



2019

BUSINESS PLAN

OCONOMOWOC PUBLIC LIBRARY

BUSINESS PLAN 2019

Introduction

On the following pages, you will find the Oconomowoc Public Library Business Plan for 2019 along with a statistical record of 2016 - 2018 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 and other 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 2019, estimates show that funding will be as follows: City of Oconomowoc \$697,483 (60% of total funding), Waukesha County \$280,966 (24% of total funding), Jefferson County \$89,364 (8% of total funding), Dodge County \$36,936 (3% of total funding), and Washington County \$612 (<1% of total funding). An additional \$35,300 (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 2019

Matt Mulder, President
Orlin Foat, Vice President
Lisa Baudoin, Secretary

Melissa Krahn
Kristin Nelson

Sheila Homberg
Hollie Schick

Matt Rosek
Diane Knutson

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 Support Assistant
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 am-8 pm
Friday	9 am- 5 pm
Saturday	
Labor Day – Memorial Day	9 am-5 pm
Memorial Day – Labor Day	9 am-1 pm
Sunday	
Labor Day – Memorial Day	1 pm-4 pm
Memorial Day – Labor Day	CLOSED

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

STATISTIC	2016	2017	2018
COLLECTION			
BOOKS IN PRINT	96,236	91,456	87,473
ADULT BOOKS	62,093	55,788	53,605
CHILDREN'S BOOKS	33,893	35,668	33,868
BOOKS IN PRINT ADDED	7,397	7,055	7,430
ELECTRONIC BOOKS (E-BOOKS)	150,022	194,473	154,104
AUDIO MATERIALS	4,602	4,266	4,488
ADULT CD BOOKS	1,724	1,476	1,582
ADULT MUSIC CDS	2,005	1,490	1,592
CHILDREN'S CD BOOKS	578	942	999
CHILDREN'S MUSIC CDS	285	299	315
AUDIO ADDED	294	335	350
E-AUDIO MATERIALS (DOWNLOADABLE)	38,559	54,874	51,936
VIDEO MATERIALS	4,580	5,315	5,661
ADULT DVDS	2,791	2,955	3,182
CHILDREN'S DVDS	1,757	2,271	2,479
VIDEOS ADDED	1,041	1,224	714
E-VIDEO MATERIALS (DOWNLOADABLE)	944	1,077	1,406
OTHER MATERIALS	237	238	248
SUBSCRIPTIONS (PERIODICALS & NEWSPAPERS)	205	200	205
CIRCULATION - TOTAL			
TOTAL CIRCULATION	273,919	280,030	295,526
ADULT CARDHOLDER CIRCULATION	252,923	262,385	278,817
OUTREACH	0	811	1,440
CHILDREN'S CARDHOLDER CIRCULATION	21,210	19,236	18,992
		*Outreach services were on hiatus for redesign in 2016	
CIRCULATION BY MATERIAL TYPE			
ADULT MATERIALS CIRCULATED	134,406	140,491	151,207
CHILDREN'S MATERIALS CIRCULATED	139,513	139,539	144,319
CIRCULATION BY MUNICIPALITY			
CITY OF OCONOMOWOC	138,150	147,109	151,603
WAUKESHA COUNTY	86,212	83,349	88,024
DODGE COUNTY	13,390	12,919	14,682
JEFFERSON COUNTY	34,694	34,479	39,170
WASHINGTON COUNTY	67	50	240
OTHER COUNTIES	1,406	2,124	1,807
ITEMS LOANED WITHIN BRIDGES SYSTEM			
FILLED BY OCONOMOWOC PUBLIC LIBRARY	35,630	37,145	39,939
LOANED TO OCONOMOWOC PUBLIC LIBRARY	20,956	22,486	23,421

