FITCHBURG PUBLIC LIBRARY

STRATEGIC PLAN 2012-2016

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Presented to
Fitchburg Library Board of Trustees

Date
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Fitchburg Public Library
Strategic Plan 2012-2016
Executive Summary
May, 2013

One of the many assets of the Fitchburg community is the new public library, which greeted its first patrons on June 29, 2011. The Library Board of Trustees recognized the need for a strategic plan to guide the library's growth and began the formal process in November, 2012, with Dr. Pauli Nikolay as the facilitator. Several teams were instrumental in the development of the strategic plan.

Library Board of Trustees
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Marykay Zimbrick, Vice President
Christine Gruneberg, Secretary
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Swami Swaminathan, Common Council Representative
Nancy Kieraldo, Madison Metropolitan School District Representative
Karen Julesberg, Member at Large

Core Team
Karen Julesberg, Library Board of Trustees and Co-Chair
Pauli Nikolay, Friends of the Fitchburg Library Board, Facilitator, and Co-Chair
Marykay Zimbrick, Library Board of Trustees
Wendy Rawson, Library Director
Tim Powers, Library Youth Services Manager
Kate Liu, Library Administrative Assistant

Library Data and Trends Team
Wendy Rawson
Phil Hansen, Library Access Services Manager
Allison Coshenet, Electronic Services Librarian

Survey Team
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Pauli Nikolay
Tim Powers
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Critical Issues Team
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Library Mission Statement
The Fitchburg Public Library inspires and connects people of all ages through a variety of enriching, innovative, and engaging experiences offered in welcoming spaces to enhance and strengthen our diverse community.

Library Vision Statement
The Fitchburg Public Library fosters and supports a lifetime of learning, curiosity, and discovery in a diverse and vibrant community.

DATA COLLECTION

Fitchburg Demographic Data
To further understand the city of Fitchburg, data was obtained from the 2000 and 2010 Census, the 2006-2010 American Community Survey, and the Fitchburg Planning and Zoning Department. Significant trends that come out of the census data which will help drive future library decisions include:
- The population of Fitchburg experienced a 23.2% growth rate from 2000 to 2010.
- From 2000-2010, a more diverse population is evident with the Hispanic/Latino population increasing by 226.5%, Asians by 89.3%, and Whites by less than 1%
- The largest percent of Fitchburg students attend the Madison (37%), Verona (35%), and Oregon (8%) School Districts with 19% in private, virtual/online, or home schools.
- About 65% of the population has an annual household income under $100,000 with 34.4% of this group having an income under $50,000.

Library Data and Trends
Use of library collections and program attendance has been steadily growing since the opening of the library.
- In 2012, 375,000 items were checked out from the Fitchburg Public Library.
- Over 16,000 Fitchburg residents have a library card.
- There are currently 77,277 items in the library's collections.
- Youth programs are very well attended with over 9,000 kids and parents attending a program in 2012.
- Wireless computer sessions are increasing steadily, indicating a high use of personal laptops and mobile devices.

The average number of checkouts by Fitchburg residents at the Fitchburg Public Library has been gradually increasing with a steady decrease in checkouts at area libraries most heavily used prior to the Fitchburg Library opening in 2011. Each time a Fitchburg resident checks out at another Dane County Library, the

Fitchburg Library pays a per-item fee to that library. In 2012, the total cost was $130,000.

The Dane County Library Board sets standards to which all libraries in Dane County are held. Libraries must meet these standards to retain library tax revenue in their communities. The Fitchburg Public Library has met most of the standards and is on track to meet all of them by July 1, 2014.

Research on new and innovative methods of providing library service focused on outreach and technologies. Significant trends include micro-libraries, bookless mobiles, maker spaces, and a variety of mobile services such as text-a-librarian and mobile payments.

Strategic Plan Retreat
A strategic plan retreat was held on December 5, 2012, with 21 library staff members, six Board of Trustees members, and three Friends of the Fitchburg Library Board members. The retreat activities included a focus on mission and vision and a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). The organization and analysis of the data from these activities provided direction for additional data gathering and strategic planning decisions.

