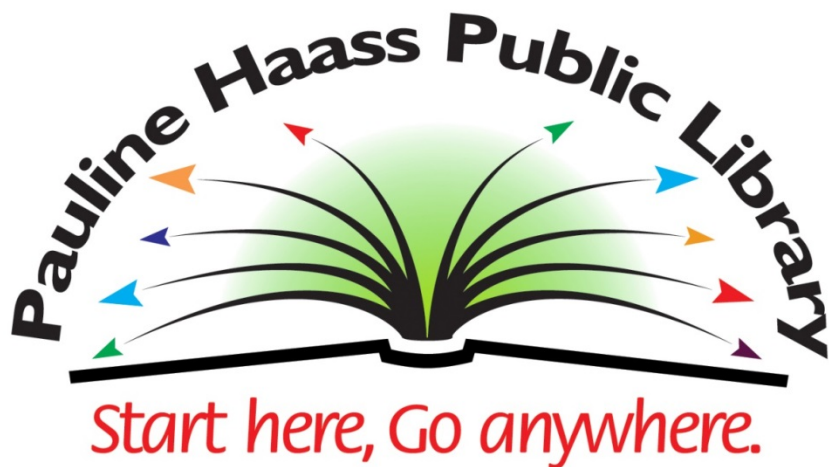


2017-2019

# Strategic Plan



**Pauline Haass Public Library**

**N64W23820 Main Street**

**Sussex, WI 53089**

**[phplonline.org](http://phplonline.org)**

# Introduction

The Pauline Haass Public Library Strategic Plan guides the work that library staff and trustees will do in the coming years. The plan is shaped with the understanding that the library will remain flexible and adapt its goals and action steps as warranted. Throughout, we will maintain our organizational values and priorities, measure what we do against our mission and goals, and remain focused on serving the community.

In advance of planning discussions, we reviewed library and demographic data, analyzed the 533 results of a community-wide survey, and held a series of conversations with various demographic groups in the community. We are greatly appreciative to all of the members of our community who answered our survey and those who took time from their busy schedules to meet with us for a conversation of how the library can best help the community meet its challenges and reach its aspirations. We also thank the library staff. Each staff member will be integrally involved in implementing this plan, and we are grateful for their input, interest, professionalism, and passion for the Pauline Haass Public Library and its services.

Melissa McLimans and Bruce Smith of WiLS (Wisconsin Library Services) provided essential planning process management and facilitation services during the development of this plan.

Our sincere thanks go to all of the above named groups and individuals.

The PHPL Strategic Planning Committee

Library Board of Trustees members:

Tim Dietrich, Board President

Juli Hacker

John Roubik

Library Staff members:

Valerie Johnson, Children's Services Manager

Adele Loria, Digital Services Coordinator and Adult/Teen Services Librarian

Becky Murray, Assistant Director

Mary Olson, Technology Coordinator

Sallie Ratelle, Circulation Manager

Kathy Klager, Library Director

Adopted by the Pauline Haass Public Library Board of Trustees on October 19, 2016

# Background

The community conversations that preceded this plan resonated with two major themes. **Sussex area residents:**

- **treasure what they refer to as the “small town feel” of the community**, and do not want to lose that as Sussex grows.
- **see the library as a vital community connector:** connecting people to information, each other, opportunities, and learning.

The community survey results showed that the library is highly valued, used, and loved by the community. That does not mean it is without challenges. Currently, 87% of survey respondents indicate they consistently use the library 1-2 times per month, with the largest user bases being families with children from infants to grade 6, and adults ages 55 to 74. Several sizeable residential developments are under construction in Sussex, the beginning of a planned 50% increase in Village population by 2020. This significant growth in families moving to the area will have a major impact on the library and its ability to provide services.

While the library facility has many good qualities, the ability to easily expand to meet an expected growth in demand for services is not one of them. The staff works hard to maximize the use of space, but without an increase in square footage in the near future, the library will not have the space needed to serve its public. The library offers many services that are provided through downloads or internet connections, yet 95% of checkouts are physical materials that are found and checked out within the library building. Each day currently brings over 360 visitors. Accommodating up to 50% more visitors will be challenging. A new library meeting room, as well as storage area, in the nearby Civic Building will go far to alleviate some issues, but cannot address the need for space for more collection shelving, quiet and collaborative public work spaces, display areas, relaxed reading zones, and comfortable movement of larger numbers of people.

