

# **STRATEGIC PLAN FOR MARSHFIELD PUBLIC LIBRARY**

## **2011– 2015**

Adopted by the Board of Trustees on 1/11/2011

### **INPUT**

A community survey is an essential precursor to a functional, relevant and attractive facility. So, on April 12, 2010 Marshfield Public Library hosted a 21<sup>st</sup> Century Library Summit with consultant's Himmel & Wilson. Prior to their visit they conducted an online survey on library usage and satisfaction. During their stay, they conducted interviews with key staff and five focus groups to gather a sense of the library's direction, community need and expectations. After a brief presentation in a public forum setting, audience opinions were gathered and collated. This plan is based on the preliminary information gathered through this community "snapshot" process and ongoing input from our customers. Suggestions are received verbally by staff, via online recommendations and through a suggestion box at our Circulation Desk. Comments, ideas and opinions are solicited when the staff are in the community for presentations, events and on committees. Library Board as well as Foundation Board members are also recipients of suggestions and ideas.

### **PROCEDURE**

After reviewing the results of the survey, the focus group comments and the forum summary it was determined that the previously selected roles were still relevant and needed little revision. Next, the sections heads (Technical Services, Circulation Services, Adult Services, Children's Services, and Information Technology as well as the Business Office and Maintenance) developed objectives for their areas which were then incorporated into an single plan. A draft was reviewed for accuracy and coordination. After making necessary corrections, the Director presents the drafted Plan to the Library Board for further consideration and revision. The procedure for communicating progress and completion of goals and objectives is addressed at the end of this document.

### **MISSION STATEMENT**

**Marshfield Public Library provides citizens in the Marshfield area with a comprehensive collection of books and other media that record human knowledge, ideas and culture. The library's main objectives are to organize materials in an easily accessible manner, to provide qualified staff to offer guidance and encouragement in use of materials and to make the library a reliable source of information and reference.**

## **LIBRARY ROLES**

The adopted roles serve as an adjunct to the Mission Statement and priorities for this Library. The Board, adopted the following roles in priority order from Planning and Role Setting for Public Libraries: A Manual of Options and Procedures,

**A POPULAR MATERIALS CENTER** provides materials of recognized quality to persons of all ages for reading, viewing, and listening. The library features current, high-demand, high-interest materials in a variety of formats for persons of all ages.

**A REFERENCE CENTER** provides library users with convenient, timely access to information needed for daily living and decision-making. The library actively provides timely, accurate, and useful information for community area residents in their pursuit of job-related and personal interests. The library also promotes on-site, electronic and telephone reference/information services to aid users in locating needed information.

**AN INDEPENDENT LEARNING CENTER** provides materials and services for adults to pursue such endeavors as citizenship education, cultural interests, job-related competencies, and self-improvement. The library supports individuals of all ages pursuing a sustained program of learning independent of any education provider.

As secondary priorities the library adopts the secondary, but still important roles of:

**A PRESCHOOL CHILD'S DOOR TO LEARNING** provides materials, child and parent services, and programs to enhance an interest in books and learning.

**A FORMAL EDUCATION SUPPORT CENTER** works closely with educational institutions in the Marshfield area to share resources and assist students with their library needs.

The library provides community meeting rooms, programs, and information, and assists patrons with their scholarly research through interlibrary loan service. However, the library roles of: **COMMUNITY CENTER, COMMUNITY INFORMATION CENTER, and SCHOLARLY RESEARCH CENTER**, currently receive the lowest priority.

In developing objectives for the Library, the roles adopted play a major part in deciding where to invest our resources and where to place our priorities. After reviewing the results of the 2010 survey, the focus group comments and the forum summary it was determined that the previously selected roles were still relevant and needed little revision.