Survey
The next phase was to develop a survey instrument in both English and Spanish to gain information from library users and non-users on critical issues. The demographic indicators of the survey included age group, resident/non-resident, school district, and library most frequently used. The survey also included seven questions with check-off boxes and four open-ended questions. The survey was available online as well as in paper form at library, community sites, and meetings. About fifty community organizations assisted in disseminating the survey to their members. The response was excellent with a return of 1,110 surveys which were then analyzed using SurveyMonkey, an online survey instrument.

Survey respondents were mostly positive about the library facility, staff, programs, and services. There were, though, many valuable ideas suggested to enhance what is already offered. Not only were the survey results important in identifying the critical issues, they also provided guidance in formulating the goals and strategies to address these issues.

CRITICAL ISSUES, GOALS, AND STRATEGIES

After analyzing and synthesizing the retreat and survey data, five issues emerged. Goals and strategies were developed to address these critical issues.
1. How do we develop a strong financial base for stability and growth?
2. How do we develop a strong, diverse, and visionary library organization?
3. What services, programs, and technologies are essential to meet the diverse needs of Fitchburg residents?
4. What strategic and collaborative partnerships and connections will fulfill the mission and vision of the library?
5. How should the benefits of the library be effectively communicated to Fitchburg residents?

ACTION PLANS

Action teams will be formed to include library managers and Library Board co-chairs, library staff, Friends of the Fitchburg Library, and community members. The responsibility of the action teams is to develop, implement, and evaluate specific actions based on these strategic goals:
1. Generate a financial plan to meet the varied needs of a growing organization;
2. Define and establish the systems and infrastructure essential for an effective and dynamic organization;
3. Provide services, programs, and emerging technologies that are responsive to identified needs and fulfill the library's mission and vision;
4. Foster mutually-beneficial relationships and connections with key organizations and partners to meet common goals and share resources;
5. Develop strategies that communicate the benefits of using the Fitchburg Library to user and non-user residents.

The strategies already formulated for each of these goals will provide added direction for the development of action plans. Development of the annual action plans will begin in summer 2012 with implementation in fall 2012. Regular evaluation and reporting will occur quarterly and annually.

NEXT STEPS

Other strategic plan activities are either in process or will happen over the next few months. These include communicating the plan to key stakeholders and the Fitchburg community, organizing an internal record of the process and data gathered, finalizing the core values, and developing a tagline.

CONCLUSION

The strategic planning process has been informative and positive. With the continued involvement of many stakeholders, the Fitchburg Public Library will fulfill its mission and vision by providing significant services for the community.

FITCHBURG PUBLIC LIBRARY STRATEGIC PLAN 2012-2016

One of the many assets of the Fitchburg community is the new public library, which greeted its first patrons on June 29, 2011. With the facility opened, the Library Board of Trustees recognized the need for the development of a strategic plan to guide the library's growth through the next three years. Dr. Pauli Nikolay was selected to facilitate the development of the plan which began in November 2012.

Throughout the process, the motto was "Honor the past, Learn from the present, Create the future" and that continues to remind us of where we've been, where we are now, and what we have to do to make the dream of being the "best library" a reality.

Strategic Plan Process
1. Identify Key Participants and Create Teams
2. Gather and Analyze Internal and External Data
3. Identify Critical Issues
4. Develop Goal Statements
5. Formulate Strategies for Each Goal
6. Develop Mission and Vision Statements
7. Prepare Strategic Plan Report and Executive Summary
8. Communicate Strategic Plan to Key Stakeholders
9. Develop and Implement Action Plans
10. Evaluate Strategic Plan

Key Participants
We want to acknowledge the remarkable contributions of Dr. Debra Wilcox Johnson, Interim Library Director from 2007-2010. Her strategic thinking and planning provided the foundation for the Fitchburg Public Library strategic plan. She clearly demonstrated strategic thinking and planning by systematically gathering data as a basis for decision-making, involving many constituencies throughout the community, and setting realistic short and long-term goals. What she accomplished provided the basis for us to strategically move forward.

