



1893 - 2018

*Conomowoc*  
PUBLIC LIBRARY

Transforming our community for *125* years

2018

BUSINESS PLAN

# **OCONOMOWOC PUBLIC LIBRARY**

## **BUSINESS PLAN 2018**

### **Introduction**

On the following pages, you will find the Oconomowoc Public Library Business Plan for 2018 along with a statistical record of 2015 - 2017 services. The statistics serve as a reminder that the Oconomowoc Public Library continues to provide the same excellent services that it has for many years. We will work to blend new initiatives with current services to make the library an even more valuable asset to the people of Oconomowoc. The library director will review the plan monthly. A quarterly written report on the business plan will be presented to the library board in the director's report at regular board meetings.

The Oconomowoc Public Library Board and director welcome questions and suggestions regarding the services the Oconomowoc Public Library provides.

### **History**

#### **Facilities and Services**

The Oconomowoc Public Library is one of the oldest libraries in the state, progressing from a private association in 1870 to a public library in 1893. In 1918, the City of Oconomowoc took over operation of the library from the Oconomowoc Public Library Association.

From 1900 to 1987 the library was located at 212 N. Lake Road in a three-building complex that was constructed during the 1850s and '60s. In 1962, the Oconomowoc Public Library Board recognized the need for a new library building. In 1987, the library moved to its current location at 200 South Street. The library has grown from a modest collection of 200 books to over 120,000 pieces of material including books, audiobooks, magazines, DVDs, CDs, and e-books.

Over the years, updates to the library facility have helped the library remain as welcoming and vital as when it opened. In addition to the updates to the physical library, library programs continually evolve in order to meet community needs. These developments will help the Oconomowoc Public Library remain the vital place it is in the community. The Library Board and staff look forward to future developments in library service for the residents of Oconomowoc.

#### **Leadership**

In 1950 Oconomowoc High School graduate Josephine Machus was appointed library director. Among Ms. Machus' qualifications was the fact that she had earned a Master's Degree in Library Science from the University of Wisconsin – Madison in 1944. Under Ms. Machus' direction, the library started children's story hours and the material collection continued to expand. Ray McKenna, who earned his Masters in Library Science at Rosary College in River Forest Illinois, became library director in 1981. During his time as library director, Mr. McKenna successfully oversaw the building of a new library as well as many advances and updates to technology to keep up with the ever-changing demands for service. Ray McKenna retired in 2014 after 33 years of service at the Oconomowoc Public Library. Betsy Bleck was appointed library director in 2014. Ms. Bleck earned her Masters in Library and Information Studies from the University of Wisconsin – Madison. She joined the Oconomowoc Public Library as the children's librarian in February 2008.

## Background

The Oconomowoc Public Library is located in the City of Oconomowoc with a population of approximately 16,000 residents. Oconomowoc is situated in the northwest corner of Waukesha County. Patrons include residents from the surrounding rural areas of Ixonia, Summit, and Ashippun plus communities in Jefferson, Dodge, and Washington counties.

The Oconomowoc Public Library is part of the Bridges Library System. Bridges includes 24 public libraries in Waukesha and Jefferson Counties.

The Library receives direct funding from the City of Oconomowoc, Waukesha, Jefferson, Washington, and Dodge counties. For 2018, estimates show that funding will be as follows: City of Oconomowoc \$694,610 (60% of total funding), Waukesha County \$279,621 (24% of total funding), Jefferson County \$89,309 (8% of total funding), Dodge County \$36,603 (3% of total funding), and Washington County \$354 (<1% of total funding). An additional \$33,755 (3% of total funding) will come from public charges for services at the library. Donations provide approximately 1% of additional funding annually.

## **Mission Statement**

The Oconomowoc Public Library provides materials, services, facilities, technology and up-to-date resources and programs to meet the educational, informational, cultural, and recreational needs of the community. The library is a free and vital resource, providing the community with the opportunity to explore, discover, learn, grow, ultimately enriching individual lives and the community as a whole. The library actively promotes an interest in and appreciation for reading and encourages lifelong learning.

