

SHOREWOOD PUBLIC LIBRARY STRATEGIC PLAN 2019-2024

MISSION AND VALUES

Shorewood Public Library's mission is rooted in a tradition of supporting the needs of the Village of Shorewood and allowing for continued growth and support of our vibrant community.



Our library represents the best of public institutions. It provides the **anchor to our community**.

- Village Board member response to survey, March 2018

MISSION

Shorewood Public Library welcomes all people to learn, connect, and explore. We serve our community with resources for lifelong learning and engagement.

VALUES

We nurture connections in our community.

We support community efforts to find and explore common ground by providing opportunities for productive conversation and problem solving. We help community members share with and learn from each other.

We value reading and personal enrichment.

We recognize the important role reading and literacy play in learning, and in understanding our community and world. We support development of the whole person, at all ages, with materials that entertain, educate, and expand the human experience.

We foster lifelong learning.

We are committed to providing tools and opportunities for lifelong learning that contribute to personal and professional fulfillment. We are dedicated to reducing barriers to information, technology, and the written word.

We are good stewards of the library and all it contains.

We recognize that the public expects us to thoughtfully and responsibly manage the resources that have been entrusted to the library.

We value intellectual freedom, respecting a variety of viewpoints, opinions, and ideas.

We value growth, creativity, and open-mindedness, and without censorship provide our patrons with materials that represent multiple viewpoints.

We are committed to providing a welcoming environment.

We treat all people, our staff, and patrons with respect and care. We observe, consider, and are responsive to the community's needs and feedback. We strive to provide safe, comfortable, and welcoming spaces.

We respect our patrons' privacy.

We believe that privacy is core to the exploration of ideas and information and that all patrons have the right to confidential open inquiry.

We value our staff as a vital resource for the library and our patrons.

We see our staff as our greatest resource and the key to upholding all other values. We provide meaningful staff engagement and robust staff support to ensure employee longevity and a healthy life-work balance.

GOALS AND OBJECTIVES

In creating this strategic plan, we endeavored to hear from as many voices as possible through face-to-face conversation sessions with community members, a widely-shared anonymous survey, and feedback gathered from members of the Shorewood Village Board, the Shorewood Public Library Board, and library staff. The information we gathered focused not only on ideas for the library, but also on our community's broader desires and needs in an effort to define how the Shorewood Public Library can best support our community.



I love, love, love the library. It makes me **feel a part of the community**.
- *Survey respondent, March 2018*

Our goals and objectives are derived from the information gathered during this planning process, and are supported by data from Wisconsin Division of Public Instruction Library Annual Reports (2008–2016), the 2010 US Census and American Community Survey, and internal library statistics.

These goals and objectives provide direction to the library for the next five years (2019-2024). They capitalize on our strengths, reflect the desires and needs of the greater Shorewood community, and embody our mission and values in exciting ways.

GOAL ONE: COMMUNITY CONNECTIONS

We will embrace opportunities and collaborations that increase connections in our community.

We are an important place for our community to come together and learn from and with each other. We will work to help find common ground and increase understanding, even around controversial topics.

WHY?

Survey respondents listed "Connecting to other community members and finding information about local events and resources" as one of the most important services the library offers, with 45 percent of survey respondents rating it as *Very Important* and 35 percent rating it as *Somewhat Important*.



It is **important that we can find community information** on current community issues at our library, e.g. the Wilson [Drive] info.

- Survey respondent, March 2018

Members of the community, Village Board members, and library staff confirmed that Shorewood residents are eager to engage in community conversations, to listen to each other, and to share ideas and experiences. As one Village Trustee wrote, "The Shorewood community has been built on a solid foundation of active civic engagement, diversity and respect for one another. It's these qualities that make Shorewood unique and which need to be maintained." The Shorewood Public library is uniquely positioned to continue this history of civic and civil engagement.

GOAL ONE OBJECTIVES:

1. Increase use of the library as a space where community members connect to explore issues of community-wide interest.
2. Establish a collaboration to identify after-school spaces and programs in the community and create a strategy for improving and expanding such programs.
3. Participate in community and organization initiatives that align with the mission of the library.
4. Seek new partnerships that further the values of the library.

