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</tbody>
</table>

**How do we develop a marketing plan that utilizes all of our patrons, staff and champions promoting our effectiveness, innovation, diversity of services and outreach throughout our community?**

*Improve face of website. This should evolve as it is the virtual front door to the library. Make it welcoming.*

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<tr>
<th>Criteria</th>
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<td>Partnerships</td>
<td>3</td>
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<tr>
<td>Cost</td>
<td>3</td>
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<tr>
<td>Impact</td>
<td>3</td>
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How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

_Family programs._

<table>
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<td>Willingness to Partner, Possible Partnership</td>
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<tr>
<td>Cost (little cost is a high score, expensive would be notes as a low score)</td>
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</tr>
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<td>Number of impacted individuals</td>
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</tr>
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<td>Outputs (statistics like circulation and people)</td>
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</tr>
<tr>
<td>Staff (time, expertise, new)</td>
<td>2.5</td>
</tr>
<tr>
<td>Audience (new?, underserved?) – outreach</td>
<td>2.5</td>
</tr>
<tr>
<td>Mission/ vision / values</td>
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<tr>
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<td>25.5</td>
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How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

_Bring the library to your potential audiences or partners._

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How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

_Make sure org. know they can use the space here. Make room for them to partner. Partner (also) with them where they are._

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How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?

Encourage participation in Foundation activities and support friend of the Library.

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<td>Audience (new?, underserved?) – outreach</td>
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</tr>
<tr>
<td>Mission/ vision / values</td>
<td>3</td>
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</table>

How can we become the community’s go-to technology resource, the place with groundbreaking hardware and staff well-trained to provide access to innovative technological options?

Community needs to identify library as place to go to be trained on technology to – knowledge – I don’t think community perceives this as a goal of library. Not sure if library needs to have “groundbreaking hardware”.

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62 | Page
Willingness to Partner, Possible Partnership 3
Cost (little cost is a high score, expensive would be notes as a low score) 3
Number of impacted individuals 2
Outputs (statistics like circulation and people) 3
Effectiveness towards outcomes 2.5
Leverage of existing services or programs (reallocate) 3
Staff (time, expertise, new) 2
Audience (new?, underserved?) – outreach 3
Mission/ vision / values 3
23.5

What is our Strategic funding plan that balances support for capital improvements, staff needs and service opportunities?
Encourage a participation in Foundation and Friend of the Library.

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</table>

How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?
Publicize a “wish list” for projects that individual’s can support. (i.e. new upholstery)...
Publicize on other avenues such as a social media / WIN TV.

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How can the staff and board remain flexible during changing times, yet stay focused on vision and mission to assure that our library will be a relevant institution in 2020?
Keep the mission statement front and center. When make decisions, ask if the decisions support mission. and focus on opportunities for innovative and inviting learning.

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</table>
Partners 3 would be expected to consider same question, understand importance

Cost 3 low

# of Impacted individuals 3 those whose pet projects are rejected; services that aren't considered innovative or inviting

Outputs 1 I guess someone could count times "innovative and inviting" mentioned in staff and board meeting minutes

Effectiveness 3 toward outcomes: would need to be assessed at objective or action level

Leverage 3 - change in processes for internal decision making

Staff 2 change in processes for decision making?

Audience 3 potentially affects all users of library services

Mission 2 Apply key words (like a rotary 4-way test?) inclusive, responsive, respectful, accessible, innovative, collaborative, ?? Best working environment, most qualified staff committed to carry out mission and vision

### How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

*Have staff attend/join local meetings/groups dedicated to reaching specific audiences or serving specific needs. If a group doesn’t exist, create it.*

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<td>23</td>
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### How do we foster new and mutually beneficial relationships with partners that either complement our mission and goals or expand opportunities for collaborations on local events?

