



2020 BUSINESS PLAN



INTRODUCTION

On the following pages, you will find the Oconomowoc Public Library Business Plan for 2020 along with a statistical record of 2017-2019 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.

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 eMedia.

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

The Oconomowoc Public Library is a City library, extending its services to nearby townships and villages through the Bridges Library System. It is governed by a Board of Trustees consisting of ten members:

- Six (6) citizen members appointed by the mayor with Common Council approval, one (1) of whom is a Common Council representative.
- Two (2) non-resident members are appointed by Waukesha County with mayor and Common Council approval
- One (1) member is appointed by the Oconomowoc Area School District Superintendent with mayor and Common Council approval
- One (1) nonvoting member is appointed by Jefferson County with mayor and Common Council approval

The Library Director is responsible for the development, supervision, and operation of the Library and its personnel and facilities. 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 has a population of over 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 2020, estimates show that funding will be as follows:

- City of Oconomowoc \$746,797 (62% of total funding)
- Waukesha County \$279,011 (23% of total funding)
- Jefferson County \$93,703 (8% of total funding)
- Dodge County \$38,376 (3% of total funding)
- Washington County \$620 (<1% of total funding)
- An additional \$51,200 (4% of total funding) 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

LIBRARY BOARD OF TRUSTEES

Matt Mulder, President

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BOARD COMMITTEES

Finance Committee, Fundraising Committee, Nominating Committee, Operations Committee, Planning Committee

STAFF

FULL TIME

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

PART TIME

- Two cataloging staff
- Nine circulation staff
- Five pages
- Four reference librarians

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

Taken from the Wisconsin Department of Public Instruction Public Library Annual Report

STATISTIC	2019	2018	2017
Collection			
Books in Print	89,940	87,473	91,456
Electronic Books (E-Books)	158,512	154,104	194,473
Audio Materials	4,599	4,488	4,266
E-Audio Materials (Downloadable)	56,297	51,936	54,874
Video Materials	6,318	5,661	5,315
E-Video Materials (Downloadable)	952	1,406	1,077
Other Materials	331	248	238
Subscriptions (Periodicals & Newspapers)	177	205	200
Circulation - Total			
Total Circulation	307,112	295,526	280,030
Circulation by Municipality			
City of Oconomowoc	156,368	151,603	147,109
Waukesha County	96,323	88,024	83,349
Dodge County	13,954	14,682	12,919
Jefferson County	37,977	39,170	34,479
Washington County	157	240	50
Other Counties	2,333	1,807	2,124
Items Loaned Within Bridges System			
Filled by Oconomowoc Public Library	26,041	39,939	37,145
Loaned to Oconomowoc Public Library	44,612	23,421	22,486
Interlibrary Loans - Out of County			
Filled by Oconomowoc Public Library	1,312	1,304	1,354
Requests by Oconomowoc Public Library	1,105	961	1,261
Loaned to Oconomowoc Public Library	1,426	1,446	1,367
Circulation - Other			
Renewals	93,557	85,883	79,031
Holds Filled with Oconomowoc Items	25,544	23,409	22,006
Circulation – Electronic Resources			
Overdrive - Total Electronic Uses	42,088	35,771	28,776
E-Books	22,975	21,657	18,525
E-Audio	19,083	14,055	10,524

STATISTIC	2019	2018	2017
Registration – New Patrons			
New Adult Registration	962	977	964
New Children’s Registration	314	354	287
New Resident Patrons	664	672	682
Patrons			
Total Patrons	17,583	17,033	16,484
Adult Patrons	14,594	14,276	14,187
Juvenile Patrons	2,989	2,757	2,846
Resident Patrons	9,080	8,799	8,449
Nonresident Patrons	8,503	8,234	8,035
Programs			
Total Programs	467	474	399
Children’s Programs	312	299	250
Teen Programs	95	88	81
Adult Programs	60	86	68
Outreach & Multigenerational Events	9	19	14
Total Attendance	20,081	18,504	12,607
Children’s Attendance	17,108	15,449	9,836
Teen Attendance	2,084	1,980	2,213
Adult Attendance	889	700	558
Outreach & Multigenerational Attendance	980	1,649	907
Summer Library Program			
Total Summer Reading Sign-Ups	2,149	2,125	1,922
Children’s (0-11) Summer Reading	1,738	1,765	1,587
Young Adult (12-18) Summer Reading	223	252	235
Adult Summer Reading	188	108	100
Services			
Library Visits	149,741	148,706	142,260
Reference Questions	15,036	14,495	13,265
Room Reservations	261	250	189
Public Computer Uses	11,041	12,967	12,356
Online Marketing			
Website Visits	133,950	127,540	132,398
Website Newsletter Subscribers Total	2,360	2,266	1,879
Website Post Open Rate	12%	23%	22%
Facebook Total Likes	1,728	1,514	1,230
Facebook Post Reach	246,010	161,241	202,254
Facebook Engagement	18,346	10,733	10,258