GOAL TWO: CUSTOMER SERVICE

We will provide a welcoming and accessible space that makes it easy for all patrons to find what they need, in person and online.

We value each of our patrons. We will not only meet our patrons' needs and expectations, but also strive to anticipate and exceed them. We will create opportunities for the community to share what they need and want from the library.

WHY?

We heard from our community members that they are largely very satisfied with the service provided by the Shorewood Public Library – 60 percent of survey respondents indicated that "The library meets my current needs" and 86 percent of respondents indicated they were "satisfied" or "very satisfied" with all library services.

However, we recognize that maintaining exceptional service requires constant attention to patrons' needs and a desire to improve their experience whenever

possible – work that must be codified into our strategic plan. Individual survey comments, and feedback from the Community Conversations conducted during information gathering, provided further evidence that there are ways to improve our space and services.

GOAL TWO OBJECTIVES:

1. Pilot ways to better utilize the exterior of and entrance to the library to as community gathering places.
2. Initiate a process to understand and define patron needs and expectations.
3. Increase patron satisfaction by building library staff's customer service skills.
4. Reduce barriers that inhibit our patron's ability to navigate the library and its tools and resources.

GOAL THREE: SERVING THE FULL COMMUNITY

We will work to ensure that our collections, services, programs, and space serve our full community.

The community of Shorewood is diverse and so are its library needs. We will strive to address gaps in our service and barriers to use of our library and its resources.

WHY?

We heard in our Community Conversations that there is a desire for greater inclusivity in Shorewood, and learned from data and conversations that although the library is ostensibly for all people, we are not serving some populations as well as we could be.

When asked to prioritize a list of potential service changes, respondents ranked "Create services or programs for immigrants and first-generation Americans" second, just after "Increase coordination with local schools in providing resources to children." There is a growing diversity in Shorewood, reflected both in its long-term resident population and people who live here for a short time, often through affiliations with the University of Wisconsin-Milwaukee. Every day, many languages can be heard spoken at Shorewood Public Library.

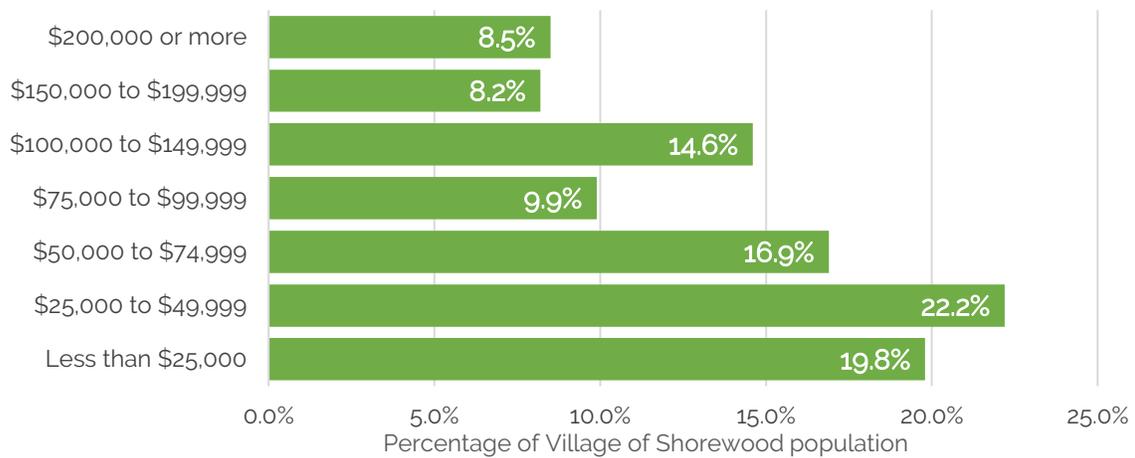
We also learned that families with children often learned about community events through school and other families. According to the 2010 US Census, though, nearly half the population of Shorewood does not have children in the home.

