

Village of Mukwonago  
**Notice of Meeting and Strategic Planning Committee Agenda**

**LIBRARY BOARD OF TRUSTEES MEETING**  
**Monday, November 7, 2022**

Time: **4:00 pm**

Place: **Mukwonago Community Library, 511 Division Street, Mukwonago, WI 53149**

**1. Call to Order**

**2. Roll Call and Introduction of Guests**

**3. Approval of Minutes**

3.a Minutes from October 10, 2022

[Strategic Planning Committee Minutes 20221010\\_unapproved.pdf](#)

**4. Discussion/Action Items**

4.a Strategic Planning

Discussion and possible action on the final draft of the Strategic Plan 2023-2025.

[DRAFT MCL Strategic Plan 2023-2025\\_for Strategic Planning Committee 20221107.pdf](#)

**5. Referral Items**

**6. Confirm Next Meeting Date**

**7. Adjourn**

It is possible that a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Municipal Clerk's Office, (262) 363-6420.

## **DRAFT MINUTES OF THE STRATEGIC PLANNING COMMITTEE MEETING**

**Monday, October 10, 2022**

Time: **4:00 pm**

Place: **Mukwonago Community Library, 511 Division St., Mukwonago, WI 53149**

### **Call to Order**

Library Director Armour called the meeting to order at 4:00 p.m. located in the Mukwonago Community Library History Room, 511 Division St., Mukwonago, WI 53149

### **Roll Call and Introduction of Guests**

Committee Members Present

J. Darin  
J. Gasser  
Joanne Tlachac (Friends of the Library representative)  
Amy Mueller (community representative)  
Scott Reeves (Village Board representative)

Committee Members Absent and Excused

H. Pringle

Also Present

A. Armour, Library Director

### **Approval of Minutes**

3.a. Minutes from September 26, 2022

S. Reeves/J. Darin motioned to approve the minutes. Unanimously carried

### **Discussion/Action Items**

4a. Strategic Planning - Discussion and possible action on an outline draft of the Strategic Plan 2023-2025.

Director Armour presented a draft outline of the Strategic Plan 2023-2025, explaining that it was developed by compiling the data from the staff SWOT, Library Board SWOT, and community survey as well as based on reflections on the current strategic plan and the discussions of the Strategic Planning Committee. The draft provides the strategic priorities and their goals and, if approved, would get developed further into the final strategic plan. The Committee changed the title of the second strategic priority to "Serve Our Community."

**Referral Items**

Refer Draft Outline of Strategic Plan 2023-2025 with noted change to the Library Board for consideration at their October 13, 2022 meeting.

**Confirm Next Meeting Date**

The Committee will meet next depending upon the direction of the Library Board.

**Adjournment**

Meeting was adjourned at 5:10 pm by Director Armour.

Minutes submitted by A. Armour.

DRAFT

Date: November 7, 2022

Written by: Abby Armour, Library Director

Presented: November 7, 2022 to Strategic Planning Committee

**Purpose:** This document is the final draft of the complete Mukwonago Community Library Strategic Plan 2023-2025. The Strategic Planning Committee will consider this document on November 7, 2022 and provide their recommendations to the full Library Board at their November 10, 2022 meeting. If the wording is approved, the document will be developed into a visually engaging final document for the Library Board to consider at their December meeting.

**Mukwonago Community Library  
Strategic Plan 2023-2025  
DRAFT**

<b>Mission</b>
Serving the diverse needs of the community by meeting the unique needs of the individual.
<b>Vision</b>
Inspire Creativity, Embrace Community, and Cultivate Connections
<b>Values</b>
<b>We value...</b>  <b>Innovation</b> We embrace a culture of exploration, experimentation, and reflection to improve services, anticipate needs, and manage change. We do this by: <ul style="list-style-type: none"><li>• Encouraging staff to pursue professional development to keep them on the cutting edge of library services and bring back forward-thinking ideas to the Library</li><li>• Creating a culture of openness to alternative solutions and empowering staff to propose new ideas that address shared challenges</li><li>• Accepting and commending failures, understanding that innovation comes with risk</li><li>• Allocating time and resources to seek out new and creative ideas</li></ul> <b>Collaboration</b> We invest in sustained and intentional partnerships both internally and externally to achieve shared goals that increase the impact of our services and resources. We do this by: <ul style="list-style-type: none"><li>• Working closely with the Bridges Library System and the Village of Mukwonago to provide the maximum amount of services and resources for the least amount of cost</li></ul>

- Providing spaces, services, resources, and tools that facilitate interactivity and creativity for our staff and our users
- Combining expertise and resources with community partners to amplify and extend the impact of the work done at the Library

### **Equity**

We actively seek opportunities to remove barriers to access and reflect on current practices to determine how we can better meet the needs of every individual in the community.

