Agenda
Pauline Haass Public Library Board of Trustees
Wednesday, December 17, 2025, 6:00 p.m.
Library's Quad/Graphics Meeting Room, off lobby

1) Roll call

2) Consideration of, and possible action on minutes of November 19, 2025, board meeting

3) Comments from citizens present

4) Communications received by Board members or Director

5) Financial report

6) Action on bills

7) Director's report on library services, legislative issues, staffing, funding, system services, continuing education, building issues, library users, technology, planning, Friends of the Library and Foundation activities, legal issues, and budget.

8) New Business:
   a) Motion (with roll call vote) to convene into Closed Session pursuant to Wisconsin Statute 19.85(1)(c) *Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, with respect to performance evaluation and compensation for Library Director*
   b) Reconvene in open session
   c) Consideration and possible action on items requiring action arising out of the closed session
   d) Draft Strategic Plan 2026-2028: Discussion and possible action
   e) Act 150 Committee updates: discussion
   f) Final 2026 budget: discussion and action on revised 2026 budget
   g) Approval to serve wine at Book Mixer event: discussion and action

9) Items for future agendas: discussion

10) Adjournment

Lisa Bougie, President

Adele M. Loria

Adele Loria, Library Director

Attendees: Please note that, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, contact Adele Loria at 262-246-5180.

Minutes of November 19, 2025 Board meeting
Pauline Haass Public Library

Called to order: 6:02 p.m.

Roll call: Bougie, Hacker, Jilling, Roubik, Schultz, Vande Hei, Wegner, Zoellick present; Carran, DeLonge, Kojis, absent. Also present: Library Director Loria.

Approval of minutes from previous meeting(s):
Bougie/DeLonge motion to approve minutes of October 15, 2025 Board meeting; motion carried.

Comments from citizens present: none.

Communications received by Board members or Director: none.

Financial report: Revenue and Expenditure Guidelines for October 2025; accepted as presented by Vande Hei/Schultz; motion carried.

Action on Bills: Prepaid bills in the amount of $0, P-card bills in the amount of $13,857.31, Bills in the amount of $16,121.44, October 2025 Expenses in the amount of $81,076.55; approved as presented by Vande Hei/Schultz motion; motion carried.

Director's report: Loria reviewed items in her written report and other items as followed by the agenda.

New Business:

Following a review of the Annual Addendum to Bridges Library System Member Library & CAFÉ agreements; Bougie/Jilling motion to approve; motion carried.

Following a review of the 2026 Closed Days; Bougie/Kojis motion to approve as discussed; motion carried.

Following the review of the Capitalization of Assets policy, Vande Hei/Schultz motion to approve; motion carried.

Following the review of the Purchasing & Acquisition policy, Vande Hei/Schultz motion to approve; motion carried.

Motion by Bougie, seconded by Jilling, to convene in closed session at 6:50 p.m. pursuant to Wisconsin Statute 19.85(1)(c) *Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility,* with respect to performance evaluation and compensation for Library Director. Role call vote, all voted aye; motion carried. Motion by Schultz, seconded by Kojis, to adjourn the closed session adjourned at 7:18 PM. Role call vote, all voted aye; motion carried. Resumed open session at 7:18 PM.

Meeting adjourned at 7:23 p.m. by Roubik/Jilling motion.

Respectfully submitted,
Adele Loria
Director

Minutes prepared by Lisa Ponto, Administrative Services Manager

December 17, 2025
Director's Report to Library Board

Agenda Items

Closed session and evaluation discussion: The Board will meet in closed session with me to discuss my 2025 evaluation and goals for 2026. Upon re-convening in open session, the Board President will entertain a motion to formalize by vote the decisions discussed in closed session.

Draft Strategic Plan 2026-2028 (for preliminary consideration): Included in your packets is the draft plan for 2026-2028. As you'll read, this plan frames the next three years as an essential period of organizational strengthening, capacity-building, and public engagement, rather than major programmatic expansion, leading up to the planned building project. There are some important staffing implications of this plan, which will have a budgetary impact. For that reason especially, I want to ensure that you all have adequate time to review and digest the plan. I'm adding this agenda item as "discussion and possible action" so that we can explore any questions that you have and if needed, allow time to research answers and follow any other direction the Board wishes to give. In January, the Board can return to the plan for final approval along with reviewing a Year 1 Action Plan.

Act 150 Committee updates: In December, the committee met at PHPL and engaged in further discussion on the county funding distribution formula, as well as the minimum standards libraries must meet. At this time, it appears that the committee is moving toward a revised formula that would introduce a stabilization function earlier in the calculation and give that element greater priority, while still maintaining the long-term goal of moving libraries toward their unadjusted funding levels based on net lending activity. Although the stabilization components slow that transition, the proposed approach would eliminate a surplus distribution element in the current formula that, in some cases, has widened the gap between target and actual funding levels and reduced funds available to libraries with higher lending activity. A more fully developed revision of the formula, incorporating committee feedback, is expected to be discussed in January. Any changes will have a significant impact on PHPL, so I would like to take some time to walk through the likely possibilities.

Final 2026 Budget: The budget request to the Village was approved as presented during the Village's budget process, so that revenue line is unchanged. The Waukesha County payment, as we discussed last month when the Bridges/Café agreements were approved, decreased slightly from the initial July calculation. Those two sources represent 95% of the revenue in the

operating budget. I have made minor adjustments to the remaining smaller categories based on updated projections for 2025.

On the expenditure side, a small number of lines have been updated. The processing supplies line (61800) has been increased to reflect the additional book covering we are doing in-house now. Wages & Salaries (60100) has been updated to account for the staffing changes we've had since June. Finally, Computer Replacements & Additions (80600) has been decreased; we've not been able to deploy as many computers as we planned within our Ignatek contract (without additional IT hours), so I've scaled back the number of computers to replace in 2026.