Unfortunately, this population may not as easily learn of, or feel welcome to participate in, community and library events.

Several people indicated in the Community Conversations and in survey comments that they would like to see additional programming that appeals to people without children living at home. These include young adults (twenty- to forty-year-olds) without children and active retirees or near-retirees.

Finally, income variance in the Shorewood community can be invisible; although the median income is higher than state and county averages, there are Shorewood residents who face economic barriers (see below). Their need for cost-free resources the library can provide, including computer and internet access, may be greater than those of residents who make more money.

American Community Survey household income data for Shorewood, WI



GOAL THREE OBJECTIVES:

1. Partner with Shorewood schools to enrich students' learning experiences.
2. Take concrete steps to ensure that diversity and inclusion become integral to the way our library functions.
3. Reduce financial barriers to access.
4. Promote library use among those who currently do not use or underutilize the library.
5. Increase overall library use by developing service strategies that are responsive to demonstrated community needs.

GOAL FOUR: GETTING THE MESSAGE OUT

We will explore ways we can better inform our community about the services and resources we offer.

The Shorewood Public Library provides integral services and amazing experiences that contribute to lifelong learning and quality of life. They are worth sharing.

WHY?

While many of our services and resources are well known and used, we want to ensure that our community knows that we offer everything from study rooms (only 53 percent of survey respondents were aware of our study rooms) to genealogy resources (only 29 percent of survey respondents were aware of our subscription to Ancestry.com).

Survey results showed that most respondents who identify as frequent users of the library get their information about library resources and programs at the library or from our website. While this may work for frequent visitors, we see a need to find additional ways to communicate with those who seldom or never visit the library.

We also learned that there is an opportunity to grow library advocacy in our community. For example, the Friends of the Shorewood Public Library is a reliably strong organization, willing to help the library through fundraising and volunteer service. However, Friends' membership stands at 159, despite the fact that 59 percent of Shorewood residents have a library card. In addition, nearly 15 percent of our survey respondents were not sure if they were Friends members, a finding that demonstrates a lack of awareness that could be improved through stronger messaging and advocacy.

GOAL FOUR OBJECTIVES:

1. Increase awareness of what the library does, why, and for whom.
2. Increase engagement with existing library media channels.
3. Strengthen library advocacy.
4. Increase library presence at strategic locations and events in the community and outside the physical library.

GOAL FIVE: FINDING BALANCE

We will work to find the right balance of service and resource allocation to make the most effective use of staff time, experience, and expertise resulting in service excellence.

The Shorewood Public Library will maximize the positive impact that our services have in our community by creating a sustainable culture of learning and innovation for our staff.

WHY?

Community Conversations and our survey revealed that patrons appreciate the one-on-one attention they receive at the library from familiar faces, and rely on the expertise of the staff when they need help. Staff is a valuable resource, and a large part of our annual budget. We are dedicated to providing a stable, nurturing work environment that offers a healthy work-life balance as a way to minimize staff turnover. This investment benefits the Shorewood Public Library patron community by promoting and retaining expertise in library staff, which positively impacts our collections, programs, community partnerships and patron connections.

GOAL FIVE OBJECTIVES:

1. Evaluate annually, in conjunction with the budget process, positions, resources, and the organizational structure of the library to ensure that the needs of the community continue to be met.
2. Implement policies and organizational practices designed to address and support the needs of staff.
3. Provide time and resources for staff to plan, execute, and evaluate the work they do.
4. Create opportunities for library staff to learn about new technologies, develop new skills, and practice techniques that will lead to improved service and job satisfaction.

IMPLEMENTATION

The Shorewood Public Library Director and staff, in consultation with members of the Shorewood Public Library Board, will prioritize, identify service goals, and coordinate activities from this plan. Decisions regarding implementation will be made by the director, staff, and board members based on potential impact; available resources, including funding and staff time; and future changes which may arise from ongoing efforts to listen to the community and local, state, and national trends in library service.

ASSESSMENT AND COMMUNICATION

The Shorewood Public Library Director will regularly update the Shorewood Public Library Board on the progress of implementing the strategic plan, according to the following schedule.