## **MPL TECHNOLOGY PLAN**

To be eligible for certain grants and technology discounts, a Technology Plan must be approved by the Board and placed on file with the Department of Public Instruction, Division for Libraries, Technology, and Community Learning

<http://www.dip.state.wi.us/dpi/dltcl/pld/index/html>). In past years, technology-related objectives were placed only in that Plan. Referencing the two plans was inconvenient, misleading and sometimes redundant. To meet the State's needs, we will incorporate the technology elements of the Strategic Plan into a separate Technology Plan, if necessary. A Technology Plan would be a subset of this Strategic Plan.

### **Proviso**

As with any plan, this is a fluid document, one that adjusts to changing conditions and developments. This plan reflects our vision of the future. Those working with the Plan or following its progress should be aware that circumstances change and the objectives may change and staff must respond to the changes. If you examine the objectives closely, you will find that many objectives are dependent upon other objectives. When one objective changes, there may be a domino effect throughout the Plan.

### **Notes**

In order to save space in this document, we have utilized the following abbreviations:

Adult	Adult Services Section
Asst. Dir.	Assistant Director
Bd.	Library Board of Trustees
Bus. Ofc.	Business Office
Child.	Children's Services Section
Circ.	Circulation Services Section
Dir.	Director
IT	Information Technology
Maint.	Maintenance
Polaris	Polaris Managers – IT and Tech
Sups.	Supervisors of Circ., Tech, Child., IT, Bus. Ofc. & Adult
Tech.	Technical Services Section

Staff developed the following objectives for the years 2011 to 2015. As one would expect, the objectives for the closer years are more numerous and have a tendency to thin as we approach 2015. Change is coming faster and faster as new information arrives and new discoveries are made. Predicting five years into the future is very difficult.

In the following lists, the goals are indicated by Roman numerals and in **enlarged and bold print**. Objectives for that goal are listed by year.

**I. To improve the print and non-print collections.**

➤ **Ongoing**

Tech. to run a final “Missing in Inventory” report for the Weeding/Inventory Plan and remove those missing items from the Polaris database. (Apr/each year)

Dir. and Sups. assess space needs for all collections and make recommendations for shelving and/or relocation as indicated. (May/each year)

Sups.and Maint. will review the changing supply needs for their sections. (May/each year)

Adult., Tech. and Child. comply with weeding schedule for all collections. (Oct/each year)

Adult work with SCLS and WILS to evaluate and recommend electronic resources. (Aug/each year)

Adult continue vital records data entry of Marshfield newspapers. (Mar/each year)

Bus. Ofc. remove copies of invoices and other accumulated paper work according to accepted record retention guideline and reorganize records storage areas. (Dec/each year)

➤ **2011**

Adult seek funding for purchase of digital microfilm reader/ printer. (12/11)

Child. with Circ. and Tech. will gather information on the handling of beginning reader material in area libraries in search of a better way to designate reading levels for MPL easy readers. (Sept/11)

➤ **2012**

Child. with input from Circ. and Tech. implementation new system which designates reading levels within in the easy reader collection. (Jan./12)

Circ., Tech, IT & Dir. evaluate the cost/benefit of RFID technology. (June/12 )

Adult conduct a study of needed resources and services among the business community to assure that the Library is meeting expecations. (Dec/12)

➤ **2013**

Child. with Circ. and Tech. design and implement a better way to display the children's DVD collection for ease in locating and shelving of DVDs. (June/13)

Adult conduct a study of needed resources and services among the Health Care and Health Care Education community to assure that the Library is meeting expectations. (Dec/12)

➤ **2014**

Sups. to review and update the criteria for the Inventory/Weeding plan. (Nov/14)

**II. To improve accessibility to resources and information.**

➤ **Ongoing**

Sups. assess space needs, workflow, and traffic patterns and make appropriate recommendations. (May/each year)

Adult review and update Adult Services Procedure Manual to reflect changes in department's procedures by November of each year.