We do this by:

- Providing equitable services and resources to all people and a supportive space for all staff members, regardless of race, age, sex, creed or religion, color, handicap or disability, sexual orientation, gender identity or expression, arrest or conviction records, marital status, citizenship status, military or veteran's status, national origin, or ancestry.
- Continuously engaging in addressing our personal and organizational biases in order to transform our practices and achieve real change that benefits the community
- Fostering an inclusive and respectful environment by listening and responding to the needs of our community and Library staff

### **Inclusion**

We commit to pursuing deliberate efforts to ensure that our Library is a welcoming place for all staff and users.

We do this by:

- Creating spaces, procedures, and policies that are user-friendly and accessible to all
- Striving to build collections that represent the diverse life experiences and viewpoints of our local and global community
- Seeking feedback and input from staff and community members with different backgrounds, viewpoints, and identities to identify gaps in need and improve our facilities and services

### **Integrity**

We seek to advocate for and protect the values of a public library.

We do this by:

- Upholding the rights guaranteed by the First Amendment and the tenets of the American Library Association's "Freedom to Read Statement"
- Being proactive about finding and addressing problems, then working closely as a unified team to brainstorm and implement solutions
- Participating in advocacy efforts at the local, state, and national level to ensure libraries receive the funding and attention they deserve
- Listening and communicating openly and effectively with each other and our user communities
- Adhering to our Mission, Vision, and Values and following the Strategic Plan to provide the services, resources, and improvements we promise to our community

### **Strategic Priority #1: Inspire Creativity**

**We INSPIRE CREATIVITY by providing unique programs, services, and collections.**

**Goal 1 to INSPIRE CREATIVITY: We focus on providing early literacy collections, services, and programs for our growing community.**

#### **Services and Actions**

Strategy	Strategy Owner	Time Frame
Assess the capacity of the Youth Services Department to meet the needs of young children, tweens, and teens	Library Board and Library Director	2023
Examine the usage and available staffing of the Youth Services desk	Department Heads and Library Director	2024
Analyze youth program offerings to determine if we are meeting the needs of the community	Department Heads and Library Director	Continuous
Use data to analyze the youth collections to identify and address needs and weaknesses	Youth Services Librarian and Library Director	Continuous
Present regularly scheduled storytimes and programs built around early literacy concepts	Youth Services Librarian and Library Director	Continuous

#### **Possible Measures of this Goal's Success**

- Number and percentage of preschoolers in the community who have a library card
- Circulation statistics of children's materials

**Goal 2 to INSPIRE CREATIVITY: We focus on providing programs and services to meet the wide variety of interests and needs of older adults.**

**Services and Actions**

Strategy	Strategy Owner	Time Frame
Assess the capacity of the Adult Services Department to meet the needs of adults, retirees, and older adults	Library Board and Library Director	2023
Examine the usage and available staffing for services available to adults	Department Heads and Library Director	2024
Analyze adult program offerings to determine if we are meeting the needs of the community	Adult Services Librarian and Library Director	2024

**Possible Measures of this Goal's Success**

- Number of adult users who utilize available services
- Number and percentage of adults who try new programs
- Percent of adults users in a survey who say that they find programs and services that are valuable to them

**Goal 3 to INSPIRE CREATIVITY: We strive to build collections in all formats that reflect our community and satisfy their information, education, and entertainment needs.**

**Services and Actions**

Strategy	Strategy Owner	Time Frame
Assess The Thingery circulation, costs, and demands	Technical Services Librarian and Library Director	2024
Use data to analyze the shifting demands between physical items and digital items	Selectors and Library Director	2025
Use data to develop procedures for selection, deselection, and collection maintenance	Selectors and Library Director	2025
Encourage staff to seek out professional development that shows them cutting-edge collection development techniques and fresh ideas for new collections	Department Heads and Library Director	Continuous

**Possible Measures of this Goal's Success**

- Cost per circulation of Thingery items
- Implementation of new ideas brought back from Professional Development
- Percentage of users in a survey who say that they find the materials they are looking for



**Goal 4 to INSPIRE CREATIVITY: We listen to our users and stakeholders on what they need and value in the Library.**

**Services and Actions**

Strategy	Strategy Owner	Time Frame
Develop workflow internally to share user suggestions and survey data amongst staff and close the loop on delivering outcomes in alignment with the data	Department Heads and Library Director	2025
Provide short surveys for attendees of programs, then utilize that data to determine future program needs.	Programmers and Library Director	Continuous
Offer ways for users to recommend resources, programs, and services	Department Heads and Library Director	Continuous
Conduct frequent surveys in multiple formats to continuously gather data on user preferences, needs, and satisfaction	Community Engagement Coordinator and Library Director	Continuous

**Possible Measures of this Goal's Success**

- Public engagement with surveys and other data gathering tools
- Implementation of ways for public to voice their recommendations and needs
- Percentage of users in a survey who say they find value in what the Library offers

## **Strategic Priority #2: Embrace Community**

We EMBRACE COMMUNITY by being a welcoming, safe space for all. We understand that we are but one part of a vibrant, thriving community and seek to meet our users where they are, delivering services and resources tailored to the needs of each individual.