Approval to serve wine at Book Mixer Event: The Book Mixer is returning in 2026, and once again the Foundation has agreed to sponsor the event and apply for the license to serve wine. Our meeting room policy states that the Library Board must give permission for alcohol to be served at a library or Foundation sponsored event, so this agenda item allows for that authorization.

Non-agenda Items

Acquisitions Updates: We continue to prepare for using Polaris Acquisitions**;** in November, Jennie, Nick, and I completed the back-end setup in the Polaris ILS needed to provide accurate accounting of our materials spending. Because Nick Schmudlach (Adult Services Librarian) has previous experience working with this module at the Pewaukee Library, he's been able to take a lead role on this project that's been very helpful. He and I met with Ellen Rohr from Menomonee Falls Public Library for help configuring the Ingram vendor website, and now Nick is training collection selectors and catalogers on placing orders for new materials using Ingram and Acquisitions. We've run into some issues with accurate pricing being reflected between the vendor and the ILS, but we're working with Ingram to resolve this in time to start using Acquisitions in the new year.

I attended a meeting with Amazon representatives and other Bridges library directors on the developing business services for libraries. Quite a few things are promised within the next year that could position Amazon as a stronger contender for the space left by Baker & Taylor's closure, so I'm continuing to monitor this closely.

Catalog Updates: Development of the new catalog is ongoing on the vendor side, with a new patron account portal scheduled to launch for users in early January. The My Account and Bookshelf bar at the bottom of the Vega screen is leaving and users will need to click on the account icon at the top of the page to manage their account. This updated portal will also allow users to link accounts. Patrons may create one-way connections (such as a parent linking to a child's account) or two-way sharing between accounts, enabling both users to view each other's accounts after exchanging passphrases to connect.

Friends Updates: The Holiday Book & Bake Sale was a great success. Friends member Jen Christianson chaired the event this year, with assistance from Sandy Schultz, and together they did a wonderful job. Their efforts included expanded marketing for the event (with materials created by Jen), increased outreach to Friends members to recruit volunteers and bake sale donations, and significant advance setup work including the popular gift baskets featured in past years. Total sales for the weekend exceeded $3,000, nearly double last year's total. Credit is also due to Booksale Room volunteers Patty Riek and Cindy Kubesch, who have worked tirelessly throughout the year to curate an excellent selection of books for the sale.

Professional Development and Continuing Education: On November 13, Jennie Bahnaman had a full day training with the Wisconsin Library Association Leadership Development Institute at the UW-Extension in Madison. She reports: "In preparation for this training, everyone in the cohort completed the **RealColors assessment**. We explored how personality shapes communication and reviewing these assessments helped us understand how to better connect, collaborate, and work more effectively on a team. Our second presenter of the day focused on **"Leadership Legacy"** and how great leadership begins with clarity of purpose. As a part of this workshop, we explored our values, purpose, and the lasting impact we want to have as a leader in our organization and community. We also drafted a personal leadership mission statement. The final workshop of the day covered **emotional intelligence**, and how to deepen our leadership through greater self-awareness, self-management, and empathy."

Monica Weis attended *Little Hands Signing in Storytime* (2 hours), a session focused on incorporating accurate and meaningful sign language into early literacy programs. The class reinforced proper signing techniques while introducing new signs that can be used across multiple storytime formats. Monica has begun intentionally explaining the benefits of sign language to caregivers during programs, emphasizing that it is a full language that supports communication and early development rather than an add-on activity.

Monica also attended *A Community for All: Disability Inclusion in Library Services* (1.5 hours). This webinar emphasized the importance of respectful, accurate language when discussing disability and the value of authentic representation in library collections, particularly works by disabled authors. The session also highlighted how online accessibility tools—such as virtual walkthroughs—can help patrons with disabilities prepare for successful library visits, a goal supported by the library's new Google Photo Tour.

Jennie Bahnaman, Assistant Director, reports on Adult Services and Teen Services activities for the previous month:

Adult Programs & Services

On Thursday, November 6 the **Friends of the Library** sponsored **"FamilySearch: The Best Free Genealogy Resource."** This event was led by Anni Parsons, genealogist, archivist and librarian with Archive Your Past. Attendees learned about all the great features of this free online resource, how to search more efficiently, use the catalog effectively, and more. This event was well attended, with 55 participants.

Maura Flanagan (Adult & Teen Services Librarian) coordinated our yearly **Take Home Murder Mystery Kit.** This year's theme was "Suburban Secrets." Western States in Waukesha generously donated envelopes for assembling these multilayer murder mystery kits. 100 kits were assembled and 97 were taken by participants. A total of 43 teens and 169 adults participated this year, though only 26 teams reported back. It is possible that the return rate was low because the deadline for this activity fell on Thanksgiving week. However, most participants solved the mystery as a team and overall participation slightly increased from last year.

Maura also led both of our Make It sessions for November. Participants learned **cloisonné painting**. Cloisonné is an ancient art technique where thin metal wires (cloisons) create partitions, and then these spaces are filled with something colorful like colored sand. Wire crafts can be challenging, but the participants made some beautiful pieces! We had a total of 44 people attend Make It this month.

We are **cross-training with the Youth Services Department** and this month the YS staff are being trained on the Adult Reference Desk. The goal of cross-training is to help all staff know more about what happens in each department and make our staffing more flexible. We're also preparing other staff in case any emergency coverage is needed in a pinch. Last month the Adult Services Staff trained for several sessions on the Youth Services Desk.

Collection

In November Annie Larson (Adult Services Librarian) completed weeding Romance Fiction and is now weeding Mystery Fiction. The goal of this current weeding project is to help with space restraints. Once Mystery and General Fiction are weeded, the Pages will shift the books in this section to make browsing and reshelving more manageable.