2020 BUSINESS PLAN GOALS

ADMINISTRATION

OBJECTIVE		ACTION		MEASUREMENT		TIMETABLE		OUTCOMES	
1.	Examine library's sustainability practices	1.	Complete a sustainability audit	1.	Audit complete	1.	Q4	Sustainability practices improve, library saves money	
2.	Finish development of single source for tracking and updating procedures.	2.	Complete procedures manual, use as staff training tool	2.	Procedures manual complete, introduced to staff, and used for staff training	2.	Q4	Procedures are documented thoroughly and updated regularly.	
3.	Update data management and communication practices	3A.	Complete cleanup of staff Shared drive	3A.	Shared drive cleanup complete	3A.	Q4	3A. Technology practices meet current needs. Efficiency improves. 3B.	
		3B.	Introduce staff intranet	3B.	Intranet built, staff trained, intranet in regular use	3B.	Q4		
4.	Update library's statements of philosophy and plan	4A.	Complete Strategic Plan, implement in staff evaluations, program planning, and services	4A.	Complete	4A.	Q2	4A.	Trustees and staff have opportunity for longer view to supplement one-year business plan goals
		4B.	Update mission statement, create vision statement and slogan	4B.	Update complete	4B.	Q2	4B. 4C.	Up-to-date mission statement, philosophy of service, slogan, and vision statement matches library's current role in community and current scope of service

OBJECTIVE		ACTION		MEASUREMENT	TIMETABLE	OUTCOMES	
		4C.	Integrate mission and vision statement and philosophy of service into staff training, meetings, regular operations of the library, marketing, and budgeting	4C.	Staff determine ways to integrate statements of philosophy	4C. Q3	
5.	Remain active participant in system-wide initiatives, budgeting, and future planning.	5.	Director serves on committee to hire new Bridges Library System Director	5.	Service on committee complete	5. Q2	OPL perspective contributes to vibrant future for the Library System and OPL's role in it.
6.	Ensure key stakeholders have a full understanding of library funding and the critical role of libraries today	6A.	Present to Common Council when the opportunity arises	6A.	Given the opportunity, Library Director gives at least one presentation to Common Council	6A. Ongoing	Stakeholders are better able to advocate for, fund, and support library
		6B.	Continue to provide Common Council and Library Board updated information on library usage and trends	6B.	At least once per quarter, Library Director provides Council an 'extra' piece of information or promotion from library, in addition to monthly newsletter	6B. Ongoing	

OBJECTIVE		ACTION		MEASUREMENT		TIMETABLE		OUTCOMES	
7.	Advocate for better funding	7.	Director will advocate at all levels of government	7.	Funding stays steady or increases	7.	Ongoing		Funding stays steady or increases
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	11.	Staff know what to do in case of emergency, and feel empowered to act in emergency situations
9.	Prepare for future fundraising needs of the library	9.	Explore 501(C)3 status for Friends or creating a Foundation	9.	Exploration complete	9.	Q4		Library has clearer picture of costs/benefits of 501(C)3 status.

BOARD

OBJECTIVE		ACTION		MEASUREMENT		TIMETABLE		OUTCOMES	
1.	Begin fundraising process for possible building expansion or renovation.	1A.	Create a fundraising plan	1.	Plan created	1.	Q2	1.	Library has solid start to longer process of raising funds for possible building project.
		1B.	Start fundraising for building expansion or renovation	1B.	Fundraising begins, meets goals/timelines established in fundraising plan		Q4		
2.	Keep library's policies up-to-date	2.	Review and update all policies	2.	All policies reviewed	2.	Q4	2.	Policies meet the current needs of the library as thoroughly and clearly as possible.
3.	Board involvement in director's annual review	3.	City Administrator will provide draft of director's evaluation to the board president for feedback from board members	3.	Board President will report to City Administrator with any suggestions based on feedback from board members	3.	Annually in May	3.	Evaluation is completed
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.	Ongoing	4.	Library Board and staff get to know each other better by working together, and Library Board has opportunity to connect with library patrons