The library will need to continue to find the balance of welcoming all who walk in its doors while maintaining its focus on the needs and aspirations of Sussex. The library is heavily used by people that live outside of the Village, with 55% of checkouts going to non-residents. As a resource that draws people to Sussex to not only use the library but also visit local businesses and other community locations, the library embraces its role as a regional destination.

The challenges from local and regional growth are not limited to the library building; there is a large staff component to meeting service demand. Based on Department of Public Instruction data, checkouts at Pauline Haass Library run 30% higher than the statewide per capita average and passive program participation by children is more than three times that of the next highest library in the state. The library is currently staffed at a level that allows it only to maintain its well-regarded services; it has limited ability to enhance, expand, or create new services.

Some of the goals and activities in this plan take the form of outreach services and new initiatives to connect people, welcome new residents to the Village, and engage citizens in shaping the future of Sussex. As part of its own connections, the library must continue to strengthen its collaboration with local schools and other community organizations to best meet the expected increase in service demands throughout the community.

As a learning and economic anchor in the heart of the Village, the library looks forward to playing a vital role in helping this rapidly growing community connect and engage its residents and organizations in order to meet its citizens' diverse needs and maintain its small town feel.

## Plan Foundations

### Vision

To cultivate a community of informed and engaged citizens.

### Mission

We connect people to information, ideas, and one another in a vibrant and welcoming community-responsive environment.

### Values and Priorities

#### Responsive and Purposeful Service Development

We continually engage with our community both within and outside of our building, to understand the needs and aspirations of all of its citizens. With this information, we thoughtfully plan in order to deliver high quality community-specific services and anticipate future needs.

We work to provide flexible and plentiful spaces to support the educational, creative, entertainment, collaborative and connection needs of this fast-growing and ever-changing community.

#### Outstanding User Experience

We are dedicated to excellence, accuracy, helpfulness, friendliness, and inclusivity.

We foster a climate that welcomes feedback and promptly responds with improved service.

We enjoy finding new ways to delight those we serve.

## **Improvement and Innovation**

We explore trends, develop new methods, and continually evaluate and adapt library services to remain relevant in the lives of our community.

We celebrate imagination, invention, and inspiration by developing services, collections and programs that encourage discovery and creative endeavors.

We prioritize and invest in the continuous development of a knowledgeable, innovative, and highly engaged staff.

## **Open Access and Opportunities for All**

We manage a collection that covers the breadth of changing interests, technologies and formats. Together with our programs, it is focused to appeal to the diverse tastes and needs of our community.

We provide seamless entry to others' collections, in order to assure access to information for all.

We extend the library beyond the building, and are committed to collaboration, sharing and giving back.

## **Responsible Stewardship of the Community's Investment**

We recognize that the library belongs to the people of the community, and our actions honor the public trust.

## **Intellectual Freedom and Patron Privacy**

We embody the library's status as a cornerstone institution of democracy for an informed public. We do this by providing information and programs that offer a wide variety of viewpoints on a broad range of topics.

We protect every individual's right to explore information and ideas in a confidential manner.

## **Communication of Opportunities and Value**

We communicate the value of our services to the community through a variety of media.

We cultivate relationships with government and municipal organizations; by listening we can be part of larger conversations and respond in ways that add value to people's lives.

# Goals

## Facility

### Facility Goal 1:

**Be prepared to meet expected growth in demand for services and collection by planning for future space needs.**

*Activities:*

Engage library facility planning consultants to:

- Develop a building program report that fully articulates the future space needs of the library
- Complete a building analysis which explores the status of the existing building and its systems relative to the building program.
- Conduct a site analysis for potential alternative locations.
- Prepare a rough estimate of construction costs for the facility proscribed by the building program report.
- Present results of the work above to the Sussex Village Board for discussion of timing and funding.

### Facility Goal 2:

**While planning for future building needs, develop cost-effective interim strategies to meet the needs of the community by addressing deficits in the comfort, functionality and operational mechanics of the existing building.**

*Activities:*

Contract with a professional library designer to:

- Analyze the layout of interior spaces and recommend changes to maximize use and functionality.
- Critique and present options to update current infrastructures.
- Rethink service desk design and placement to remove service barriers while providing staff work space and safety.
- Examine current interior signage and explore new communication options to promote services.
- Modernize the functionality of study rooms while increasing their comfort and aesthetics.
- Create inviting public spaces with more comfortable and versatile furniture.
- Acquire flexible and attractive display pieces to showcase library resources.
- Increase the functionality of staff work spaces.