STATISTIC	2016	2017	2018
INTERLIBRARY LOANS - OUT OF COUNTY			
FILLED BY OCONOMOWOC PUBLIC LIBRARY	1,339	1,367	1,446
REQUESTS BY OCONOMOWOC PUBLIC LIBRARY	914	1,357	1,304
LOANED TO OCONOMOWOC PUBLIC LIBRARY	544	1,261	961
CIRCULATION - OTHER			
RENEWALS	78,703	79,031	85,883
HOLDS FILLED WITH OCONOMOWOC ITEMS	19,849	22,006	23,409
CIRCULATION – ELECTRONIC RESOURCES			
OVERDRIVE - TOTAL ELECTRONIC USES	25,200	28,776	35,771
E-BOOKS	17,221	18,252	21,657
E-AUDIO	7,979	10,524	14,055
CHILDREN’S E-MATERIALS	1,923	3,563	2,748
REGISTRATION – NEW PATRONS			
NEW ADULT REGISTRATION	826	964	977
NEW CHILDREN’S REGISTRATION	275	287	354
NEW RESIDENT PATRONS	664	682	672
PATRONS			
TOTAL PATRONS	17,117*	16,484	17,033
ADULT PATRONS	13,947	13,730	14,187
CHILDREN’S PATRONS	3,191	3,829	2,846
RESIDENT PATRONS	8,495	8,449	8,234
NONRESIDENT PATRONS	8,622	8,035	8,799
*In 2016, the patron database was purged of records that were inactive 3 years or more, per DPI recommended practice.			
PROGRAMS			
TOTAL PROGRAMS	415	442	475
ADULT PROGRAMS	76	68	86
CHILDREN’S PROGRAMS	271	293	299
TEEN PROGRAMS	68	81	88
MULTI-GENERATIONAL PROGRAMS	-	-	2
TOTAL ATTENDANCE	16,433	18,258	18,293
ADULT ATTENDANCE	819	558	700
CHILDREN’S ATTENDANCE	12,650	15,487	15,518
TEEN ATTENDANCE	2,964	2,213	1,980
MULTI-GENERATIONAL PROGRAMS	-	-	625
OUTREACH EVENTS	-	14	18
OUTREACH ATTENDANCE	-	907	1,274
SUMMER LITERACY			
TOTAL SUMMER READING SIGN-UPS	1,961	1,615	2,125
ADULT SUMMER READING	110	100	108
CHILDREN’S (0-11) SUMMER READING	1,670	1,313	1,765
YOUNG ADULT (12-18) SUMMER READING	181	202	252

STATISTIC	2016	2017	2018
SERVICES			
LIBRARY VISITS	137,499	142,260	148,706
REFERENCE QUESTIONS	13,925	13,265	14,495
ROOM RESERVATIONS	225	189	250
INTERNET USES	10,446	12,356	12,967
WIFI LOGINS	9,560	7,946	8,382
PUBLIC COMPUTERS	28	28	28
PUBLIC COMPUTERS WITH INTERNET ACCESS	19	19	19
ONLINE MARKETING			
WEBSITE VISITS	135,542	132,398	127,540
WEBSITE NEWSLETTER SUBSCRIBERS TOTAL	1,363	1,879	2,266
WEBSITE POST OPEN RATE	23%	22%	23%
FACEBOOK TOTAL LIKES	963	1,230	1,514
FACEBOOK POST REACH	147,980	202,254	161,241
FACEBOOK ENGAGEMENT	6,767	10,258	10,733

2019 Goals

ADMINISTRATION				
OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Maximize use of soon-to-be updated philosophies of service	1. Integrate mission and vision statement and philosophy of service into staff training, meetings, regular operations of the library, marketing, and budgeting	1. Staff determine ways to integrate statements of philosophy	1. Ongoing, with progress by Q2	1. Staff and board have united vision, are able to serve library's mission the best way possible
2. Abide by current records retention guidelines	2. Examine/update records retention practices according to the state's record retention guidelines	2. Practices updated, unnecessary files destroyed	2. Q4	2. Library retains necessary information but does not waste space on unnecessary documents
3. Expand summer staffing in Youth Services department	3. Create position for part-time seasonal position of Summer Library Program assistant, fill position	3. Position created, person hired	3. Q2	3. Youth Services staff are able to focus on professional tasks
4. Seek ways to improve intra-staff communication and calendaring	4. Research offline and online options for improved in-house staff communications	4. Research complete, solution implemented	4. Q3	4. Efficiency of sharing information improves, staff are able to stay informed more easily
5. Update technology and cybersecurity practices	5A. Examine library's cybersecurity practices and seek ways to improve 5B. Develop Information Security Policy 5C. Train staff on what to do in the case of a data breach or other cybersecurity emergency	5. Policies and practices researched and implemented	5A. Q1 5B. Q1 5C. Q4	5. Library is better prepared for cybersecurity threats and emergencies, technology practices meet current needs