Adopted by the Oconomowoc Public Library Board of Trustees June 13, 2013

## **Key Library Roles**

### **Popular Materials Center**

The Oconomowoc Public Library features current, high-demand, high-interest materials in a variety of formats for persons of all ages.

### **Preschool Door to Learning**

The Oconomowoc Public Library encourages young children to develop an interest in reading and learning through services for children, and for parents and children together.

### **Reference and Information Center**

The Oconomowoc Public Library actively provides timely, accurate, and useful information for community residents.

### **Independent Learning Center**

The Oconomowoc Public Library supports individuals of all ages pursuing independent learning.

## **Philosophy of Service**

As library staff, we seek to provide courteous, responsive, quality service to our citizens by creating a respectful, positive, and enjoyable work environment.

In order to best achieve our commitment to provide a wide range of quality services, we support a philosophy of public service, which is embodied in the following statement:

We care about our patrons and believe in providing courteous and attentive service.

We seek innovative approaches to serve our citizens in the best way possible.

We believe in meeting our patrons' informational needs by providing accurate, complete, up-to-date information.

We believe that patrons are entitled to efficient service from staff that is knowledgeable and motivated to provide customer satisfaction.

We believe in listening to our patrons and responding to their ideas and concerns.

We value teamwork within and between departments and recognize that all staff members are important to quality service.

We strive to make decisions with input from those most likely to be affected.

We encourage creativity and differing points of view.

We believe that each staff member is special and that one person can make a difference.

Adopted by Oconomowoc Public Library Board of Trustees December 11, 2008

**Oconomowoc Public Library Board of Trustees  
January 2018**

Melissa Krahn, President  
Diane Knutson, Vice President  
Orlin Foat, Secretary

Matt Mulder  
Kristin Nelson

Sheila Homberg  
Hollie Schick

Matt Rosek  
Lisa Baudoin

**Committees:**

Art Committee, Facilities Committee, Finance Committee, Fundraising Committee,  
Nominating Committee, Operations Committee, Planning Committee

**Oconomowoc Public Library Full-Time Staff**

Elizabeth Bleck, Director  
Jennie Fidler, Special Services Coordinator  
Linda Karpinski, Library Assistant Support  
Hope Kramer; Reference, Adult Services, and Cataloging  
Marilyn Muehlenberg, Circulation Supervisor  
Lissa Radder, Administrative Coordinator  
Caitlin Schaffer, Youth Services

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**Hours:**

Monday – Thursday	9:00 am – 8:00 pm
Friday	9:00 am – 5:00 pm
Saturday	
School Year	9:00 am – 5:00 pm
Summer	9:00 am – 1:00 pm
Sunday	
October – April	1:00 pm – 4:00 pm
May - September	CLOSED

**Three-Year Comparison of Selected Statistics from the Wisconsin Department of Public Instruction  
Public Library Annual Report**