Annie also put together a National Native American Heritage Month book display highlighting both fiction and non-fiction titles.

We had an almost-new **Cricut machine and an Instapot** donated to our Library of Things Collection! Nick and Sue Posh (Technical Services Clerk) are currently working on processing the items and getting them added to the catalog.

Teen Programs & Services
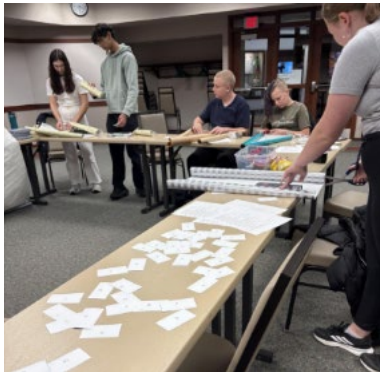
Maura met with the **Teen Advisory Board** on Tuesday, November 11. They practiced wrapping gifts in preparation for their **Gift Wrap event**. TAB wrapped books for practice, and these books were used for a "Blind Date with a Book" display available for patrons to check out. Each book has a brief description on the outside of the wrapping paper. Twelve members were present at this meeting. We also held a gift wrap drive and collected wrapping paper from the community. Any leftover gift wrap will go next door to Sussex Outreach Services.

Teresa Douglas, Youth Services Manager, reports on department activities for the previous month:

Programs

November marked the conclusion of our 12-week storytime session and our 11-week baby storytime session. Both programs were very well attended throughout the fall. Baby Storytime, in particular, continues to build a strong following, with many families joining us each week for songs, stories, and movement. Each session concludes with a playtime featuring baby-friendly toys, a ball pit, and bubbles, which has become a favorite part of the program for both babies and caregivers.

Both storytimes will return in late January. In the interim, we will offer **Baby Playtimes** on Thursday afternoons to help families maintain their routines and connections with the library.

Our major after-hours youth event for the fall took place on Friday, November 14 with our **seventh annual Forts and Flashlights**. This long-standing favorite invites families to bring blankets, pillows, and stuffed animals to build reading forts throughout the library. As in past years, the evening began with a s'mores ice cream bar. Children of all ages could be seen exploring the building, visiting one another's forts, reading, and playing with friends, making for a lively and joyful night at the library.

Regular Programs

- **Make It! Junior:** Fall garland; the program will now be on break until March

- **Nightlight Storytime:** Monday, November 3, with 54 attendees

- **Sew XO:** One session with six attendees

- **Advanced Adventurers:** Marble maze design on paper plates (November 10)

- **Early Explorers:** Wind racers (November 24)

- **Toddler Time:** Four sessions with 230 total attendees

Jennifer Steffes, Circulation Manager, reports on department activities for the previous month:

Black Friday was celebrated again at PHPL with half-off overdue fines! This year, $123.90 was waived for patrons. Our next half-off fine event will be in February for Library Lover's month.

Jennifer and Adele began a comprehensive review of the page training process with the goal of creating an up-to-date, comprehensive resource for all new pages. Jennifer is now combining several page training documents and consulting with department managers on other information to include in the training manual.

November 2025 Program Statistics

Adult and Youth Reference   **Totals**

Adult and Youth Reference	Totals
Youth Reference Ques.	283
Youth Information Ques.	92
Adult Reference Ques.	327
Adult Information Ques.	64
One-on-One Tech Help	41
Study Rooms use	147
Faxes	16
YS Book Bundles (bundles assembled)	57
YS Book Bundles (items checked out)	270
1000 Books Before Kindergarten total books read:	2,398
YS Coloring pages	1,100
Teen volunteer hours:	36

Technical Services

Technical Services	
Items Processed	769
Volunteer hours (inc. Home Delivery)	55.75

Children's Programs	# of events (in-person)	In-person Attendance	Self-Led (Passive)
*all-ages events			
1,000 books before Kindergarten new registrations			5
Firsties video views (previous videos)			42
Firsties video views (current month)			51
Firsties visits		50	
Storytime	11	511	
Storytime craft	4		400
Toddler Time	4	230	
Baby Storytime	3	51	
Nightlight Storytime	1	54	
Sew XO	1	6	
Make It Junior			100
Advanced Adventurers	1	14	
Early Explorers	1	13	
LEGO club	1	57	
Forts and Flashlights	1	126	
Outreach	3	84	
Total	31	1196	598

Adult Programs	# of events (in-person)	In-person Attendance	Self-Led (Passive)
*all-ages events			
Family Search	1	55	
Tuesday Afternoon Book Club	1	4	

Mystery Book Club	1	7	
Books To The Future	1	6	
Reading Between the Spines	1	7	
Shelf Indulgence Book Club	1	4	
Family Search	1		
Take-Home Mystery Kits			169
Make It: Cloisonne Painting	2	44	
Total	8	72	169

Teen Programs	# of events (in-person)	In-person Attendance	Self-Led (Passive)
*all-ages events			
Nov Whiteboard Prompt			47
Nov Guess The Book			2
Nov Make It Teen			20
Nov Taste Test			20
Teen Advisory Board	1	12	
Take Home Mystery Kits			43
Total	1	12	132

STATISTICS FOR MONTH OF NOVEMBER 2025

	Nov. 2025	Nov. 2024	YTD	*YTD 2024*	% change
ALL CIRCULATION	**30179**	**32251**	**381752**	**370292**	3.1%
PHYSICAL MATERIAL CIRCULATION	25812	28022	328085	324232	1.2%
E-MATERIAL DOWNLOADS	4367	4229	53667	46060	16.5%
HOURS OPEN	226.5	240.5	2664	2655	0.3%