ADMINISTRATION

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
	<p>5D. Create back-up plan for when the library's information technology consultant is not available</p> <p>5E. Consider how to integrate expertise of new Bridges Library System information technology consultant</p> <p>5F. Organize shared drive and other computer drives, purge unnecessary files</p> <p>5G. Train all patron-facing staff on basic troubleshooting of audiovisual & printing equipment</p>		<p>5D. Q3</p> <p>5E. Q3</p> <p>5F. Q4</p> <p>5G. Q1</p>	
<p>6. Use data analytics tool to identify and target needed services</p>	<p>6. Participate in Bridges Library System's planned project to pursue data analytics tools for member libraries</p>	<p>6. Participate in product selection and implementation as appropriate</p>	<p>6. Q4</p>	<p>6. Library has better understanding of community needs</p>
<p>7. Maximize value of Crisis Prevention Institute's "Prepare Training Program" training, received by Betsy Bleck in 2018</p>	<p>7. Library Director shares training with at least three groups</p>	<p>7. Trainings offered and implemented</p>	<p>7. Q4</p>	<p>7. As many people as possible benefit from learning how to diffuse hostile and potentially violent situations</p>

ADMINISTRATION				
OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
8. Ensure safety of staff and patrons in emergency situations	8. Work with library's safety liaison and city's safety coordinator to hold staff trainings for emergency situations, and to look for opportunities to improve emergency preparedness	8. Trainings are held regularly	8. Annually	8. Staff know what to do in case of emergency, and feel empowered to act in emergency situations
9. Ensure key stakeholders have a full understanding of library funding and the critical role of libraries today	9A. Present to Common Council when the opportunity arises	9A. Given the opportunity, library director gives at least one presentation to Common Council	9A. Q4	9. Stakeholders are better able to advocate for, fund, and support library
	9B. Continue to provide Common Council and Library Board updated information on library usage and trends	9B. At least once per quarter, library director provides Council an 'extra' piece of information or promotion from library, in addition to monthly newsletter	9B. Once per quarter	
10. Advocate for better funding	10A. Director will advocate at all levels of government	10. Funding stays steady or increases	10. Ongoing	10. Funding stays steady or increases
	10B. Director will work with City to better understand Impact Fees and the feasibility/applicability of library participation			

BOARD				
OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Consider updating library's hours of operation	1. Examine costs and benefits of updating hours	1. Board reaches decision regarding updating library hours	1. Q1	1. Hours support optimal service to patrons
2. Benefit fully from Bridges Library System funding one annual membership for one trustee in the Wisconsin Library Association (WLA).	2A. Board will decide which trustee will use the membership, chosen trustee joins WLA	2A. Board selects trustee, trustee joins WLA	2A. As early as possible in 2019	2. Library board learns from and connects with others at WLA, ultimately benefitting fellow trustees and the library
	2B. Board member will participate in WLA activities whenever possible (conferences, continuing education opportunities, online activities)	2B. Trustee will report to board quarterly on his or her involvement in WLA	2B. Quarterly	
3. Update library's statements of philosophy and plan	3A. Update library's existing Mission Statement, "Key Library Roles" and "Philosophy of Service"	3A, 3B, 3C. Up-to-date mission statement, key library roles, philosophy of service, slogan, and vision statement.	3A, 3B, 3C. Q1	3A Library's philosophy matches library's current role in community and current scope of service 3B 3C
	3B. Develop a Vision Statement			
	3C. Update library's slogan			
	3D. Staff incorporate the applicable statements into regular library activities, such as staff trainings, evaluations, marketing, and meeting agendas.	3D. All staff and trustees can share what the library's slogan and vision statements are, and can summarize the mission statement. All staff can also specify how their work contributes to the library's mission.	3D. Q4 and ongoing	3 D. All staff and trustees have the same understanding of the library's purpose. Mission and vision more explicitly inform library activities and operations.

BOARD

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
	3E. Work with staff to create mini-strategic plan	3E. Plan created and published	3E. Q4	3E. Trustees and staff have opportunity for longer view to supplement one-year business plan goals
4. Library board supports library staff's efforts at community engagement by participating in community events on behalf of/in cooperation with the library	4. Ongoing communication between the director and the board regarding participation in upcoming events	4. Board members continue to participate in at least three library events annually	4. Q4	4. Library board and staff get to know each other better by working together, and library board has opportunity to connect with library patrons
5. Continue walk-through with new board member orientation	5. Director will schedule	5. All interested board members receive tour	5. As needed/ongoing	5. Increase board member familiarity with how the library functions and with names/faces of library staff
6. Board involvement in director's annual review	6. City Administrator will provide draft of director's evaluation to the board president for feedback from board members	6. Board President will report to City Administrator with any suggestions based on feedback from board members	6. Annually in May	6. Evaluation is completed
7. Committees become or continue to be active and vital	7. Committees meet as appropriate and necessary	7A. Schedule regular committee meetings 7B. Board members are encouraged to serve on at least two committees	7. Ongoing	7. Board stays involved outside monthly board meetings