STATISTIC	2015	2016	2017
<b>COLLECTION</b>			
BOOKS IN PRINT	109,718	96,236	91,456
ADULT BOOKS	72,251	62,093	55,788
JUVENILE BOOKS	37,468	33,893	35,668
BOOKS IN PRINT ADDED	7,717	7,397	7,055
ELECTRONIC BOOKS (E-BOOKS)	138,317	150,022	194,473
AUDIO MATERIALS	4,516	4,602	4,266
ADULT CD BOOKS	1,607	1,724	1,476
ADULT MUSIC CDS	2,060	2,005	1,490
JUVENILE CD BOOKS	560	578	942
JUVENILE MUSIC CDS	269	285	299
AUDIO ADDED	304	294	335
E-AUDIO MATERIALS (DOWNLOADABLE)	35,284	38,559	54,874
VIDEO MATERIALS	3,949	4,580	5,315
ADULT DVDS	2,251	2,791	2,955
JUVENILE DVDS	1,698	1,757	2,271
VIDEOS ADDED	707	1,041	1,224
E-VIDEO MATERIALS (DOWNLOADABLE)	1,059	944	1,077
OTHER MATERIALS	277	237	238
SUBSCRIPTIONS (PERIODICALS & NEWSPAPERS)	198	205	200
<b>CIRCULATION - TOTAL</b>			
TOTAL CIRCULATION	264,716	273,919	280,030
<b>CIRCULATION BY PATRON TYPE</b>			
ADULT CIRCULATION	130,718	134,406	140,491
OUTREACH	3,432	0*	881
JUVENILE CIRCULATION	133,998	139,513	139,539
*Outreach services were on hiatus for redesign in 2016			
<b>CIRCULATION BY MUNICIPALITY</b>			
CITY OF OCONOMOWOC	132,989	138,150	147,109
WAUKESHA COUNTY	88,427	86,212	83,349
DODGE COUNTY	10,584	13,390	12,919
JEFFERSON COUNTY	31,832	34,694	34,479
OTHER CIRCULATION	180	67	50
OTHER COUNTIES	747	1,406	2,124
<b>ITEMS LOANED WITHIN BRIDGES SYSTEM</b>			
FILLED BY OCONOMOWOC PUBLIC LIBRARY	34,430	35,630	37,145
LOANED TO OCONOMOWOC PUBLIC LIBRARY	17,402	20,956	22,486
<b>INTERLIBRARY LOANS - OUT OF COUNTY</b>			
FILLED BY OCONOMOWOC PUBLIC LIBRARY	1,316	1,339	1,367
REQUESTS BY OCONOMOWOC PUBLIC LIBRARY	798	914	1,357
LOANED TO OCONOMOWOC PUBLIC LIBRARY	531	544	1,261
<b>CIRCULATION - OTHER</b>			
HOLDS FILLED WITH OCONOMOWOC ITEMS	16,501	19,849	22,006
RENEWALS	66,597	78,703	79,031

**Three-Year Comparison of Selected Statistics from the Wisconsin Department of Public Instruction  
Public Library Annual Report Continued**

<b>STATISTIC</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>CIRCULATION – ELECTRONIC RESOURCES</b>			
OVERDRIVE - TOTAL ELECTRONIC USES	22,005	25,200	28,776
E-BOOKS	15,640	17,221	18,252
E-AUDIO	6,314	7,979	10,524
CHILDREN’S E-MATERIALS	1,216	1,923	3,563
<b>REGISTRATION – NEW PATRONS</b>			
NEW ADULT REGISTRATION	827	826	964
NEW JUVENILE REGISTRATION	315	275	287
NEW RESIDENT PATRONS	571	664	682
<b>PATRONS</b>			
TOTAL PATRONS	22,513	17,138*	16,484
ADULT PATRONS	18,761	13,947	13,347
JUVENILE PATRONS	3,752	3,191	3,137
RESIDENT PATRONS	10,795	8,495	8,449
NONRESIDENT PATRONS	11,769	8,714	8,035
*In 2016, the patron database was purged of records that were inactive 3 years or more, per DPI recommended practice.			
<b>PROGRAMS</b>			
TOTAL PROGRAMS	376	415	442
JUVENILE PROGRAMS	255	271	293
TEEN PROGRAMS	66	68	81
ADULT PROGRAMS	55	76	68
TOTAL ATTENDANCE	17,374	16,433	18,258
JUVENILE ATTENDANCE	13,792	12,650	15,487
TEEN ATTENDANCE	2,712	2,964	2,213
ADULT ATTENDANCE	870	819	558
OUTREACH EVENTS			16
OUTREACH ATTENDANCE			1,815
<b>SUMMER LITERACY</b>			
CHILDREN’S (0-11) SUMMER READING	1,589	1,670	1,587
YOUNG ADULT (12-18) SUMMER READING	177	181	235
ADULT SUMMER READING	88	110	100
<b>SERVICES</b>			
DAYS OPEN	329	332	329
LIBRARY VISITS	141,503	137,499	142,260
REFERENCE QUESTIONS	10,856	13,925	13,265
ROOM RESERVATIONS	255	225	189
INTERNET USES	11,986	10,446	12,356
WIFI LOGINS	5,002	9,560	7,946
PUBLIC COMPUTERS	16	28	28
PUBLIC COMPUTERS WITH INTERNET ACCESS	5	19	19
EXAMS	58	28	31
<b>ONLINE MARKETING</b>			
WEBSITE VISITS	130,736	135,542	132,398
WEBSITE NEWSLETTER SUBSCRIBERS TOTAL	1,042	1,363	1,879
WEBSITE POST OPEN RATE	20%	23%	22%
FACEBOOK TOTAL LIKES	672	963	1,230
FACEBOOK POST REACH	53,718	147,980	202,254
FACEBOOK ENGAGEMENT	3,926	6,767	10,258