		YTD
HOLDS FILLED **FOR PHPL** BY OTHER CAFÉ LIBRARIES: -	2661	*36194*
HOLDS FILLED FOR OTHER CAFÉ LIBRARIES **BY PHPL**: +	2104	*24412*
Crossovers to PHPL from other library communities: +	5896	*79518*
Crossovers from Sussex to other CAFE libraries: -	930	*13661*
NET LENDING: 4409		54075

PHYSICAL CIRC:	**Sussex**	**Other**	**TOTAL**	2024
	10028	15784	25812	28022

Cards issued: 90

Reference questions answered: 610
Informational questions answered: 156

Library visits this month: 10,063

Materials purchased: 747
(year to date total:)   6395

Study Room usage: 147
One-on-one technology lessons: 41
Fax Service: 16

In-person programs: 40
In-person attendees: 1280
Meeting Room Use:
                Quad Room: 31
Small meeting room: 25

INTERNET USE*:	300	sessions
TOTAL HOURS:**	166.8	
AVG. SESSION:**	33.36	minutes
WI-FI INTERIOR*:	5380	clients
WI-FI EXTERIOR*:	1823	clients
Website visits:	7,072	sessions

*includes wireless network
**wired access only

Pauline Haass Public Library

DRAFT Strategic Plan 2026-2028

Summary for the Library Board

The 2026–2028 Strategic Plan positions the Pauline Haass Public Library for a period of significant organizational strengthening and preparatory work leading up to the planned 2030 facility expansion. The plan responds to two converging realities: **growth in the community and its use of library services** with **capacity limits within the current facility and staffing structure**.

In many ways, the organization is experiencing what the building itself has: we have outgrown the structure we were designed for. The library's physical walls are no longer sufficient for the volume of activity they contain, and likewise, the administrative and supervisory framework—built for a smaller, less complex operation—can no longer hold the responsibilities required to run the dynamic, increasingly complex organization we have become.

This plan addresses both realities. It prepares the organization to operate effectively in a renovated and expanded facility while ensuring we have the internal capacity to get there.

Four strategic pillars anchor this plan:

1. Community Engagement & Visibility

The library will deepen partnerships, broaden its presence in civic and business communities, and implement a unified communication campaign to build understanding of the library's value and facility needs. This includes sustained messaging, targeted outreach, and structured public engagement.

2. Access to Collections, Inclusion, & User Experience

The plan prioritizes modernizing collections, improving accessibility and navigation, expanding digital access, and mitigating the inefficiencies caused by space constraints. These improvements maintain service quality in the current building while preparing for more flexible and expansive services in the future.

3. Organizational Capacity & Staff Support

The library will invest in strengthening internal communication, improving evaluation and retention practices, and building the organizational capacity needed to sustain operations while preparing for expansion. Key needs include adding dedicated IT and marketing staff to handle specialized administrative functions, evaluating and potentially restructuring management roles to distribute operational oversight more effectively, and ensuring leadership capacity is sufficient for both daily operations and strategic work.

4. Expansion Readiness & Facilities Planning

This pillar consolidates all future-focused work that prepares the library for a successful facility expansion. It includes safety and security improvements, structured pre-expansion planning, coordinated stakeholder alignment, governance preparation through a Board-led Expansion Committee, and comprehensive planning for the technology infrastructure and building systems required for a modern, flexible facility.

Overall Strategic Direction

The plan frames the next three years as an essential period of **organizational strengthening**, **capacity-building**, and **public engagement**, rather than major programmatic expansion. The work outlined here ensures that when the community is ready to move forward with a renovated and expanded library, the organization will be prepared operationally, technologically, and financially.

Plan Foundations

Vision

To be a cornerstone for an engaged and informed community.

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 engage our community to understand its needs and aspirations. We plan thoughtfully to deliver high-quality, community-specific services. We provide flexible, welcoming spaces that support our users' educational, creative, entertainment, collaborative, and connection needs.

Outstanding User Experience
We are dedicated to accuracy, helpfulness, and inclusivity. We welcome feedback and respond with meaningful improvements. We seek out new ways to delight those we serve.

Improvement and Innovation
We explore trends, develop new methods, and continually evaluate and adapt our services. We celebrate imagination and invention through services, collections, and programs that encourage discovery and creativity. We prioritize and invest in cultivating a knowledgeable, innovative, and highly engaged staff.

Open Access and Opportunities for All
We manage a collection that reflects a broad range of interests and formats. We provide seamless access to others' collections to ensure information for all. We work to reduce barriers to access.

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

We uphold the library's role as a cornerstone of democracy by providing information and programs spanning a wide range of perspectives; by protecting users' rights to read and seek information freely; and by adhering to the principles of the American Library Association's Library Bill of Rights and Freedom to Read statement.

Patron Privacy

We protect everyone's right to explore information and ideas confidentially and follow all Wisconsin statutes on library records and patron privacy (Chapter 43, Section 30). We collect and retain only the personally identifiable information necessary to provide services, and we strive to inform users of their privacy options.

Community Engagement

We embrace our role as a community connector by cultivating relationships with stakeholders, pursuing strategic partnerships, and being active and visible in the community.

Introductory Note on Staffing Capacity and Organizational Readiness

Across strategic planning committee meetings and in review of stakeholder feedback, a clear theme emerged: **the library's current organizational structure does not provide sufficient management and administrative capacity to meet ongoing operational needs while simultaneously preparing for a major facility expansion.** As noted in the plan summary, we have outgrown our organizational structure just as we have outgrown our physical building.

Three broad capacity challenges shape this plan:

1. Insufficient Management and Administrative Capacity
Department managers are responsible for their own professional work (such as reference desk coverage, collection development, and programming) while also supervising and coordinating the staff who perform that work. In addition, they carry significant administrative tasks such as scheduling, statistics, reporting, and internal communication.