BUILDING				
OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Improve library service for all by seeking ways to integrate findings from the 2018 Accessibility Scan	1A. Determine cost, advisability, and cost/benefit of integrating findings 1B. Using information gathered in 1A, develop a plan to address highest priority accessibility concerns, budgeting if necessary for 2020.	1A. Staff and Facilities Committee discuss, report to board at or before budget time 1B.	1. Q2	1. The library building supports use by people of all abilities.
2. Optimize use of space and research other ways of improving efficiency	2A. Determine feasibility of removing or reconfiguring wall between children's section and Debbink Room, allowing for more programming space. If funding not possible in 2019, consider requesting funding in future year(s) 2B. Seek ways to improve efficiency in use of space in back room	2A. Facilities committee discusses feasibility, includes in library budget request if applicable 2B. Staff discusses, rearranges space where possible and beneficial.	2A. First facilities committee meeting of 2019 2B. Q1	2. Maximize efficient use of existing library building
3. Consider adding signage to library grounds to advertise special promotions or programs	3. Work with Parks department and library maintenance staff to determine cost and feasibility of installing sign posts to hold interchangeable banners	3. Signage installed or it is determined not to be feasible or advisable	3. Q2	3. Increased visibility of special library promotions and programs
4. Work with city, maintenance staff, and library staff to complete projects planned for in capital plan and annual budget	4. Purchase new furnishings for the adult area of the library	4. Library seeks input from appropriate parties, furnishings chosen and installed	4. End of fourth quarter	4. Library capital needs continue to be met

BUILDING				
OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
5. Budget for library projects by working with library staff, facilities committee, and city maintenance staff to update necessary areas of the library	5A. Director, library staff, Facilities Committee, and other city staff will communicate and plan for present and future needs of the library facility	5A. Library facility needs are met	5A. Ongoing, with facilities committee meeting twice annually	5 Aesthetics of the library improve and the facility better suits community needs, improving user experience and increasing circulation. Functionality and appearance of the library building and grounds support the mission and day-to-day operations of the library.
	5B. Explore ways to analyze library space for optimal use	5B. Library staff researches options and costs for space needs analysis	5B. End of second quarter	
	5C. Continue to seek opportunities for flexible use of space	5C. Library staff continue to learn from others in field about creative uses of space. Any furniture/fixtures choices reflect a commitment to flexible use of space.	5C. Ongoing	
6. Continue to work with Facilities Committee to evaluate and improve library facility	6. Committee meets and develops plan for near future and longer term improvement of facilities	6. Meet at least twice a year	6. Committee meets in June and December.	6. Aesthetics of the library improve and the facility better suits community needs

COLLECTION MANAGEMENT

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Continue to improve patron access to adult DVD collection	1A. Integrate additional DVD shelving as seamlessly as possible 1B. Continue to budget adequately for DVDs	1A. DVD shelves ordered and worked into existing shelving 1B. Audiovisual budget stays steady or increases	1A. Q3 1B. Q3	1A. Circulation of DVDs 1B. increases due to patrons being able to find desired materials more easily
2. Continue to ensure planning for, administration and funding of online content for patrons	2. Director gives input at APL meetings and in communications with the state, Bridges and WiLS	2. Funding for online content stays the same or increases, policies and costs are equitable among libraries	2. Ongoing	2. Online content collection grows, meets the needs of the community, and is sustainably and equitably managed
3. Librarians continue to develop and maintain the library's collection	3A. Ensure materials reflect the diversity, interests, and needs of the community 3B. Continue to grow Lucky Day collection to reduce wait times for patrons 3C. Continue to update and standardize call numbers 3D. If possible, pursue grant from Bridges Library System to digitize local newspapers	3A. Feedback from reference and youth services staff 3B. Lucky Day collection circulation increases 5% 3C. At least one additional section of library collection's call number update is complete 3D. Grant application submitted	3A. Ongoing 3B. Q4 3C. Q1 3D. Q4	3. Collection serves the needs and desires of the community