Child. will develop reading lists under various genres that will contain books that are owned by the Marshfield Public Library for patron and staff use. (Dec/each year)

IT continue adding to the content of the MPLIN intranet web server. (Dec/each year)

Tech. will review and upgrade portions of the Section's Cataloging manual as needed with the intention of maintaining a copy on the Staff Intranet. (Dec/each year)

Child. will promote and provide storytimes year round for MPL patrons, child care agencies and schools. (Dec/each year)

➤ **2011**

Adult with Bus.Ofc. Explore use of hands free headsets for staff telephones at Reference Center provided telephone service has been updated and make appropriate recommendation. (05/11)

Child. will develop, plan and implement a Baby Storytime at MPL. (Sept. /11)

Child, will develop printed tutorials for children and young adults for tours or for self instruction on the new Polaris computer system. (Oct/11)

Child, with input from Dir, will make die cuts available in-house to local teachers, home-schoolers and other interested parties. Parties would need to bring their own supplies. (Apr /11)

Circ, examine both the economic impact and the impact on our patrons of TeleCirc, exploring the possibility of foregoing paper notices in all instances except billing. (Dec./11)

IT and Adult implement the new Polaris mobile access to resources for staff and patrons. This would allow either to search via mobile devices using either wireless or cellular supplied data services. (Mar/11)

IT, Adult, & Circ, will implement and train staff and public on MobilePAC. (April/ 11)

Circ. & Dir, examine the cost-effectiveness of an Automated Media Dispenser (May/11)

IT will install a new firewall. This should provide better access and response for public and staff.  
(Dec/11)

Dir. and IT work with Badgerlink to establish increased bandwidth for Library Internet needs. (Jun/11)

Dir. and IT work with South Central Library System to encourage and facilitate using them as MPL's Internet service provider. (Jul/11)

Circ. and Polaris to evaluate need for and recommend a vendor for a second and/or third self-checkout unit for use by patrons who do not have any fines or other special situations. (Jan/11)

## ➤ 2012

Adult determine space, equipment and storage shelving needs to gather all genealogy material into one room. (Mar/12)

Adult, Child, IT and Tech, will develop video tutorials for children and young adults accessible from our website for self instruction or tours on the Ipac computer stations. IT and Tech will serve in advisory roles for this project. (Oct/12)

Adult, Tech. and IT will explore incorporation of working urls into catalog records so that patrons can access related websites for individual printed items, online subscriptions, and e-books. (Jul/12)

Child. with the help of Bus Ofc. will implement phone storytimes at MPL. (Mar./12)

Child. with input from Dir. and IT will develop a different web page for MPL's children's section including current programs & events, homework helps, fun sites to explore, etc. (Dec./12)

Circ. and Dir. explore the possibility of accepting payments with debit/credit cards. (July 12)

Adult, IT and Dir. explore opportunities to digitize MPL resources and place them on the web. (Dec/12)

Child. with Adult, Tech., Dir. and Circ. establish specific space, storage, equipment and furniture needs for the TEEN area to aid the transition between children and adult materials. (May/12)

Child. with Adult, Tech., Dir. and Circ. will plan to establish a Reference Desk for children with its own reference materials contingent in a new building. (Oct/12)

IT will explore replacing the current wireless access management system. A low cost alternative that does not have as much down time and a much better support and response time from the provider will be sought.(Aug/12)

Adult and IT explore and make recommendations on space and equipment needed for audio/video editing services in new library space. (Mar/12)

#### ➤ **2013**

Adult and IT develop specific equipment and space recommendations for audio/video editing services in new library space, if warranted. (Mar/12)

Adult continue individual computer lessons with patrons by designated Adult staff members and community volunteer, as well as coordinate with Literacy Council of Wood County in their tutoring efforts.