Because their time is consumed by frontline responsibilities, staff supervision, and administrative work, managers lack the capacity to participate in administration-level functions such as strategic planning, policy development, service model design, and preparing the organization for expansion. This limits both their leadership development and the organization's ability to distribute administrative responsibilities more evenly.

2. Concentration of Administration, Governance Support, and Management in Director Role with Limited Flexibility to Redistribute

The Director currently carries:

- **Management responsibilities** (operational oversight, personnel management, workflow coordination);
- **Administration responsibilities** (strategic planning, policy development, budget design, organizational structure, expansion readiness);
- **Administrative work** (documentation, reporting, communication tasks); and
- **Governance support and liaison responsibilities** (Library Board, Foundation, Friends, Village, county/system partners

Governance support, administration work, and liaison responsibilities need to expand for a building project, but the Director's current capacity is met and there are very limited options to redistribute that work: already, managers' limited availability for administration-level work means the Director carries that work with less collaborative input than intended, and administrative support is constrained because that role is partially absorbed by IT. In addition, expansion planning will introduce new categories of work, including fundraising and development coordination, capital campaign preparation, and direct work with architectural firms and other planning consultants.

3. Specialized Functions Such as IT and Marketing Lack Dedicated Staffing

The library's evolving technology infrastructure and growing communication demands now require specialized expertise and sustained attention. In the absence of dedicated roles, IT coordination is absorbed by the management team (especially the Administrative Services Manager), while marketing and communications tasks are divided among the management team and other staff whose primary responsibilities lie elsewhere.

It may appear that this plan emphasizes administrative and leadership capacity rather than additional frontline hours. In practice, the library has already expanded frontline staffing substantially, adding approximately 2 FTE over the past six years to maintain service desk coverage as usage surged. Managerial and administrative staffing, however, has not expanded during this same period, even as the complexity of operations, supervision, and planning has increased. This imbalance now limits the organization's ability to support staff, sustain quality, and prepare for expansion.

To address these challenges, the library will **evaluate multiple organizational models**, including redistribution of duties, additional roles, clarified responsibilities, and formalized IT and marketing positions. No structural assumptions are made within this plan; instead, trustees and staff will follow a structured evaluation process to explore possible options.

Strategic Plan Pillars:

COMMUNITY ENGAGEMENT & VISIBILITY

ACCESS TO COLLECTIONS, INCLUSION, & USER EXPERIENCE

ORGANIZATIONAL CAPACITY & STAFF SUPPORT

FACILITIES & PREPARING FOR FUTURE GROWTH

These four pillars define the areas of focus for the library from 2026–2028 and serve as the framework for the strategies that follow.
_____

Community Engagement & Visibility

A. Community Relationship Building

Goal: Strengthen partnerships that embed the library more deeply in civic, business, and cultural life.

Strategies

- Establish a visible presence at Chamber of Commerce events. (2026)

- Build intentional partnerships with realtors and community groups to reach non-users.

- Invite residents to participate in public engagement features such as Friday Reads.

- Ensure outreach efforts are sustainable by aligning responsibilities with available staffing.

B. Visibility & Awareness

Goal: Build broad public understanding of the library's mission, value, and upcoming expansion needs through clear, consistent, and engaging communication.

Strategies

- Develop a unified, multi-year communication campaign explaining the need for more space and how expansion benefits the community. (2026)

- Use multiple channels—website (2026), director communications, printed materials, social media—to reach both active users and non-users.

- Integrate storytelling featuring patron experiences, staff perspectives, waitlists, and visible space constraints.

- Establish sustained communication rhythms: foundational messaging in Year 1, engagement and detail in Year 2, and mobilization in Year 3.

- Consider community opposition scenarios and develop response plans.

Capacity Requirement: Expansion-related communications require *dedicated* marketing capacity. Funding additional hours or positions is necessary to support this work.

C. Continued Focus on Programming Excellence

Goal: Sustain the library's reputation for exceptional programming while expanding inclusivity and addressing barriers caused by space limitations.

Strategies

- Maintain strong professional development for program staff.

- Develop programs designed for underserved or specialized audiences, including neurodiverse individuals, caregivers, and working parents.

- Use patterns in program demand and waitlists to inform expansion messaging and advocate for additional space.

- Develop a programming policy to ensure program planning and decisions align with library mission and community need.

Access to Collections, Inclusion, & User Experience

A. Increased Access to Collections

Goal: Expand and diversify access to physical and digital materials.

Strategies

- Build a robust digital collection that balances demand and responsible licensing.

- Develop procedures for digital content selection and train staff to ensure consistent, informed decisions and responsible direction of resources. (2026)

- Continue expanding the Library of Things, using patron data and community partnerships to identify new additions, while raising the collection's profile with both users and non-users.

- Explore ways to increase convenience for patrons, including the feasibility of hold lockers or other off-hours access tools. If significant investment or construction required, incorporate into planning for the 2030 renovation and expansion.

B. Accessibility & User Experience

Goal: Ensure intuitive, equitable, and accessible experiences across physical and digital environments.

Strategies

- Redesign the library website to meet 2027 accessibility standards. <mark>(2026)</mark>

- Improve interior wayfinding to reduce confusion and improve navigation.

- Integrate accessibility principles into renovation/expansion planning (shelf height, aisle width, signage).

- Improve collection and hold pickups through clearer labeling and organization. <mark>(2026)</mark>

C. Addressing Frustrations Caused by Current Space Limitations

Goal: Mitigate the user and staff challenges created by limited space while preparing for long-term solutions.