OBJECTIVE		ACTION		MEASUREMENT		TIMETABLE		OUTCOMES	
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.	Committees become or continue to be active and vital	6.	Committees meet as appropriate and necessary	6A.	Schedule regular committee meetings	6.	Ongoing	6.	Board stays involved outside monthly board meetings
				6B.	Board members are encouraged to serve on at least two committees				

BUILDING

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Secure funding for space needs analysis	1. Apply for grant	1. Grant application submitted	1. Q3	1. First step of possible building project underway.
2. Work with library staff, facilities committee, and city maintenance staff to update necessary areas of the library	2. Director, library staff, Facilities Committee, and other city staff will communicate and plan for present and future needs of the library facility Continue to seek opportunities for flexible use of space	2. Budget to meet building needs 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.	2. Q2 ongoing	2. Functionality and appearance of the library building and grounds support the mission and day-to-day operations of the library.
3. Continue to work with Facilities Committee to evaluate and improve library facility	3. Committee meets and develops plan for near future and longer-term improvement of facilities	3. Meet at least twice a year	3. Committee meets in June and December.	3. Aesthetics of the library improve and the facility better suits community needs

COLLECTION

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Continue to ensure planning for, administration and funding of online content for patrons	1. Director gives input at APL meetings and in communications with the state, Bridges and WiLS	1. Funding for online content stays the same or increases, policies and costs are equitable among libraries	1. Ongoing	1. Online content collection grows, meets the needs of the community, and is sustainably and equitably managed
2. Librarians continue to develop and maintain the library's collection	2A. Ensure materials reflect the diversity, interests, and needs of the community	2A. Feedback from reference and youth services staff	2A. ongoing	Collection serves the needs and desires of the community
	2B. Continue to grow Lucky Day collection to reduce wait times for patrons	2B. Lucky Day collection circulation increases 5%	2B. Q4	
	2C. Implement grant-funded Early Literacy Kit collection	2C. Early literacy kits circulate	2C. Q1	
	2D. Prepare for possible new picture book shelving in 2021, including exploring transitioning children's books to "neighborhoods," or topic-based organization	2D. Data gathered on costs and benefits of transitioning to topic-based organization. If budgeting is approved, begin working on preparing collection for the move.	2D. Q4	
3. Consider costs and benefits of additional services available from	3. Contact vendors regarding additional services available.	3. Vendors contacted, analysis complete, plan established.	3. Q4	3. Library uses staff time and resources as efficiently as possible

vendors (e.g. book covering)

Analyze staff time and supply costs of completing tasks in-house vs. outside OPL

OUTREACH-SCHOOLS-COMMUNITY

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Library develops new relationships with partners near and far	1A. Connect with residents of new housing developments, particularly downtown	1A. Three condos visited, marketing materials delivered	1 Q2 A.	1A. Library builds strong relationships that benefit both parties and our communities 1B.
	1B. Develop relationship with the public library in Dietzenbach, Germany, Oconomowoc's Sister City, in honor of their 800th anniversary	1B. Libraries connect, develop partnership that enriches both parties and their respective communities.	1 Q3 B.	
2. Make it easier for library patrons to return library materials	2. Consider costs/feasibility of a library book drop at other location in town	2. Analysis complete. Book drop included in 2021 budget request if indicated by analysis. Necessary permits or documentation begun.	2. Q2	2. The library fits even more seamlessly into the lives of our patrons
3. Continue relationships between the library, schools, senior living facilities, home school groups, and a diverse array of community groups in the area	3A. Regular interaction between library staff and senior living facilities, school representatives, and community groups	3A. Annual state report statistics	3 Ongoing A.	3. Continued community/school/library collaboration results in better service to patrons and community
	3B. Continue school visits	3B. Youth librarians visit schools to promote the summer reading program, and at other times as requested by school staff	3 May, and B. ongoing	

OBJECTIVE		ACTION		MEASUREMENT		TIMETABLE		OUTCOMES	
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.	Q4	4.	Increased library presence in the community
5.	Continue to promote awareness of and participation in library services in OPL's service area	5A.	Work closely with schools to let families know that library cards are an important school supply	5A.	Library works with school district to find best way for library to sign up families for library cards, perhaps at a school event	5	Q3 A.	5.	More people in library's service area take advantage of library services and materials
		5B	Continue outreach activities and creative marketing	5B	Circulation to city and non-city residents in library's service area increases 5%	5	Q4 B		