Child with help from IT will go live with the new MPL children's section webpage. (Mar/13)

#### ➤ **2014**

#### ➤ **2015**

Tech. will review and upgrade the Section's Processing manual with the intention of maintaining a copy on the Staff Intranet. (Nov/15)

### **III. To promote awareness and use of library service.**

#### **➤ Ongoing**

Adult continue individual computer lessons with patrons by designated Adult staff members. (Dec/each year)

Dir. to work with FOMPL, SCLS and other advocates to keep the community apprised of services and issues. (Dec/each year)

Dir. and Sups. Make regular appearance on local public access and radio programs to make public aware of new services throughout year. (Dec/each year)

Dir. and Sups. will continually edit the information on MPL's website. (Dec/each year)

Dir. and Sups. will remain involved in community organizations and events including "Art on the Avenue," United Way vision councils, Cultural Fair, Literacy Council of Wood County, Healthy Lifestyles Initiatives, etc. (Dec/each year)

Adult coordinate E-resource teaching and promotion by having each reference service provider select one resource to explain via videocast and write a short promotional press release for the newspapers. (One per month)

#### **➤ 2011**

Dir. and Sups. will establish a FaceBook Page for the Library. Staff will continually submit fresh information to responsible staff for approval and updating. Ongoing

Child. with Dir. approval will contact area childcare agencies and schools to offer a monthly storytime limited by available staff time. (Dec/ 11)

Circ. will rewrite the MPL handout after the introduction of Polaris 4.0. (Aug/11.)

Circ. will gather data and make recommendation on key chain library cards. (May 11)

Circ., FOMPL, and Dir. will explore the possibility of a FOMPL membership discount card that would offer discounts at local events and restaurants and also act as a library card. (Sept/11)

Dir., IT, and Staff will establish an electronic message display system for informing the public of ongoing events and happenings in the library and the community located in an area for public viewing. (Dec/12)

Adult explore desire for reading/discussion groups and the possibility of working with volunteers to provide service, if desired. (Dec/12)

➤ **2012**

Dir. and Sups. consider implementation of podcasts on popular, local topics, including upcoming programs. (ex: Timeless Tales). (Sep/12)

Child. if approved will implement the outreach storytime. (Feb. /12)

Circ., FOMPL, Dir. if feasible implement special FOMPL members Library and discount card offering discounts at local events and restaurants. (Jan. /12)

Dir. and Sups. work with City and Healthy Lifestyles to mark the walking path outlined near the building. If planned well, the path would go past library and local displays as well as a Powerpoint bulletin board. (Dec/12)

Adult work with volunteers to establish reading/discussion groups, if warranted. (Jul/12)

Circ. gather information on outside book lockers for afterhours material pickup and make recommendations. (Dec/12)

➤ **2013**

Dir. and Sups. To consider implementation of videocast tutorials on items of interest such as searching our catalog, using our website, mobile catalog apps, etc. (Sep/13)

➤ **2014**

IT Adult and Dir. increase the number of public Internet workstations to 30 if space allows. (Dec 14)

Circ. implement outside book lockers for afterhours material pickup, if warranted. (Jun/14)

➤ **2015**

IT Adult and Dir. establish a computer lab with at least one teaching session per week. (Dec/15)

Dir., Sups. and Bd. investigate demand for expanded library hours (summer Sundays, longer Sundays, earlier openings) one year after new library building.

**IV. To improve cooperation with other area libraries and groups in the community with special needs.**

➤ **Ongoing**

Dir. and Sups. will continue SCLS committee involvement. (Dec/each year)

Dir. and Sups. will continue involvement with community organizations (Vision Councils, Literacy Council, Cultural Fair, Healthy Lifestyles, Wood County Mental Health Implementation Team, Leadership Marshfield, etc.) (Dec/each year)

Dir. and Sups. assess/explore other partnerships within the community that would be valuable. (Dec/each year)

Child. will continue to promote, update and evaluate the list of volunteers at Marshfield Public Library. (Aug/each year)

Child. will contact schools and childcare centers yearly to promote library services through booktalks and storytime programs. (Dec/each year)

Child. will continue to provide book deposits and expand the number by contacting more schools and childcare agencies in Marshfield Public Library service area. A new contacts list will be generated each year. (Sep/ each year)

➤ **2011**

Dir. and Asst. Dir. to invite other library personnel in the area to MPL to explore collaborative library development. (Nov/11)

Dir. & IT work with City IT dept. to implement fiberoptic connection to the City's network. (Apr/11)

Dir. & Sups. review policies and make recommendations to enhance cooperative efforts with other libraries and groups.