Strategies

- Implement interim improvements such as optimized signage, collection organization, and workflow adjustments. <mark>(2026)</mark>

- Use space-related frustrations as data points in expansion messaging.

- Prepare service models that will scale effectively into a larger future facility (collection organization and browsing layouts that can expand cleanly, program models that are flexible, service workflows that do not depend on the constraints of the current space.)

Organizational Capacity & Staff Support

A. Communication Systems & Accountability

Goal: Strengthen internal communication and clarify expectations to support efficiency and staff satisfaction.

Strategies

- Create a "Who to Ask" guide to help staff identify the appropriate contacts for specific questions or needs.

- Implement Microsoft Teams chat function for quick, direct communication between staff workstations. <mark>(2026)</mark>

- Establish clear expectations for email response and internal communication. <mark>(2026)</mark>

B. Staff Support & Retention

Goal: Enhance staff well-being, performance, and retention through improved evaluation practices, fair workload distribution, and supportive scheduling.

Strategies

- Redesign the staff evaluation process to ensure it is meaningful, developmental, and equitable, including mechanisms that allow feedback to flow both upward and downward. <mark>(2026 redesign for 2027 implementation)</mark>

- Conduct workload and time audits to identify pressure points and reduce low-impact tasks. <mark>(2026)</mark>

- Evaluate the weekend rotation schedule to improve work-life balance and create more sustainable coverage.

- Develop a multi-year staffing plan that reflects current gaps and expansion needs.

C. Organizational Structure & Leadership Capacity

Goal: Ensure the library's organizational structure provides sufficient capacity for daily operations, strategic planning, and expansion readiness.

Strategies

- Evaluate and revise the organizational structure to distribute operational responsibilities more effectively. <mark>(2026)</mark>

- Assess the need for additional or reconfigured positions, including options such as management-level roles, part-time administrative support, or reclassifications that better align responsibilities with organizational needs. <mark>(2026)</mark>

- Ensure adequate staffing for specialized work including IT and marketing/communications to sustainably support daily operations and enable the long-term planning needed for a major facilities project.

- Develop a phased, multi-year staffing roadmap that anticipates expansion demands, technology growth, and evolving service expectations.

Capacity Requirement: Progress in this pillar depends on resourcing additional management and administrative capacity. Without structural adjustments and added support, the organization cannot meet operational demands or prepare for expansion.

Facilities & Preparing for Future Growth

A. Safety & Security

Goal: Maintain a safe and secure environment for staff and patrons while embedding safety priorities into planning for the expanded building.

Strategies

- Upgrade safety measures such as cameras, privacy screens, and keycard access. (2026)

- Improve rapid communication tools and safety alert options for staff.

- Include safety considerations in renovation design, focusing on visibility, workflow, and emergency preparedness.

- Strengthen relationships with sheriff, fire, and emergency services.

B. Laying Groundwork for 2030 Expansion

Goal: Prepare the library and its partners for a successful building expansion and renovation.

Strategies

- In partnership with the Foundation, engage a fundraising consultant to build the organization's capacity and readiness for a capital campaign.

- Develop a shared vision and consistent messaging about the future library with all stakeholders. (2026)

- Establish or strengthen Friends and Foundation roles to support expansion.

- Conduct governance and organizational readiness assessments to ensure unified leadership.

- Maintain alignment between communication efforts, public engagement, and facility planning.

C. Board Alignment & Governance Readiness for Expansion

Goal: Ensure the Library Board is prepared to play an active, coordinated role in pre-expansion planning prior to the formation of the Village-appointed building committee anticipated in 2028.

Strategies

- Establish an Expansion Committee within the Library Board to build a shared understanding of expansion needs and coordinate with staff, the Foundation, and the Friends. This committee should begin by meeting quarterly and increase as needed before sunsetting when Village-appointed committee is formed in 2028. (2026)
- Translate community engagement work from Pillar 1B into documented expansion priorities that can guide future Village-led planning.

- Provide the Board with context, background knowledge, and strategic insight to participate effectively when formal planning begins.

D. Technology & Future Systems Planning

Goal: Prepare the library's technology infrastructure, digital services, and building systems for the needs of a modern, flexible, future-ready library facility.

Strategies

- Integrate technology considerations early in facility design discussions, planning for the cabling, electrical layouts, server room, AV systems, and more to serve a modern library.
- Strengthen cybersecurity through regular training and updated policies and systems to support larger, more complex environments.
- Monitor technological trends, including AI and automation, and evaluate responsible adoption for building operations, patron education, and library services.

Capacity Requirement: Effective technology planning requires dedicated IT leadership and early-stage coordination with design professionals. Without this capacity, the library cannot develop accurate program requirements to meet long-term operational needs.

Using & Evaluating this Plan

This Strategic Plan will guide the library's work from 2026–2028. To ensure that the plan remains effective and aligned with community needs, the library will use the following process:

Annual Action Plan

Each year, staff will develop a detailed action plan that identifies specific objectives. It will include project owners, timelines and contingencies, and measurable milestones. While informed by the strategies in this document, action plans will also reflect operational realities, new opportunities, and resource availability. The Library Board will review and approve the action plan annually.

Progress Reviews

Staff leadership will review progress quarterly, identify obstacles, and adjust timelines as needed. Brief progress updates will be shared with the Board to ensure alignment and transparency. Midyear and before year-end, the Director will provide a comprehensive progress report on all activities.

Annual Evaluation & Course Correction

At the end of each year, staff leadership and the Board will evaluate progress against the plan, identifying lessons learned, adjusting for shifting priorities, and confirming the plan still meets the community's needs.

This process ensures the plan remains a flexible guide rather than a static document.