*Encourage staff and library supporters to participate in community organizations and promote collaboration.*

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<tr>
<td>Number of impacted individuals</td>
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<td></td>
</tr>
<tr>
<td>Outputs (Statistics like circulation and people)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Effectiveness Toward Outcomes</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
Leverage of existing services or programs (reallocate) 2  
Meeting room usage, too 
Staff (time, expertise, new) 3  
Important use of staff time, but could be costly for extra meetings 
Audience (new? Underserved?)-outreach 3  
Mission/Vision/Values 3  
22

How do we develop optimum arrangements for access considering factors of open hours, information sources, services, off-site locations, audiences, community needs and barriers? 
*Could some “summer” hours be traded to be open Sunday afternoons during the winter? Or close one evening a week in order to be open on Sunday.*

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<tbody>
<tr>
<td>Partnerships</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Impact</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Outputs</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Effectiveness</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Leverage</td>
<td>2</td>
<td></td>
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<tr>
<td>Staff</td>
<td>1</td>
<td></td>
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<tr>
<td>Audience</td>
<td>3</td>
<td></td>
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<tr>
<td>Mission</td>
<td>3</td>
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</table>

How can the staff and board remain flexible during changing times, yet stay focused on vision and mission to assure that our library will be a relevant institution in 2020? 
*Continuing education for staff and board*

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Partners</td>
<td>3</td>
<td>probably OWLS, other libraries or other city depts</td>
</tr>
<tr>
<td>Cost</td>
<td>2</td>
<td>varied-in house/online, low; send to conferences- high</td>
</tr>
<tr>
<td># of Impacted</td>
<td>2</td>
<td>potentially all patrons, whole community if better decisions are made</td>
</tr>
<tr>
<td>individuals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outputs</td>
<td>2</td>
<td>number participating, hours spent; hard to prove connection?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tie to performance appraisals, meeting individual goals</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>2</td>
<td>toward outcomes-depends on attitudes of participants</td>
</tr>
<tr>
<td>Leverage</td>
<td>2</td>
<td>considerable staff training already in place, perhaps refocus;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Would require additional volunteer commitment for board members</td>
</tr>
<tr>
<td>Staff</td>
<td>2</td>
<td>time commitment for administrative staff to plan, schedule</td>
</tr>
<tr>
<td></td>
<td></td>
<td>staff time for participating</td>
</tr>
<tr>
<td>Audience</td>
<td>3</td>
<td>staff, volunteers, board, committee members</td>
</tr>
</tbody>
</table>
| Mission       | 3     | 21

What is our long range funding plan that balances support for capital improvements, staff needs and service opportunities?
How does library funding work? What do they need extra money for? Educate people/community on this – what people don’t know, they can’t help with.

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</tr>
<tr>
<td>Number of impacted individuals</td>
<td>2.5</td>
</tr>
<tr>
<td>Outputs (statistics like circulation and people)</td>
<td>1</td>
</tr>
<tr>
<td>Effectiveness towards outcomes</td>
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</tr>
<tr>
<td>Leverage of existing services or programs (reallocate)</td>
<td>2</td>
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<tr>
<td>Staff (time, expertise, new)</td>
<td>2</td>
</tr>
<tr>
<td>Audience (new?, underserved?) – outreach</td>
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<tr>
<td>Mission/ vision / values</td>
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How can we become the local experts that are known as initiators of effective literacy strategies throughout our community?

Be active, present, involved in as many community events/programs as possible.

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<tr>
<td>Willingness of Partner, Possible Partnerships</td>
<td>2</td>
<td>Chamber not always perceived as willing partners</td>
</tr>
<tr>
<td>Cost (little cost is a high score, expensive would be noted as a low score)</td>
<td>1</td>
<td>Extra staff time to make a presence at events</td>
</tr>
<tr>
<td>Number of impacted individuals</td>
<td>2</td>
<td>Lots of tourists</td>
</tr>
<tr>
<td>Outputs (Statistics like circulation and people)</td>
<td>1</td>
<td>do not necessary translate to outputs, especially circulation</td>
</tr>
<tr>
<td>Effectiveness Toward Outcomes</td>
<td>2</td>
<td></td>
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How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?