PROGRAMS-SERVICES

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Library staff continue to keep professional skills up-to-date	1. Provide all librarians refresher training on reference tools and databases Continue to train all patron-facing staff on basic troubleshooting of AV equipment in library and meeting rooms	1. Staff develops mechanism for training and checking for mastery	1. Q3 Q1	1. Librarians and patrons benefit from staff mastery of new and existing library 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. Continue to seek feedback from patrons in person, online, and via the library's suggestion box. Implement changes when advisable.	2. ongoing	2. Patrons consistently enjoy best experience and service possible
3. Keep programs and services up-to-date and of optimal value to our community	3A. Explore costs and benefits of eliminating overdue fines for some or all material types 3B. Transition public service desks to LEAP, the web-based version of the library's Integrated Library System. 3C. Implement wireless printing	3A. Analysis of costs and benefits complete. 3B. All circulation and reference transactions occur through LEAP.	3A. Q2 3B. Q1 3C. Q2	3A. Library thoughtfully 3B. considers and keeps up 3C. with library trends and community needs.

OBJECTIVE		ACTION		MEASUREMENT		TIMETABLE		OUTCOMES	
4.	Assist with 2020 Census	4A.	Two library representatives on City's Complete Count Committee	4A.	Library representatives participate in committee meetings and activities.	4A.	Q2	4A. Library helps ensure an accurate, complete Census count. Community members receive the help they need to be counted in the Census.	
		4B.	Assist people who need help with Census	4B.	Patrons receive excellent assistance with Census, can access necessary technology for Census at the library	4B.	Q2		
		4C.	Keep staff informed with accurate Census information to provide patrons	4C.	Staff have accurate, expert information to share with patrons	4C.	Q2		
5.	Continue to explore ways to increase and diversify adult program offerings	5	Consider adding new programs for adults, such as local author series, bullet journaling, or a book club. Examine creative staffing solutions to build capacity for programming.	5	Adult program attendance increases 5% by end of 2020.	5	Q4	5.	Library offers more programs and events that appeal to adults age 18 and up.

VISABILITY

OBJECTIVE	ACTION	MEASUREMENT	TIMETABLE	OUTCOMES
1. Marketing updates	1A. Create a marketing plan to organize and streamline what, when, and how we market	1A. Marketing plan created, staff trained	1A. Q1	1A. Marketing is as current, efficient and effective as possible. 1B. 1C. 1D. 1E.
	1B. Implement style guide: Update signage, marketing	1B. Style guide complete, staff trained, all marketing adheres to guidelines.	1B. Q2	
	1C. Redesign website	1C. Project complete	1C. Q4	
	1D. Revisit social media presence, evaluate costs, benefits, and feasibility of expanding social media presence	1D. Analysis complete, costs and benefits considered, plan in place for how to proceed	1D. Q2	
	1E. Consider electronic signage for photos and e-flyers	1E. Research options for electronic signage, budget for implementation in 2021	1E. Q2	
2. Continue to work with businesses and organizations and other city departments on marketing efforts	2A. Library continues to distribute event posters to local businesses	2A. Library regularly distributes event posters, with assistance of Friends Publicity Committee and Teen Advisory Board as needed	2A. Ongoing	2A. Library builds relationships with businesses and organizations in community. Visibility of library services and materials improves. 2B. 2C.

OBJECTIVE		ACTION		MEASUREMENT		TIMETABLE		OUTCOMES	
		2B.	Library continues to be in regular contact with local businesses and organizations, either via meetings, gatherings, or one-to-one communication.	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)	2B.	Q4		
		2C.	Library staff stays aware of new businesses in the community, and reaches out as appropriate to welcome and encourage collaboration	2C.	Staff visits at least three new businesses	2C.	Q4		
		2C.	Keep staff informed with accurate Census information to provide patrons	2C.	Staff have accurate, expert information to share with patrons	2C.	Q2		
3.	Continue to explore ways to increase and diversify adult program offerings	3.	Consider adding new programs for adults, such as local author series, bullet journaling, or a book club. Examine creative staffing solutions to build capacity for programming.	3.	Adult program attendance increases 5% by end of 2020.	3.	Q4	3.	Library offers more programs and events that appeal to adults age 18 and up.