APRIL: The library director, in consultation with staff, provides a verbal report to the Shorewood Library Board, assessing progress in implementing the plan activities prioritized for the current year.

JUNE: A Strategic Planning Committee is formed by the director and board to assess of the implementation of the plan. The committee will determine progress on the plan's goals, determine if there is need for adjustments to the plan based on changing conditions or new challenges and opportunities, and will identify and prioritize the activities that will be the focus of the library's efforts in the following year. The decisions of this committee will be reflected in the library's budget planning process and reported to the board as the budget is developed.

DECEMBER: The library director, with input from staff, prepares a written update for the board, summarizing the prior year's work and identifying activities slated for the upcoming year.

ABOUT THE STRATEGIC PLANNING PROCESS

It was critical for the Shorewood Public Library to structure our five-year strategic plan around the needs and wishes of our community to ensure the library can sustain a viable, central position in village life moving forward.

The Shorewood Public Library Board formed a Strategic Planning Committee which included library staff, Friends of the Shorewood Public Library members, Library Board members, and members of the community. The Committee used the

following sources of information in creating the plan to ensure it met the goals of the library and board:

- Annual report data submitted to the Department of Public Instruction (DPI) for the years 2009-2016.
- Results of a survey of Shorewood Public Library users conducted between February 26, 2018 and April 8, 2018 that garnered a total of 636 responses.
- Information from three Community Conversations attended by business and civic leaders, educators, officeholders, citizens and library patrons.
- The first was held March 12, 2018 and drew fifteen attendees.
- The second was held the afternoon of March 20, 2018 and drew sixteen attendees.
- The third took place the evening of March 20, 2018 and drew ten attendees.
- Results of an Issues and Needs Questionnaire, completed by members of the Strategic Planning Committee.
- Results of an Issues and Needs Questionnaire, completed by the staff of the Shorewood Public Library.
- Results of a Shorewood Public Library Strategic Planning Questionnaire, completed by members of the Village of Shorewood Board of Trustees.
- Demographic data from the American Community Survey and the 2000 and 2010 US Census.
- The Strategic Planning Committee, with the assistance of consultants, worked from February through August 2018.

ACKNOWLEDGEMENTS

In order to ensure that the voices of Shorewood are reflected in this plan, the library surveyed the community and organized a series of Community Conversations. Almost seven hundred people contributed time and ideas as part of this process. Members of the Strategic Planning Committee and library staff sincerely thank those that offered their ideas and time. Your feedback was invaluable to the process.

The library director thanks the Strategic Planning Committee for its commitment to the Shorewood Public Library and the development of this plan. Committee members, in turn, would like to thank the library board for its support of the strategic planning process, and the Shorewood Village Board trustees who shared their ideas with the committee.

Special thanks to the staff of the Shorewood Public Library. Their knowledge of the community they serve and the library they help shape daily was invaluable to the planning process at several steps along the way.

Finally, the library thanks Melissa McLimans and Bruce Smith from WiLS (Wisconsin Library Services) for providing planning process management and facilitation services.

2018 STRATEGIC PLANNING COMMITTEE	2017-18 LIBRARY BOARD OF TRUSTEES
Rachel Collins, Library Director Leslie Cooley, Library Board member Bryan Davis, Shorewood School District Superintendent Dan Holt, Library Clerk Haley Nolan, Community member Megan O'Brien, Library Board member Priscilla Pardini, Friends of the Library Board member Lisa Quintero, Young Adult Librarian Nate Schultz, Shorewood School District Director of Authentic Learning Emily Vieyra, Library Assistant Director	Alex Handelsman, President Alexandra Dimitroff, Secretary Margaret Marks Megan O'Brien Leslie Cooley Elvira Craig de Silva Bryan Davis, Superintendent of the Shorewood School District 2017-18 VILLAGE OF SHOREWOOD TRUSTEES Village President Guy Johnson Trustee Davida Amenta Trustee Tammy Bockhorst Trustee Michael Maher Trustee Ann McKaig Trustee Allison Rozek Trustee Paul Zovic