	A	B	D	G	H	I	J
1	Account numbers	Accounts	2024 Actual	2025 Budget	**2026 Budget**	$ change 2025-26	% change 2025-26
2		**EXPENDITURE ACCOUNTS**					
3		*GENERAL OPERATIONAL EXPENDITURES*					
4	60800	**Expenses** Years of service awards (5 yr. increments); Hosting APL, CAFÉ, & Bridges mtgs; cards/gifts (condolences, congratulations); Coffee cart (offset by misc. income); board expenses; onboarding	$1,194	$1,270	**$1,325**	$55	4.33%
5	61100	**Insurance** (property, liability, cyber) per TW	$9,213	$9,733	**$11,680**	$1,947	20.00%
6	61200	**Telephone & Internet** phone $600 approx yearly; Internet access (TEACH) $1200 ($100/month); 1 staff hotspot ($120). (Circulating hotspot data plans in Materials line.)	$1,743	$1,920	**$1,920**	$0	0.00%
7	61300	**Heat (gas)**	$7,481	$11,500	**$11,845**	$345	3.00%
8	61400	**Electricity**	$24,342	$27,208	**$28,024**	$816	3.00%
9	61500	**Sewer & Water (and stormwater utility)**	$3,229	$3,780	**$3,893**	$113	3.00%
10	61700	**Bldg Maintenance/supplies** to maintain a **building used by 126,892 visitors in 2024**. Repairs, softener salt, bulbs, tools, batteries, trash can liners, restroom paper products, plumbing parts, paint, etc. Quarterly preventative spraying for pest control.	$7,498	$10,800	**$10,500**	($300)	-2.78%
11	61710	**Grounds Maintenance** Care & enhancement of front raised flower bed.	$452	$530	**$550**	$20	3.77%
12	61800	**Processing Supplies** These are the supplies to cover books, package A.V. and other items, apply RFID tags (security), and more. We buy in bulk.	$8,539	$9,947	**$10,444**	$497	5.00%
13	61900	**Office Supplies** (Specialty paper for handouts/brochures is in Marketing & PR line) Includes $200 for AS display supplies and $200 for YS display supplies.	$2,532	$3,400	**$3,250**	($150)	-4.41%
14	62100	**Equipment maintenance** Includes photocopier maintenance contracts; annual maintenance and support for self check, security gates, and RFID readers.	$5,083	$5,250	**$5,510**	$260	4.95%
15	62150	**Building Systems maintenance** Fire & motion monitoring services; HVAC equip pm contract plus digital controls pm & support; quarterly and annual inspections of sprinkler system, fire alarm system. Add $7k for repairs to all these systems; repairs cause great variance in this line (see 2022, 2024).	$33,016	$17,969	**$18,500**	$531	2.96%

	A	B	D	G	H	I	J
1	**Account numbers**	**Accounts**	2024 Actual	2025 Budget	**2026 Budget**	$ change 2025-26	% change 2025-26
16	**80610**	**Equipment & furnishing replacement (computer replacement is 80600)** This line is for small-ticket items that break or wear out such as barcode scanners, fax machine, shredder, kitchen appliances; Capital Fund is for larger items.	$1,230	$1,734	**$2,100**	$366	21.11%
17	**62300**	**Maintenance & Repair of Materials** Includes replacing cases; lost ILL items; fees for material recovery.	$374	$360	**$375**	$15	4.17%
18	**62810**	**Mileage** Mileage to meetings, workshops, etc. Also includes mileage to purchase supplies. Travel to conferences (inc. mileage) in CE line.	$479	$660	**$690**	$30	4.55%
19	**62820**	**Continuing Education** Conferences (inc. travel, lodging, expenses), courses, workshops & classes. Director req. to average 20 CE credits per year for state certification. CE budgeting for all staff is a requirement for Waukesha County Standards Certification; Staff Dev. Days food and presenter costs. PLA Conference every other year; otherwise state association conferences.	$4,782	$4,680	**$5,400**	$720	15.38%
20	**62830**	**Memberships** Professional organizations: ALA, WLA, WILS. Membership fees are partially offset by the conference & processing supply discounts included.	$997	$1,280	**$1,280**	$0	0.00%
21	**62900**	**Marketing and PR** Professional printing of select promotional materials inc. welcome brochures, seasonal event guides, and banners; recognition for volunteers; outreach supplies; social media promotions; plotter costs for printing of large posters by Village; domain name. SEE ALSO Programs. SEE ALSO Equipment Maintenance for in-house color copying costs	$4,852	$6,050	**$5,897**	($153)	-2.52%
22	**63000**	**Legal fees** Funds in reserves to cover overages. Not always used, but when it is, goes very quickly. Funding for this also in reserves.	$1,671	$2,100	**$2,100**	$0	0.00%
23	**63100**	**Annual Audit** (per TW)	$5,181	$5,200	**$6,240**	$1,040	20.00%
24	**63200**	**Accounting** Civic Systems ERP software share = $3133. License for Caselle $720. ACA notices sent by accounting firm; direct deposit costs; bank service fees. **Village finance dept staff costs are included in Wages & Salaries.**	$3,706	$5,783	**$5,783**	$0	0.00%
25	**63300**	**Postage** (inc. to cover additional mailings for outreach and cost increases)	$375	$550	**$550**	$0	0.00%
26	**63400**	**Programs** for children, teens, and adults. **In 2024 the library provided 427 events/programs with 13,318 attendees. It also provided 136 self-led or drop-in activities with an additional 19,309 participants. This budget line covers both types of programs/activities.** Program costs are offset by Friends of the Library funding, grants, memorial brick donations, and supplemented by donations from business and individuals.	$11,493	$13,037	**$13,705**	$668	5.12%