Purchase home next to 1st National Bank (Yes).

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</table>
How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

*Programming /meeting designed for emerging adults: Speed dating, reading and activity nights, host volunteer opportunity night, cooking classes, low-tech maker classes.*

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How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

*Forge a relationship with business community beyond our asking them for $$ - (serve on chamber committees).*

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How can we increase library utilization, open an environment for networking, build partners’ capacity, support partners’ goals, better serve special audiences, connect with specific population and their needs?

*Shift workers – Is this possible? A sort of “vending machine” so they can pick up items when library is closed.*

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How does our library as a part of a more vibrant community become responsive to needs and a catalyst for change and development?

Be involved with grant-making organizations, and others who serve the needs of the underserved. They are likely to see changes early. Explore demographic info to keep on top of how the community population changes.

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How do we plan for and fund the necessary facility improvements, updates and maintenance to support library work and invite patrons?

Annual fundraising event. – minimum donation – free mag. Subscription. More benches / seating outside on- on front lawn. Look for “local experts”

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How do we foster new and mutually beneficial relationships with partners that either complement our mission and goals or expand opportunities for collaborations on local events?

Need to make a list of partners we are interested in to figure out how to go about connecting with each one individually.

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<thead>
<tr>
<th>Criteria</th>
<th>Score</th>
<th>Comments</th>
</tr>
</thead>
</table>
Willingness of Partner, Possible Partnerships 3
Cost (little cost is a high score, expensive would be noted as a low score) 3
Number of impacted individuals 1  Staff only
Outputs (Statistics like circulation and people) 1  Mostly an internal operation
Effectiveness Toward Outcomes 2
Leverage of existing services or programs (reallocate) 1
Staff (time, expertise, new) 2
Audience (new? Underserved?)-outreach 1  Just making the list doesn’t reach an audience

Mission/Vision/Values 2

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<tr>
<th>Criteria</th>
<th>Score</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners</td>
<td>1</td>
<td>Need cooperation and assistance of OWLS, city with training, supporting salary increases; city not likely to support greater increases than other departments</td>
</tr>
<tr>
<td>Cost</td>
<td>1</td>
<td>-probably high, though would need current comparative data to assess.</td>
</tr>
<tr>
<td># of Impacted individuals</td>
<td>1</td>
<td>staff. Need classification and pay study that includes experience and education?</td>
</tr>
<tr>
<td>Outputs</td>
<td>3</td>
<td>can trace existing salaries, ALA recommendations etc., typical percentage of budget spent on staff and benefits</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>1</td>
<td>- how do we prove that better paid staff do a better job?  You have a great staff, even if they are underpaid. Could track comments from exit interviews.</td>
</tr>
<tr>
<td>Leverage</td>
<td>1</td>
<td>Probably would require transferring funds from other budget items like materials and programs.</td>
</tr>
<tr>
<td>Staff</td>
<td>1</td>
<td>Would there be fewer, better paid staff?</td>
</tr>
<tr>
<td>Audience</td>
<td>1</td>
<td>Is morale a problem that affects public service at present?</td>
</tr>
<tr>
<td>Mission</td>
<td>3</td>
<td>paying staff a fair salary is the right thing to do if we expect them to be dedicated to providing excellent service.</td>
</tr>
</tbody>
</table>

How can we create a workplace with the best working environment which funds, hires, trains and prepares staff as the most qualified team that is empowered, committed and engaged to carry out the mission and vision of our library?

Ensure staff salaries and benefits are market rate to attract/retain

How can we create a workplace with the best working environment which funds, hires, trains and prepares staff as the most qualified team that is empowered, committed and engaged to carry out the mission and vision of our library?

Ensure staff salaries and benefits are market rate to attract/retain
Appendix 9-Research and Survey Results
Pew Research Center
http://www.pewinternet.org/2014/03/13/library-engagement-typology/

Middle School Student Survey
Middle School Teacher Survey
High School Student Survey
Survey on Collecting Fines