OUTREACH, SCHOOLS, & COMMUNITY RELATIONS

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Maximize value of Caitlin Schaffer's participation in the national "Train-the-Trainer" program on library services for teens.	1A. Caitlin incorporates new skills into OPL teen services 1B. Caitlin shares her training with others	1A. Caitlin provides brief summary of how she has incorporated her training into her work at OPL 1B. Caitlin offers at least two trainings to outside groups	1A. Ongoing, with progress shown in Q2 1B. Q4	1. Teen services are enhanced locally and at other libraries as well.
2. Youth Services staff continue to collaborate with others to offer library-related professional development activities for local educators	2. Youth services staff consult with OASD faculty and administration to seek opportunities	2. Professional development activities offered, scheduled if district accepts offer	2. Q4	2. School faculty and youth services staff collaborate to share expertise and strengthen services.
3. Serve patrons who are not able to visit library in person	3. Implement Home Delivery Service	3. Board approves home delivery policy	3. Policy developed Q1, service begins Q2	3. All citizens enjoy access to library materials, regardless of age, ability, or mobility differences
4. Continue relationships between the library, schools, senior living facilities, home school groups, and a diverse array of community groups in the area	4A. Regular interaction between library staff and senior living facilities, school representatives, and community groups 4B. Continue school visits	4A. Annual state report statistics 4B. Youth librarians visit schools to promote the summer reading program, and at other times as requested by school staff	4A. Ongoing 4B. May, and ongoing	4. Continued community/school/library collaboration results in better service to patrons and community

OUTREACH, SCHOOLS, & COMMUNITY RELATIONS

OBJECTIVE	ACTION		MEASUREMENT	TIMETABLE	OUTCOMES
5. Reinforce the fact that the library is a vital part of the community by participating in community events such as parades, fairs, etc.	5. Ongoing communication between the library and community groups to determine how library can participate		5. Library participates in at least three types of local community events	5. Q4	5. Increased library presence in the community
6. Continue to promote awareness of and participation in library services in OPL's service area	6A.	Work closely with schools to let families know that library cards are an important school supply	6A. Library works with school district to find best way for library to sign up families for library cards, perhaps at a school event	6A. Q3	6. More people in library's service area take advantage of library services and materials
	6B.	Continue outreach activities and creative marketing	6B. Circulation to city and non-city residents in library's service area increases 5%	6B. Q4	

PROGRAMS & SERVICES

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Librarians continue to keep professional skills up-to-date	1. Provide all librarians refresher training on reference tools and databases	1. Staff develops mechanism for training and checking for mastery	1. Q4	1. Librarians and patrons benefit from up-to-date mastery of new and existing reference resources.
2. Offer the best user experience possible to all who use the library in person, virtually, or over the phone.	2. Continue to examine user experience for ways to improve and enhance services	2. Use data gathered with Bridges-funded user experience survey equipment to look for opportunities for improvement	2. Q2	2. Patrons consistently enjoy best experience and service possible
3. Continue to explore ways to increase and diversify adult program offerings	3A. Programming librarian (part-time reference librarian) offers two programs per month in addition to regular adult programming 3B. Use findings of 2018 research to develop metrics to measure program effectiveness	3A. Adult program attendance increases 5% by end of 2018 3B. Metric developed	3A. Throughout 2019 3B. Q3	3A. Library offers programs and events that appeal to adults age 18 and up. 3B. Program metrics give clear picture of success of adult programs

VISIBILITY				
OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Marketing Update	1A. Staff receive marketing training from Jill Fuller, Bridges Marketing Librarian 1C. Update/redesign library newsletter 1D. Create style guide for flyers, forms, and other marketing pieces	1A. Marketing training received 1C. Newsletter updated/redesigned 1D. Style guide created	1A. Q4 1C. Q4 1D. Q2	1. Library marketing results in increased awareness of and participation in library programs and services
2. Explore creative ways to engage with patrons, such as program/event photos and flyers on electronic display in the library	2. Research options for electronic display	2. Options researched, display purchased and in place, photos and e-flyers updated regularly	2. Q2	2. Patron engagement improves
3. Work with businesses and organizations and other city departments on marketing efforts	3A. Library continues to distribute event posters to local businesses	3A. Library regularly distributes event posters, with assistance of Friends Publicity Committee and Teen Advisory Board as needed	3A. Ongoing	3. Library builds relationships with businesses and organizations in community. Visibility of library services and materials improves.

VISIBILITY				
OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
	3B. Library continues to be in regular contact with local businesses and organizations, via either meetings, gatherings, or one-to-one communication.	3B. 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)	3B. Q3	
	3C. Library staff stays aware of new businesses in the community, and reaches out as appropriate to welcome and encourage collaboration	3C. Staff visits at least three new businesses	3C. Q4	