**Goal 1 to EMBRACE COMMUNITY: We employ friendly, knowledgeable staff who are always available to help users with the wide variety of requests and needs found in a modern public library.**

### **Services and Actions**

Strategy	Strategy Owner	Time Frame
Examine staffing levels to determine what is needed to meet the demands of providing timely circulation, help at the Information Desk, and help at the Youth Services Desk	Library Board and Library Director	2023
Use data to analyze open hours and availability of staff to appropriately provide programs and services	Library Board and Library Director	2023
Conduct staff time study to determine gaps in needs and identify more efficient use of skills and talent	Library Board and Library Director	2023
Provide, promote, and enable staff development opportunities that improve customer service and professional skills	Library Board and Library Director	Continuous

### **Possible Measures of this Goal's Success**

- Customer service desks provide consistently high quality service
- Library offers consistent level of service during all open hours
- Number of users in a survey who respond that they received timely, accurate service
- Number of staff who are able to complete professional development opportunities

**Goal 2 to EMBRACE COMMUNITY: We provide a variety of age-appropriate and accessible spaces that enable both independent and collaborative activities.**

**Services and Actions**

Strategy	Strategy Owner	Time Frame
Revisit the space needs plan considering post-pandemic needs such as more study rooms	Library Board and Library Director	2023
Conduct noise evaluation and explore solutions	Library Board and Library Director	2024
Use data to determine needs for youth and teen areas	Library Board and Library Director	2024
Examine the needs and location of the MetaSpace 511	Library Board and Library Director	2024
Work with Village to ensure Library building needs help fulfill Village goals	Library Board and Library Director	Continuous

**Possible Measures of this Goal's Success**

- Creation of a capital plan

**Goal 3 to EMBRACE COMMUNITY: We eliminate barriers to access in order to provide engaging and accessible ways for users to find what they need.**

#### **Services and Actions**

Strategy	Strategy Owner	Time Frame
Examine shelving, displays, and furniture for ease of use and age-appropriate accessibility	Department Heads and Library Director	2023
Conduct study to determine which geographic areas and demographics do not currently use the Library	Community Engagement Coordinator and Library Director	2023
Explore the possibility of going fine free	Library Board and Library Director	2024
Explore options for displaying and storing The Thingery items	Technical Services Librarian, Library Board, and Library Director	2024
Provide, promote, and enable staff development opportunities that focus on serving underserved and marginalized populations	Library Board and Library Director	Continuous
Explore technologies that help users find and get what they need faster and more efficiently	Department Heads and Library Director	Continuous

#### **Possible Measures of this Goal's Success**

- Number and percentage of users in a survey who respond that they find the Library facilities user-friendly
- Number of new library card holders from under-served areas
- The Thingery is able to be properly cared for and expanded

### **Strategic Priority #3: Cultivate Connections**

**We CULTIVATE CONNECTIONS by making it easy for users to find the materials, services, and other community resources they need through strategic marketing and communications.**

**Goal 1 to CULTIVATE CONNECTIONS: We collaborate and partner with a wide variety of community organizations, businesses, schools, and governmental entities to further weave the Library's presence in the community.**

#### **Services and Actions**

Strategy	Strategy Owner	Time Frame
Provide, promote, and enable staff engagement at key community events	Library Board and Library Director	Continuous
Embed Library staff and programs in major events and influential organizations that already are providing service to the community	Programmers and Library Director	Continuous
Encourage other organizations to see the Library as a platform and hub for presenting, connecting, and sharing with the rest of the community	Community Engagement Coordinator and Library Director	Continuous
Examine staffing levels needed to build and sustain this level of integration into the community	Library Board and Library Director	Continuous
Work with stakeholders on ensuring the Grutzmacher Collection is properly cared for, is compliant with NAGPRA, and readily available to the community	Adult Services Librarian, Library Board, and Library Director	Continuous

#### **Possible Measures of this Goal's Success**

- Number and percentage of unique community organizations collaborating with the Library
- Number of community events Library staff work at
- Number of staff who are available to work offsite for community collaborations

**Goal 2 to CULTIVATE CONNECTIONS: We provide user-friendly and appealing ways to learn about the Library.**

**Services and Actions**

Strategy	Strategy Owner	Time Frame
Examine current website and determine if it meets the needs of users seeking information about the Library	Library Board and Library Director	2023
Explore options to utilize entryway for better communication of Library and community events and resources	Department Heads and Library Director	2024
Use data to determine the preferred communication platforms of our users and tailor our marketing accordingly	Community Engagement Coordinator and Library Director	2024
Invest in marketing and outreach materials	Library Board and Library Director	Continuous

**Possible Measures of this Goal's Success**

- Usage statistics on website views
- Number and percentage of users on a survey who said they found what they were looking for easily on our website