# 2018 Goals



**ADMINISTRATION**

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
<p>1. Ensure key stakeholders have a full understanding of library funding and the critical role of libraries today</p>	<p>1A. Present to Common Council when the opportunity arises</p> <p>1B. Continue to provide Common Council and Library Board updated information on library usage and trends</p>	<p>1A. Given the opportunity, library director gives at least one presentation to Common Council</p> <p>1B. At least once per quarter, library director provides Council an 'extra' piece of information or promotion from library, in addition to monthly newsletter</p>	<p>1A. By end of fourth quarter</p> <p>1B. Once per quarter</p>	<p>Stakeholders are better able to advocate for, fund, and support library</p>
<p>2. Improve system of booking meeting rooms for both community groups and library events</p>	<p>2. Explore options for online event manager/calendaring program</p>	<p>2. Library compares costs and capabilities of alternative programs, choosing one that meets library needs for the best price</p>	<p>2. By end of first quarter</p>	<p>2. Community groups' user experience improves, Administrative Coordinator's workflows are made more efficient</p>
<p>3. Ensure safety of staff and patrons in emergency situations</p>	<p>3A. Work with library's safety liaison and city's safety coordinator to hold staff trainings for emergency situations (especially fire and active shooter procedures), and to look for opportunities to improve emergency preparedness</p> <p>3B. Continue to develop easy-to-use grab-and-go guides for staff, outlining</p>	<p>3A. Trainings are held regularly</p> <p>3B. Guides are easily accessible to all staff, and staff are</p>	<p>3A. Annually, with fire extinguisher training by end of second quarter</p> <p>3B. Progress on 'fire' grab-and-go guide by end of third quarter</p>	<p>3. Staff know what to do in case of emergency, and feel empowered to act in emergency situations</p>

	what to do in various kinds of emergencies	aware of where the guides are located		
4. Advocate for better funding from Waukesha County by working with the Bridges Director and APL	4. Director will advocate	4. Funding stays steady or increases	4. Ongoing	4. Funding stays steady or increases
5. Review staffing needs, responsibilities, and productivity	5. Director evaluation of staff	5. Annual evaluations	5. Ongoing based on anniversary dates of staff	5. Library staff receive regular feedback on performance, resulting in best service possible to community, and most efficient operations possible in the library.
6. Continue to develop procedures manual	6. Library Director works with staff to create and/or update documentation of procedures	6. Procedures manual is updated	6. Ongoing with progress shown by end of first quarter	6. Procedures are documented for future staff, and current staff have documentation to which they can refer when needed

**BOARD**

<b>OBJECTIVE</b>	<b>ACTION</b>	<b>MEASUREMENT</b>	<b>TIMETABLE</b>	<b>OUTCOMES</b>
1. Library board makes data-driven planning and budgeting decisions	1. Use data gathered in Community Needs Assessment to plan and budget	1. 2019 Business Plan, library annual budget, and capital requests reflect information gathered in Community Needs Assessment process	1. Throughout 2018	1. The library is better able to understand and meet the needs of community members.
2. Library board supports library staff's efforts at community engagement by participating in community events on behalf of/in cooperation with the library	2. Ongoing communication between the director and the board regarding participation in upcoming events	2. Board members continue to participate in at least three library events annually	2. By end of fourth quarter	2. Library board and staff get to know each other better by working together, and library board has opportunity to connect with library patrons
3. Continue walk-through with new board member orientation	3. Director will schedule	3. All interested board members receive tour	3. As needed/ongoing	3. Increase board member familiarity with how the library functions and with names/faces of library staff