Child. will develop and distribute a homework alert form to distribute to schools encouraging the teachers to keep the library informed about up coming assignments so the library can better meet the needs of the students. (Oct /11)

Adult with IT investigate need for webpage to be available in Spanish version. (Dec/13) This was not part of our purchase and would require additional \$\$\$.

➤ **2012**

Child. will host an information exchange meeting for area School Media Specialists and teachers. (Jan/12)

Child. will contact home schooling organizations and individuals to discover what their needs are and how MPL can meet those needs. (Sep/12)

Adult with IT will seek partners to provide for and improve technology skills of library patrons. Ongoing [idea: book the SCLS gadget traveling lab]

➤ **2013**

Adult Explore feasibility of offering space for ESL, GED, Adult Basic Education & Citizenship classes. (Mar/13)

Child. will take homeschooler suggestions and recommend programs to meet those needs. (Jan. /13)

➤ **2014**

Child. will implement recommended homeschooler programs. (Oct /14)

Adult with IT to make a budget recommendation about the need for a Spanish language version of the library webpage. (May/14)

➤ **2015**

Adult with IT if budget request is approved, to create a Spanish version of the webpage. (Dec/15)

**V. To assure ample, well qualified staff, necessary to provide for the development of the library collection and to offer guidance and encouragement in the use of materials.**

➤ **Ongoing**

Asst. Dir. to review and update 2-3 of the Library's job descriptions and present to Director. (Apr/each year)

Dir. and Asst. Dir. to conduct annual staff meeting to discuss areas of concern. (Aug/each year)

Dir. and Sups. to review section training, identify needs and seek CE opportunities.  
(Dec/each year)

Dir. and Librarians will submit documentation to maintain DLTCL Grade 1 certification.  
(Dec/each year)

Sups. encourage library staff members to attend workshops using SCLS grants or MPL budget throughout the year. (Dec/each year)

#### ➤ 2011

Dir. and Asst. Dir. continue implementing low-cost or no-cost wellness strategies.  
(Dec/11)

Child. will contact, visit and talk with three other children's/teen librarians to prepare for new MPL spaces. Decor, floor plans, shelving, storytime rooms etc will be discussed.  
(Dec/each year)

Circ. will rewrite the Circulation Procedure Manual to account for changes due to adoption of Polaris ILS and subsequent policy changes. (Dec.12.)

#### ➤ 2012

#### ➤ 2013

Dir. and Sups. establish temporary work schedules that meet the needs of the community within a transitional Library space.

#### ➤ 2014

Dir. and Sups. establish temporary work schedules that meet the needs of the community within a new Library space.

#### ➤ 2015

Dir., Sups, and Bd. – evaluate staffing needs and make adjustment recommendations one year after library building project is complete. (Dec/15)

### **VI. Improve the physical environment of and accessibility to library facilities.**

#### ➤ Ongoing

Dir. and Sups. Collect and evaluate ideas for better utilization of space, workflow, etc.  
(Dec/each year)

Dir. To work with Library Steering committee and Library and Senior Community Project Steering committees to ensure progress on the library and senior center expansion/renovation plans. (Dec/each year)

Dir. work with City Planning & Economic Development Director on expansion communications, fundraising and building concerns related to the library and senior center buildings. (Dec/each year)

➤ **2011**

Child. with all sections will explore the ramifications of a separate children's room in the library. (Dec/11)

Circ. will explore ways to provide more privacy for patrons checking out by improving the checkout line/wait area. (Jul/11)

Adult, Child. & IT: explore and make recommendations regarding a Computer room / lab for the public. (Jun/11)

Circ. will investigate and make recommendations on the following:

1. Assure that Circulation Department is located conveniently to exterior bookdrop.
2. Replacing the check-out desk, storage areas and cupboards.
3. Installing a conveyor belt book return at the front desk.
4. Replacing check-in counter/book checks with taller all in one book check/scanner counters. (Jun/11)

Bus. Ofc. with Maint.and Tech. will make recommendations for a loading dock and means to conveniently receive and move supplies, furniture and equipment in an new Library space. (July/11)

Dir., Sups, and Bd. work with appropriate committees to assure that due consideration in a new Library space is given to:

Easily accessible rooms, parking and services to people of all abilities

Fostering intergenerational interactions

Separate enclosed inviting Children's area with dedicated storytime/craft room

Teen Space that is attractive and adequately sized

Comfortable Large Print and Audiobook area

Unified Local History/Genealogy area

Layouts that increase efficiency and accountability

Flexible meeting spaces

Small group work spaces,

Emerging technology

Quiet spaces to meet solitude needs

Outdoor reading areas

Coffee Shop/Café to meet social needs

FOMPL book shop

Wise use of sustainable materials and building practices

Adequately meet the balance between expansion needs and taxation affordability

➤ **2012**

Dir. and Sups. to investigate and make recommendations for additional closed circuit security cameras in the Library expansion. (May/12)

IT: make recommendations for a Server room. Locked, secure, air conditioned, clean. (May/12)

Dir. and Sups. to investigate and make recommendations for adding a Public Address system to the Library expansion. (May/12)

➤ **2013**

➤ **2014**

➤ **2015**

**VII. Ensure adequate financial resources to achieve the library's goals.**

➤ **Ongoing**

Dir. include large projects in appropriate CIP year. (Jan/each year)

Dir. continue to work with SCLS, Town of McMillan, Clark County, Marathon County and Wood County to maximize revenue other than City funding. (May/each year)

Dir. will include projects in the coming year budget. (Jul/each year)

Tech. to determine potential for providing cataloging services to other libraries and developing potential charges for said services. (Jul/each year)

Adult set up an annual in-house display in support of donations or bequests to Marshfield Library Foundation. (Nov/each year)

Dir. and Sups. to explore grant opportunities and partnerships to increase revenue and efficiency. (Dec/each year)

Dir. continue working with Foundation and FOMPL to develop outside funding for special projects. (Dec/each year)

Dir., Sups, FOMPL and MPL Found. continue to hold Great Things Are Happening Here community appreciation event. (Nov/each year)

➤ **2011**

Dir. & Bd. secure the Library building project's place in the city's Capital Improvement Plan. (Apr/11)

Dir., Bd., Found. & FOMPL – kick off and sustain a successful capital fundraising campaign with professional assistance. (Aug/11)

Dir., Board, Found. and City establishes a fund with the Marshfield Area Community Foundation capable of accepting directed and general donation toward the Library and Senior Center building project. (Jul/11)

Circ. continues to develop reports that assist MPL in meeting its goals, especially after the introduction of Polaris 4.0. (Dec/11)

➤ **2012**

Dir., Board, MPL Found. and City works to ask for needed donations toward the Library building project. (Dec/12)

Dir., Board, MPL Found. and City seeks and requests appropriate grant funding for the Library and Senior Community Center building project. (Dec/12)

➤ **2013**

Dir., Board, MPL Found. and City recognize donations toward the Library building project. (Dec/13)

➤ **2014**

Dir., Board, MPL Found. and City hold celebration event for completion of the Library building project. (Nov/14)

**VIII. To provide continuing evaluation and revision of the library's strategic plan.**

➤ **Ongoing**

Dir. will relay progress on the Plan to the Library Board at the monthly meetings through the written and verbal Director's report. (Monthly)

Dir. will summarize Plan progress through the annual report and the statistical annual report done for the State. (Mar/each year)

Dir. will bring Strategic Plan revisions/additions to the Board annually for approval.  
(Dec/each year)

➤ **2014**

➤ **2015**

Dir. & Bd. will review and make strategic development recommendations year after library building project is completed. (Dec/15)