Several teams were instrumental in the development of the strategic plan with ongoing guidance and input. We want to acknowledge the valuable cooperation and support of the Library Board of Trustees and the dedication of the Core Team members, who along with the commitment of the Library Director and library managers, volunteered their time and talents to make this initiative such a success.

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Wendy Rawson, Library Director
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Kate Liu, Library Administrative Assistant

DATA COLLECTION

Strategic planning is a data-based process. Gathering and analyzing data provided the basis for developing the mission and vision, identifying the critical issues, and formulating goals and strategies. Our goal was to have broad-based library and community participation to inform our decisions. With the many data sources available and our time constraints, we identified which internal and external data sources would be critical to the development and implementation of our strategic plan.

Internal data sources included:
- Library Board and staff retreat
- Current library data on usage, users, and standards

External data sources included:
- Demographic data
- Library trends
- Community surveys, both online and paper

Demographic data provided a foundation for understanding the Fitchburg community. An initial Library Board and staff retreat served to capture the thoughts and ideas of those most closely involved with library operations. Comparative data from 2011-2013 on library usage, users, and standards provided knowledge of our current status and direction for the future. In addition, research was done on national library trends to further inform our strategic decisions. Once we had this data gathered and analyzed, it was critical to know the thinking of the Fitchburg community. To do this, we developed and implemented a community survey to gather ideas and opinions.
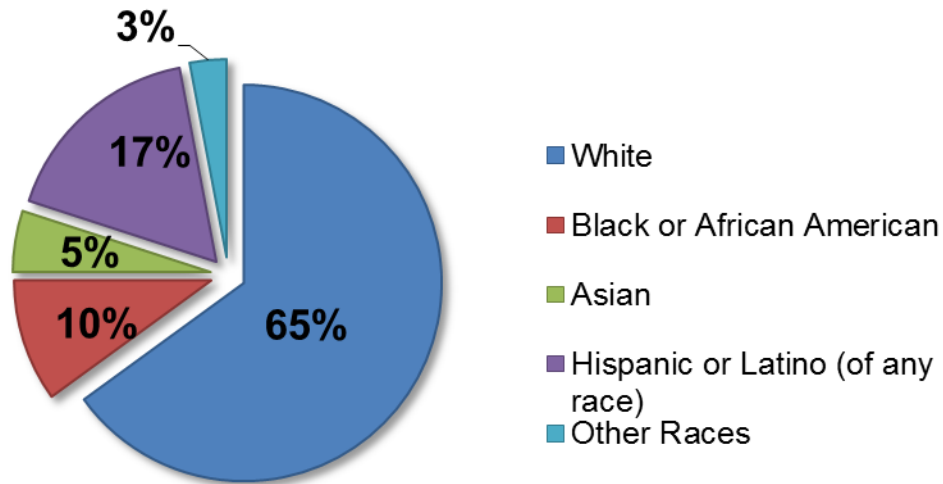
Demographic Data

Fitchburg is a city located in Dane County, Wisconsin, just south of the City of Madison. While its roots as a farming community go back over 100 years, it was only officially incorporated as a city on April 26, 1983. It consists of 35.21 square miles, covering 22,000 acres and is currently home to over 700 businesses. The 2010 Census and the 2006-2010 American Community Survey (ACS), as well as the 2000 Census provided data to help us further understand the population and demographics of the city.

According to the 2000 Census, the total population of Fitchburg was 20,501. In 2010, the population was 25,260, a 23.2% increase. There are slightly more men than women (51.6% vs. 48.4%). While Dane County, Madison, and Fitchburg are similar in population trends across age categories, Fitchburg has more adults age 30 to 44 as well as children ages 0-9, which indicates a concentrated presence of families in our community. Although smaller in total numbers, Fitchburg has seen a substantial growth in the over 55 population as well.