<p>4. Board involvement in director's annual review</p>	<p>4. City Administrator will provide draft of director's evaluation to the board president for feedback from board members</p>	<p>4. Board President will report to City Administrator with any suggestions based on feedback from board members</p>	<p>4. Annually in May</p>	<p>4. Evaluation is completed</p>
<p>5. Committees become or continue to be active and vital</p>	<p>5. Committee meetings will be scheduled</p>	<p>5A. Schedule regular committee meetings</p> <p>5B. Board members are encouraged to serve on at least two committees</p>	<p>5. Ongoing</p>	<p>5. Board stays involved outside monthly board meetings</p>

**BUILDING**

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Ensure the library understands and meets the needs of people with special needs.	1A. Continue to seek ways to improve accessibility for people with unseen disabilities  1B. Pursue an accessibility scan funded by Bridges Library System	1A. Staff researches needs of patrons with unseen disabilities, and makes adjustments/improvements whenever feasible  1B. Library staff pursues accessibility scan if scans are offered by Bridges	1A. Update Facilities Committee at both of that committee's meetings in 2018  1B. End of 2018	1. The library is able to offer equal access to library services and materials
2. Work with city, maintenance staff, and library staff to complete projects planned for in capital plan or annual budget	2A. Research options for re-carpeting Lyke Room, retaining edge pieces of current carpet for spares  2B. Install pneumatic controls and variable frequency drive, per capital plan  2C. Install ventilation to cool the library's two IT rooms	2A. Project complete if funds available  2B. Project complete  2C. Project complete	2A. End of fourth quarter  2B. End of fourth quarter  2C. End of fourth quarter	2A. Lyke Room is more attractive for renters, spare carpet squares become available to maintain carpet's appearance in rest of library  2B. HVAC efficiency improves, saving money over time  2C. IT equipment lasts as long as possible

<p>3. Budget for library projects by working with library staff, facilities committee, and city maintenance staff to update necessary areas of the library</p>	<p>3A. Director, library staff, Facilities Committee, and other city staff will communicate and plan for present and future needs of the library facility</p> <p>3B. Explore ways to analyze library space for optimal use</p> <p>3C. Continue to seek opportunities for flexible use of space</p>	<p>3A. Library facility needs are met</p> <p>3B. Library staff researches options and costs for space needs analysis</p> <p>3C. Library staff continue to learn from others in field about creative uses of space. Any furniture/fixture choices reflect a commitment to flexible use of space.</p>	<p>3A. Ongoing, with facilities committee meeting twice annually</p> <p>3B. End of second quarter</p> <p>3C. Ongoing</p>	<p>3. Aesthetics of the library improve and the facility better suits community needs, improving user experience and increasing circulation</p> <p>3B. Functionality and appearance of the library building and grounds support the mission and day-to-day operations of the library</p>
<p>4. Continue to work with Facilities Committee to evaluate and improve library facility</p>	<p>4. Committee comprised of library board members, director, and staff</p>	<p>4. Meet at least twice a year</p>	<p>4. Committee meets and develops plan for near future and longer term improvement of facilities</p>	<p>4. Aesthetics of the library improve and the facility better suits community needs</p>

