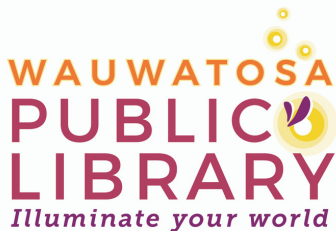


# WAUWATOSA PUBLIC LIBRARY

Strategic Plan 2020-2024



*Adopted by the Wauwatosa Library Board on July 24, 2019*



Wauwatosa Public Library  
7635 W. North Avenue  
Wauwatosa, WI 53213  
414.471.8484  
[wauwatosalibrary.org](http://wauwatosalibrary.org)

# INTRODUCTION

The Wauwatosa Public Library developed a five-year strategic plan focused on how the Library may best serve the community. The planning process assisted the Strategic Plan Working Committee in understanding the needs and goals of Wauwatosa, how the Library is currently meeting those needs, and how the Library may further support Wauwatosa.

The Library values, mission statement, and goals for the Library's strategic plan reflect what was heard from residents, city leaders, and Library staff during the planning process. The strategic plan guides the Library in fulfilling these vital roles for Wauwatosa:

- A hub for literacy and lifelong learning
- A trusted source for information
- An access point to a multitude of technologies
- A place for civic discourse
- A key city asset
- A community cornerstone

The Library is committed to utilizing the strategic plan as a framework for thoughtful and informed decisions. The Library will move forward in advancing the community's voice through the implementation of the strategic plan with the benefit of a historically strong foundation, involved community, supportive city government, and dedicated staff.

# STRATEGIC PLAN FOUNDATIONS

## Library Values

### *Literacy and Learning*

We provide a multitude of collections and educational opportunities accessible in a variety of formats.

### *User Experience*

We are responsive to the community and will continuously strive to provide excellent service to help community members meet their needs.

### *Innovation*

We empower the staff to explore and create new and better ways to improve services to the public.

### *Collaboration*

We facilitate collaborations with others to explore new possibilities to serve the community and provide spaces and platforms for people and organizations to connect with each other.

### *Exploration*

We develop services, programs, and resources that are reflective of the community and the world at large to provide opportunities for people to learn about new ideas and perspectives.

### *Intellectual Freedom*

We are a democratic institution that supports free access to a professionally developed collection of materials and fosters the free exchange of ideas.

## Mission Statement

The Wauwatosa Public Library strengthens our community and enriches lives by providing equitable access to information, encouraging reading and lifelong discovery, and providing welcoming spaces to connect and create.

# STRATEGIC PLAN GOALS

## Strategic Goal I: Improved Services

*The core focus of the Library is literacy, education, and community collaboration.*

### Objectives:

- A. Balance services, programs, and resources to best serve the entire community
- B. Increase accessibility to services, programs, and resources
- C. Develop and maintain high-quality collections
- D. Establish assessments and metrics to determine and evaluate service, program, and resource priorities

## Strategic Goal II: Improved Spaces

*Library spaces are welcoming, flexible, and able to meet the evolving needs of the community to explore, create, learn, and connect.*

### Objectives:

- A. Implement physical and technological modifications that improve the utilization and flexibility of Library spaces
- B. Make it easier for Library users to find and access what they need in the physical and virtual spaces of the Library
- C. Work with the city as it considers space needs and opportunities

## Strategic Goal III: Improved Communication & Community Engagement

*Comprehensive communication strategies will be simple and appropriate to inform the community of the Library's value and all it has to offer.*

### Objectives:

- A. Increase awareness and use of Library services, programs, and resources through targeted, well-planned marketing
- B. Increase engagement with infrequent users of the Library
- C. Build partnerships in the community that support and advance the mission of the Library
- D. Collaborate with the Wauwatosa Public Library Foundation to secure funding and resources to meet the Library's mission
- E. Develop advocacy efforts to increase awareness of the value and importance of the Library

# IMPLEMENTATION

This strategic plan will serve as a guide that the Library will use to develop and implement specific action items. The ongoing planning process will allow for flexibility to adapt as needed. The Library will consider available resources including funding and staff time, changing conditions that may impact the Library, and new opportunities during the time of this plan's implementation. This ongoing planning flexibility enables the Library Director and staff to work in tandem with the Library Board of Trustees to prioritize and coordinate activities to achieve objectives identified in this plan.

## STRATEGIC PLANNING PROCESS

The Wauwatosa Public Library Board formed a Strategic Plan Working Committee composed of representatives from the Library Board, Library staff, Wauwatosa Public Library Foundation, Wauwatosa schools, and Wauwatosa Chamber of Commerce. Under the direction and guidance of a strategic planning consultant, the Strategic Plan Working Committee developed the goals and objectives of the strategic plan based on the following data and information that was gathered during the planning process.

- Annual Library operations and service data submitted to the Department of Public Instruction (DPI) for the years 2008-2017
- An assessment of the Library's status and performance in relation to similar public library standards set forth by the Wisconsin Department of Public Instruction
- Demographic and economic data from American Community Surveys and the 2000 and 2010 US Census
- Results of a survey of the community conducted between February 18, 2019 and March 17, 2019 that garnered a total of 1,041 responses
- Responses to a Library and Community Issues and Needs Questionnaire completed by members of the Strategic Plan Working Committee
- Responses to a questionnaire about the Library completed by city leaders
- A facilitated Strengths, Weaknesses, Opportunities, and Threats analysis with Library staff
- Two facilitated community conversations with invited members from the community held on March 11, 2019 and March 21, 2019
- A facilitated conversation with the Wauwatosa Library Board of Trustees

# ACKNOWLEDGEMENTS

Almost 1,100 people from the community contributed time and ideas in this process. The Library Board sincerely thanks those who offered their ideas and time. Their feedback was invaluable to the process.

The Library Board also thanks the Strategic Planning Working Committee for their commitment to the Wauwatosa Public Library and the development of this plan. In addition, the Library Board thanks the Wauwatosa Public Library staff. Their knowledge of the community they serve and the Library they help shape daily was vital to the planning process at several steps along the way.

Finally, the Library Board thanks Melissa McLimans and Bruce Smith from WiLS (Wisconsin Library Services) for providing planning process management and facilitation services to develop the Library's strategic plan.

## STRATEGIC PLAN WORKING COMMITTEE

- Shellie Anderson--Adult Library Supervisor
- Tracy Eccles--Library Media Specialist, Longfellow Middle School
- Michael Hodan--President, Wauwatosa Public Library Foundation
- Peter Holtz--President, Wauwatosa Public Library Board
- Anne Kissinger, Ph.D--Children's Library Supervisor
- Maureen Klein--Trustee, Wauwatosa Public Library Board
- Peter Loeffel--Library Director
- Guy Mascari--President, Wauwatosa Chamber of Commerce

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