Closely related to the total population statistics are how the residents of Fitchburg are grouped in living arrangements. According to the latest information available, the total population of Fitchburg consists of 9,955 households. Of this total 62.7% are in a family setting and 37.3% are in non-family setting. (A "non-family" setting is defined by the ACS as one that has no members related by birth or marriage.) Knowledge of the population breakdown by age, sex and living arrangements is vital to the library's future planning for materials selection, programming, and outreach.

Another important trend evident in the ACS data is the changing race and ethnicity of the city. Since 2000, the Hispanic/Latino population increased 226% and the Asian population increased 89.3%. The White population increased less than 1%. The race distribution is more variable in Fitchburg than in Dane County. The White population in Fitchburg is about 70% compared to 85% for Dane County. The Black/African American population is 10%, and the Hispanic/Latino population is almost 20%. Closely tied to the Hispanic/Latino population is the number of residents who have recently come to the United States that are non-native speakers or are fluent in both English and Spanish. Roughly 12% of the population speaks Spanish at home with over half of that group reporting that they speak English less than "very well". Other non-native language speakers in Fitchburg report similar English-speaking limitations, although the total number of these speakers is fewer and language spoken is more varied. As the Library plans for the future, this information about its patrons' language abilities will help guide its decision making process.

Race Population, 2010

Pie chart:
- White: 65%
- Black or African American: 10%
- Asian: 5%
- Hispanic or Latino (of any race): 17%
- Other Races: 3%

While Fitchburg has no school district of its own, most pre-K through 12th grade students attend public schools in the Madison Metropolitan School District, the Verona Area School District, or the Oregon School District. Others are enrolled in private, virtual and online schools, or are home schooled. There are approximately 4,600 school age children (ages 5-19) residing in Fitchburg. Madison has one school (Leopold Elementary School) and Verona has two (Stoner Prairie Elementary and Savanna Oaks Middle School). There is one private K-8 school, Eagle School, within walking distance of the library. This school draws its student base from around the Dane County area. It is unlikely for the foreseeable future that Fitchburg will create its own school district so the library must be aware of the need to provide services and programs for children who have a variety of educational experiences.

School Enrollment by District, 2010

Bar chart:
- Madison: 1732
- Oregon: 367
- Verona: 1617
- Other: 884
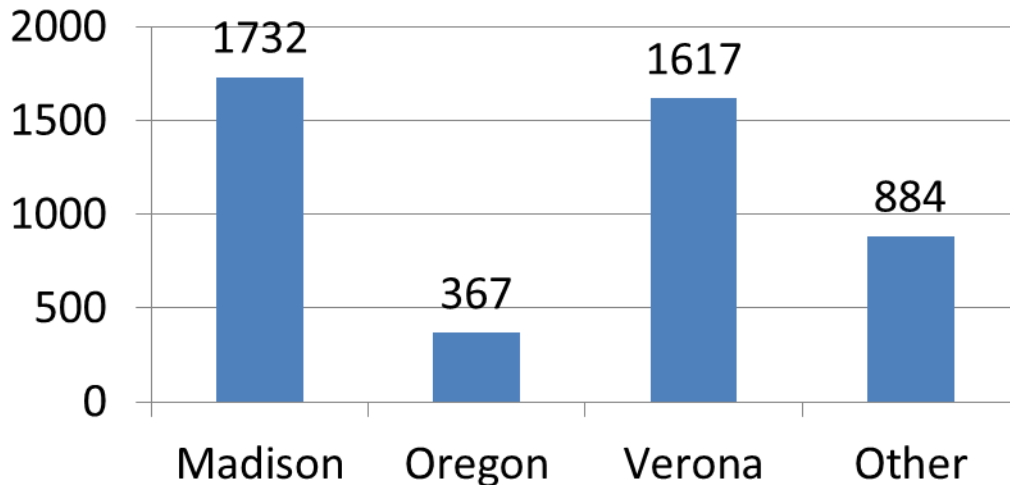
Closely tied to the education of children are the educational attainment levels of its adults. Valuable insight for library planning can be made by considering these statistics. Roughly 94% of residents over the age of 25 have completed high school or higher and 45.2% have attained a bachelor's degree or higher.