<b>COLLECTION MANAGEMENT</b>				
<b>OBJECTIVE</b>	<b>ACTION</b>	<b>MEASUREMENT</b>	<b>TIMETABLE</b>	<b>OUTCOMES</b>
1. Plan for growth of some audiovisual sections, possibly budgeting for audiovisual shelving in 2019	1. Forecast growth of audiovisual collections, and use that information to plan for future AV shelving	1. Forecasting and planning complete, 2019 funding requested if appropriate	1. End of second quarter	1. Popular section of library collection has room to grow, making section easier for patrons to use
2. Digitize local history materials if grant funds become available	2. Explore feasibility of a grant from Bridges Library System to digitize local history materials	2. Staff applies for grant if possible	2. End of 2018	2. Local history materials become more accessible and usable to more people on more platforms
3. Improve process/procedures for book donations and post-book sale unsold materials	3A. Identify potential partners who deal in library discards, explore costs and benefits of partnering	3A. Amount of material left after book sales is substantially decreased or is cleaned out more quickly than in past years.	3A. By fall book sale, 2018	3A. The library's storage areas are neater and the library's meeting room looks more appealing after book sales
	3B. Identify better storage procedures	3B. Storage issues for book sale are solved or improved	3B. By fall book sale, 2018	3B. Material for sale at book sales is more appealing to shoppers
4. Continue to work with the Bridges Library System on e-media content provision	4. Director gives input at APL meetings and in other communications with Bridges	4. Funding for e-media stays the same or increases	4. Ongoing	4. E-media collection grows and meets the needs of the community

<p>5. Librarians continue to develop and maintain the library's collection</p>	<p>5A. Ensure materials reflect the diversity, interests, and needs of the community</p> <p>5B. Work with Bridges and library staff to make wi-fi hotspots available for patrons to check out.</p> <p>5C. Re-organize beginning reader section</p>	<p>5A. Feedback from reference and youth services staff</p> <p>5B. Make hotspots available for checkout, budget for hotspot Wi-Fi in 2019</p> <p>5C. Beginning reader section is organized by reading level</p>	<p>5A. Ongoing</p> <p>5B. End of second quarter</p> <p>5C. End of third quarter</p>	<p>5. Collection serves the needs and desires of the community</p>
<p>6. Continue art inventory</p>	<p>6. Administrative Coordinator will update art collection inventory</p>	<p>6. Provide board and library patrons an informative and attractive brochure about library's art collection</p>	<p>6. End of first quarter</p>	<p>6. Ongoing management and promotion of library's art collection</p>
<p>7. Make collections easy to find</p>	<p>7. Add to accessibility floorplan color-coded information to help patrons find materials by call number.</p>	<p>7. Map complete and available to patrons in person and online</p>	<p>7. End of second quarter</p>	<p>7. Patrons are able to find what they need more easily</p>



**OUTREACH, SCHOOL, AND COMMUNITY RELATIONS**

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Serve Oconomowoc residents who are unable to visit the library in person	1. Explore implementing homebound delivery program	1. Staff research and consider feasibility of offering this service	1. End of fourth quarter	1. The library serves a potentially underserved population, and outreach circulation improves
2. Offer the best user experience possible to all who use the library in person, virtually, or over the phone.	<p>2A. Examine user experience for ways to improve and enhance services</p> <p>2B. Continue “Service at the Level of ‘Wow!’”</p> <p>2C. Library will pursue receiving “user experience survey equipment” from Bridges Library System</p>	<p>2A./ Number of library visits increases year to year, circulation increases, and positive word-of-mouth is heard/seen around town and online</p> <p>2C. OPL will participate in determining what equipment would be best for library and how to implement its use</p>	<p>2A. Ongoing</p> <p>2B. Throughout 2017 and into the future</p> <p>2C. End of 2018</p>	2. All who use library services are fulfilled, impressed, likely to return to the library, and spread positive word-of-mouth to others
3. Continue relationships between the library, schools, senior living facilities, home school groups, and a diverse array of community groups in the area	<p>3A. Regular interaction between library staff and senior living facilities, school representatives, and community groups</p> <p>3B. Continue school visits</p>	<p>3A. Annual state report statistics</p> <p>3B. Youth librarians visit schools to promote the summer reading program, and at other times as requested by school staff</p>	<p>3A. Ongoing</p> <p>3B. May, and ongoing</p>	3. Continued community/school/library collaboration results in better service to patrons and community