	A	B	D	G	H	I	J
1	Account numbers	Accounts	2024 Actual	2025 Budget	**2026 Budget**	$ change 2025-26	% change 2025-26
27	63500	**Misc. furnishings, equip.** (new items; not replacements) In some years we opt to put projected surplus funds into this line and move up the purchase of needed equipment, so lots of variance in line.	$2,406	$2,677	**$2,588**	($89)	-3.32%
28	60210	**Cleaning and cleaning service**, six days/week year-round.	$23,258	$28,813	**$29,310**	$497	1.72%
29	OPERATIONS	*Subtotal for general operational expenses*	*$165,127*	*$176,231*	**$183,460**	$7,229	4.10%
30		*MATERIALS EXPENDITURES*					
31	MATERIALS	Books, magazines, newspapers, AV, replacement of damaged and lost materials. Digital content: ebooks, digital audio/video/music, digital magazines. Databases inc. Consumer Reports, Ancestry, more. Data plans for circulating wifi hotspots. Library of Things.	*$118,747*	*$142,800*	**$149,281**	$6,481	4.54%
32		*STAFFING EXPENDITURES*					
33	60100	**Wages & salaries** This number assumes a 3.5% increase in wages for staff. It also increases hours for some part-time positions. This line also includes maintenance & IT shared positions with Village as well as small portion of finance dept staff costs.	$832,043	$838,483	**$887,018**	$48,535	5.79%
34	60105	**Unemployment** (funds allocated to this in reserves; not used most years.)	$0	$0	**$0**	$0	
35	60500	**Pension** for eligible PHPL staff & Village employees (WRS rates inc. to	$47,639	$50,829	**$52,803**	$1,974	3.88%
36	~~60510~~	~~**Deferred compensation**~~ ~~VOS does not separate this out from 60100, recommend we do the same going forward.~~	see 60100	$1,739		($1,739)	-100.00%
37	60600	**Payroll tax**	$64,483	$64,144	**$67,857**	$3,713	5.79%
38	60700	**Health & Dental insurance -** prev. year actuals do not include opt out payments even though opt outs are budgeted in insurance line	$31,593	$119,300	**$117,030**	($2,270)	-1.90%
39	60900	**Life and AD&D insurance**	$949	$900	**$985**	$85	9.45%
40	61000	**Workers compensation** (per TW)	$2,525	$3,574	**$4,289**	$715	20.00%
41	PERSONNEL	*Subtotal of wages, salaries, & benefits*	*$979,232*	**$1,078,970**	**$1,129,982**	$51,012	4.73%

	A	B	D	G	H	I	J
1	Account numbers	Accounts	2024 Actual	2025 Budget	**2026 Budget**	$ change 2025-26	% change 2025-26
42		*TECHNOLOGY RELATED EXPENDITURES*					
43	80400	**IT support** (MSP contract with Ignatek. Line also includes software licenses for RFID equipment, backup server software, public computer time management system, website hosting, and social media archiving service.)	$26,593	$25,865	**$26,435**	$570	2.20%
44	80410	**Automation supplies** (receipt paper, library cards)	$741	$960	**$1,037**	$77	8.00%
45	80420	**Public computer supplies** (this line offset by R000-50750)	$182	$455	**$360**	($95)	-20.88%
46	80430	**Automation Maintenance** Café contract which includes: ILS licenses & hosting, OCLC access, Mobile app, Message Bee, admin costs, and more.	$30,220	$31,707	**$31,565**	($142)	-0.45%
47	80600	**Computer additions and replacements**	$15,947	$9,288	**$9,669**	$381	4.10%
48	*TECHNOLOGY*	*Subtotal of technology accts.*	*$73,683*	*$68,275*	**$69,066**	$791	1.16%
49		**Total operational expenditures**	$1,336,789	$1,466,276	**$1,531,788**	$65,512	4.47%

	A	B	D	G	H	I	J
1	Account numbers	Accounts	2024 Actual	2025 Budget	**2026 Budget**	$ change 2025-26	% change 2025-26
50		**REVENUE ACCOUNTS**					
51	R000-50100	**Revenue from Sussex**	$753,399	$764,978	**$770,460**	$5,482	0.72%
52	R000-50350	**Revenue from adjacent counties** 2026 payments by county: Washington - $26,303; Dodge - $261; Jefferson - $506; Prairie Lakes System - $48)	$26,940	$25,726	**$27,118**	$1,392	5.41%
53	R000-50400	**Late fees** 2025 essentially comparable to 2024, ytd	$13,901	$14,200	**$14,430**	$230	1.62%
54	R000-50500	**Copier sales** 2025 up from 2024; inc. slightly and rev. in Nov.	$735	$783	**$995**	$212	27.08%
55	R000-50700	**Grants** (Bridges grants stable; estimating small increase from Friends)	$14,729	$11,900	**$13,100**	$1,200	10.08%
56	R000-50750	**Office supplies sold / public printing**	$3,287	$3,500	**$3,740**	$240	6.86%
57	R000-50900	**Material replacement**	$2,234	$3,050	**$3,170**	$120	3.93%
58	R000-55000	**Interest earned**	$10,087	$9,400	**$8,490**	($910)	-9.68%
59	R000-57500	**Miscellaneous income** (2019=$4,945 2020=$11,313 2021=$8,018 2022=$5554 2023=$5803 2024=$4123)	$4,123	$4,468	**$4,600**	$132	2.95%
60	R000-59500	**Waukesha County library tax revenue**	$580,095	$628,271	**$685,686**	$57,415	9.14%
61	R000-59900	**Transfer from other funds:**	$0	$0	**$0**	$0	
62	R000-59990	**Transfer from designated reserves of Fund 000**	$0	$0	**$0**	$0	
63	R000-59999	**Use of fund balance**	$0	$0	**$0**	$0	
64		**Total revenue**	$1,409,528	$1,466,276	**$1,531,788**	$65,512	4.47%