Educational Attainment, 2010
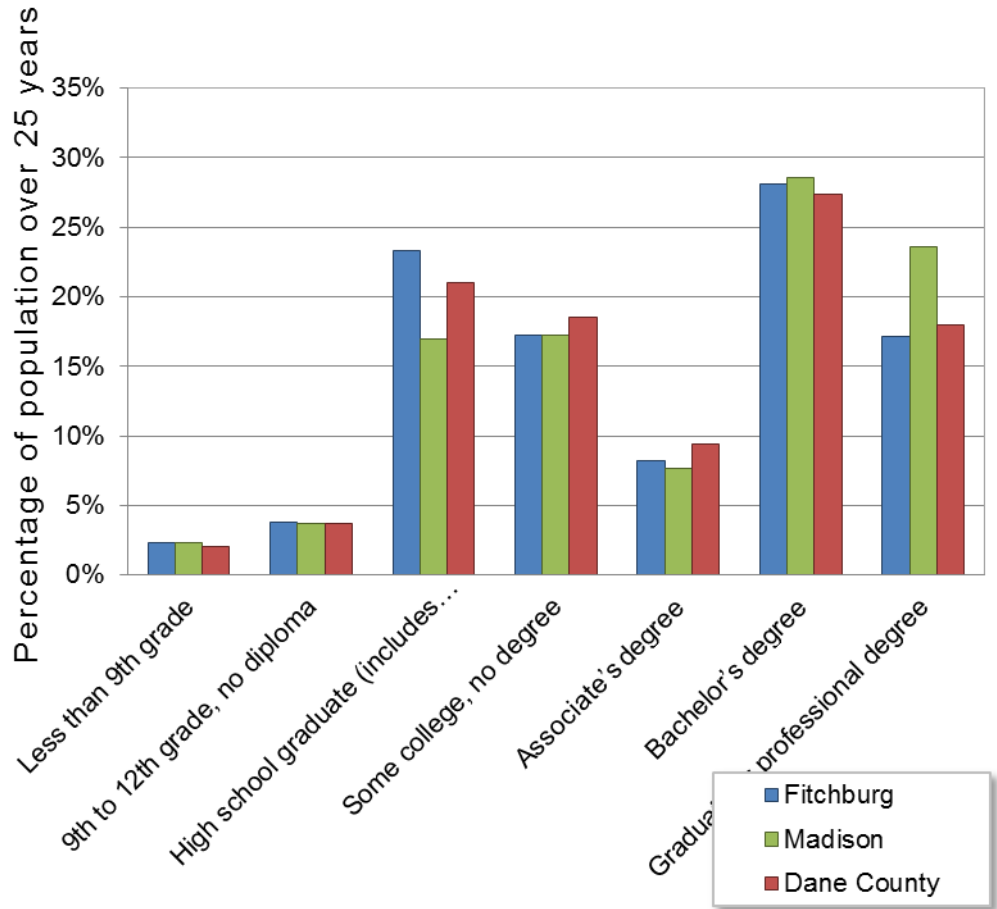
Libraries are meant to serve the entire community regardless of income. However, it is important to consider the impact that household income might have on the services, outreach, and programming provided by the library. Fitchburg is very similar to Dane County in terms of income differentiation. Roughly 38% of the household incomes are $50,000 or less, 34% are $50,000 - $100,000, 20% are $100,000 - $200,000 and 6.8% are over $200,000.