4. Reinforce the fact that the library is a vital part of the community by participating in community events such as parades, fairs, etc.	4. Ongoing communication between the library and community groups to determine how library can participate	4. Library participates in at least three types of local community events	4. End of 2018	4. Increased library presence in the community
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**PROGRAMS**

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
<p>1. Continue to explore opportunities to increase and diversify adult program offerings</p>	<p>1A. Join Lake Country Libraries Memory Project</p> <p>1B. Use data gathered in Community Needs Assessment to understand needs and desires of community members, and to plan adult events and programs</p> <p>1C. Develop metrics for measuring effectiveness of programs</p>	<p>1A. Library holds two Memory Cafes in 2018</p> <p>1B. Adult program attendance increases 5% by end of 2018</p> <p>1C. Collect data to develop a baseline measurement</p>	<p>1A. End of 2018</p> <p>1B. Throughout 2018</p> <p>1C. End of 2018</p>	<p>1. Library offers programs and events that appeal to adults age 18 and up.</p>
<p>2. Support and ensure the success of “1,000 Books Before Kindergarten” program</p>	<p>2A. Monitor registration numbers, patron satisfaction, and program reach</p> <p>2B. Continue actively marketing the program</p>	<p>2A. Youth services staff collect anecdotal feedback from participants</p> <p>2B. Youth services staff use survey data from families who finish program to improve program as appropriate</p>	<p>2A. Ongoing</p> <p>2B. Ongoing</p>	<p>2. As many people as possible receive important support for early literacy activities in the home. Library offers the highest-quality early literacy program possible.</p>

**VISIBILITY**

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Use the occasion of the library's 125th anniversary to attract new users to the library, educate about the library, and celebrate our community	1. Library has special events and displays throughout the year, with collaboration from Friends and Board members.	1. New cardholders and circulation increase 5% over 2017	1. End of 2018	1. Increased library use, increased awareness of library services and materials, and community togetherness
2. Work with businesses and organizations and other city departments on marketing efforts	<p>2A. Library continues to distribute event posters to local businesses</p> <p>2B. Library continues to be in regular contact with local businesses and organizations, either via meetings, gatherings, or one-to-one communication.</p> <p>2C. Library staff stays aware of new businesses in the community, and reaches out as appropriate to welcome and encourage collaboration</p> <p>2D. Participate in Bridges Library System's "Libraries Transform" campaign</p>	<p>2A. Library regularly distributes event posters, with assistance of Friends Publicity Committee and Teen Advisory Board as needed</p> <p>2B. Library Director attends at least three Chamber of Commerce events. Library coordinates at least one program that encourages collaboration with businesses (such as Library Card Sign-Up Month program)</p> <p>2C. Library staff visit at least five new businesses in 2018, introduce selves to management and encourage collaboration.</p> <p>2D. Library holds special event in February, participates in marketing "Libraries</p>	<p>2A. Ongoing</p> <p>2B. By end of 2018</p> <p>2C. By end of second quarter</p> <p>2D. February 2018</p>	2. Library builds relationships with businesses and organizations in community. Visibility of library services and materials improves.

		Transform" activities around library system		
3. Increase awareness of and participation in library services in OPL's service area	<p>3A. Work closely with schools to let families know that library cards are an important school supply</p> <p>3B. Continue outreach activities and creative marketing</p> <p>3C. Promote library to residents in new housing developments in our service area</p>	<p>3A. Library works with school district to find best way for library to sign up families for library cards, perhaps at a school event</p> <p>3B. Circulation to city and non-city residents in library's service area increases 5%</p> <p>3C. Library staff or Friends visit at least three new housing developments to promote library services</p>	<p>3A. Ongoing, with progress by end of third quarter</p> <p>3B. By end of 2018</p> <p>3C. By end of third quarter</p>	3. More people in library's service area take advantage of library services and materials