# Services

## Services Goal 1:

**Maintain and strengthen core services, programs and collections that are relevant to the community, while continuing to adapt and innovate to meet changing needs.**

*Activities:*

- a. Provide pop up libraries at targeted community events and gatherings.
- b. Expand and adapt one-on-one technology assistance and wireless hotspot lending, as capacity and resources allow.
- c. Explore development of a community-wide health initiative to include partnering with local organizations and government.
- d. Explore new ways to connect families to library resources by reaching out to local schools.

## Services Goal 2:

**Develop services and programs to facilitate our residents' social connections and civic engagement.**

*Activities:*

- a. Establish the library as the community welcome center for new residents and families.
- b. Develop a central community calendar accessible through the library website.
- c. Explore feasibility and models for an ongoing series of activities to foster community ownership and involvement.
- d. Continue to experiment with “outside the box” programming ideas to reach segments of the community that are infrequent or non-users.
- e. Determine practicality of providing activities and seating for informal interaction in exterior plaza space.

# Staff

## Staff Goal 1:

**Attract and retain highly qualified staff, working sufficient hours, to serve our growing service area's changing needs.**

*Activities:*

- a. Establish a compensation structure to assure that the library is a competitive employer.
- b. Determine non-monetary staff satisfiers and dissatisfiers, with the goal of increasing staff satisfaction.

## Staff Goal 2:

**Provide time and resources for staff to plan, discuss, learn, and collaborate with one another, our local community and the library community at large in addition to delivering direct daily customer service.**

*Activities:*

- a. Regularly assess library services to determine best uses of staff time.
- b. Increase staffing to allow individuals to:
  - i. Participate in professional development opportunities.
  - ii. Join community initiatives.
  - iii. Influence and affect decision-making at library-system and state levels.
- c. Increase staff hours at service desks to incorporate daily off-desk arrival briefings.
- d. Schedule regular management team meetings.

## Staff Goal 3:

**Position all staff to communicate the broad array and value of library services.**

*Activities:*

- a. Assure that each Staff Development Day includes activities that build knowledge of services and strengthen the ability to communicate that knowledge.
- b. Semi-annually hold a continuing education event for pages/shelvers.
- c. Annually review the effectiveness of internal communication methods.



# Communication

## Communication Goal 1:

**Increase community awareness of library services through marketing and promotion.**

*Activities:*

- a. Investigate new ways to distribute library information to families through local schools.
- b. Utilize promotion opportunities on local school/business digital signage boards.
- c. Connect participants at Civic Campus classes and events to related library resources.
- d. Install digital signage throughout the library building.
- e. Develop a marketing plan that identifies low-cost, targeted methods to:
  - i. Install directional signage within the downtown area.
  - ii. Provide relevant library resource and service information to groups using the meeting rooms.
  - iii. Provide giveaway items with the library URL.
  - iv. Increase the variety and frequency of in-house displays and promotions.
  - v. Distribute library information and materials to residents through mutually beneficial partnerships with the Village business community.
  - vi. Increase the library presence at community events.
  - vii. Inform stakeholder groups of library services and resources specific to their interests.
- f. Increase the number of people receiving library newsletters:
  - i. Run semi-annual “Sign Up and Share” campaigns for current users.
  - ii. Promote library newsletters through the Village of Sussex social media and print newsletters.
  - iii. Investigate new methods of delivery.

## Plan Implementation, Assessment and Communication

On an annual basis, the director, library staff and library board will prioritize and identify which service goals and activities in the plan will be their focus. Goals and activities will be selected based on their timeliness, impact, and ease of implementation. Resources and staffing will be considered when setting priorities.

Action plans will be developed for a given year. Such plans may include staff responsibilities and timelines, needed resources, data and information gathering guidelines, and methods for assessing the progress and success of these efforts. Such results will be communicated to all library stakeholders.

This yearly review will also examine the previous year’s efforts to determine if service goal adjustments are needed base on changing conditions or new challenges and opportunities.