Income Levels, 2010

- up to $25,000
- $25,000 - $49,000
- $50,000 - $99,000
- $100,000 - $199,000
- over $200,000
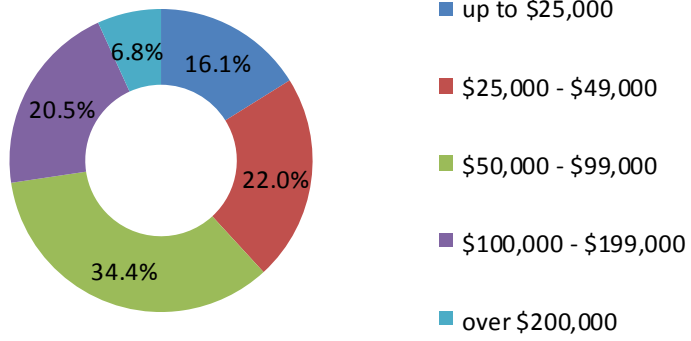
Library Data And Trends

Library Data and Trends Team
Wendy Rawson
Phil Hansen, Library Access Services Manager
Allison Coshenet, Electronic Services Librarian

The library data and trends team focused on collecting information regarding services the library currently offers, use of the Fitchburg Public Library vs. other local libraries by Fitchburg residents, and future trends that could be offered as services.

As the statistics below show, use of library collections has been growing in the year and a half that the library has been open. Youth programs are proving popular with library patrons. These include activities such as storytimes, toddler art, book groups and Read to a Dog, to name just a few. We've discovered that many patrons come to the library with their own electronic devices such as laptops, iPads and smart phones, increasing the usage of our wireless service significantly. Our meeting rooms are used often by local community groups and businesses.

The trends that staff researched online and through industry periodicals included innovative options for outreach and technology. There are many avenues, given enough staff time and resources, to provide library service to all Fitchburg residents.

It is important to note that within Dane County, each library pays a certain amount to each other library for every item checked out to their resident. For example, for each item a Fitchburg resident checks out at a branch of the Madison Public Library, the Fitchburg Public Library must pay the Madison Public Library $3.05. Alternately, if a Madison resident checks out at Fitchburg, Madison must pay Fitchburg $3.56 per item. These are referred to as cross municipal and cross township payments. In 2013, Fitchburg will receive approximately $383,000 for this use, but will pay $513,000, making our net payment to the county around $130,000.

<u>Usage of the Fitchburg Public Library by All Patrons</u>
    Checkouts and Holds at the Fitchburg Library
        Average Number of Items Checked out or Renewed Each Month:
            2011: 25,516 (6 months)
            2012: 31,300 (full year)
            2013: 32,576 (3 months)
        Average Number of Holds Filled Each Month:
            2011: 4,287 (6 months)
            2012: 5,605 (full year)
            2013: 6,652 (3 months)

Children's Programming
>   2011: 140 programs with 3,739 attendees (6 months)
>   2012: 285 programs with 9,249 attendees (12 months)
>   2013: 62 programs with 1,834 attendees (3 months)

Teen Programming
>   2011: 29 programs with 312 attendees (6 months)
>   2012: 57 programs with 564 attendees (12 months)
>   2013: 14 programs with 96 attendees (3 months)

Adult Programming
>   2011: 29 programs with 87 attendees (6 months)
>   2012: 67 programs with 696 attendees (12 months)
>   2013: 15 programs with 134 attendees (3 months)

Technology Programming
>   2011: 11 programs with 49 attendees (6 months)
>   2012: 46 programs with 167 attendees (12 months)
>   2013: 12 programs with 51 attendees (3 months)

Summer Reading Program
2012 was the first year the Fitchburg Library held a Summer Reading Program. There were 1,198 registrants, including adults, teens, and children. The Summer Reading Program helped boost circulation by 16%, from a monthly average of 29,822 items in non-summer months to an average of 35,735 items in June, July, and August.

Computer and Wireless Use
>   Average Number of Computer Sessions Each Month:
>   2011: 1,808 (6 months)
>   2012: 2,339 (full year)
>   2013: 2,412 (3 months)
>   Average Number of Wireless Sessions Each Month:
>   2011: no data
>   2012: 12,485 (full year)
>   2013: 19,437 (3 months)
>   Wireless use is up 36% from 2012.

Electronic Item (e-books and e-audiobooks) Checkout
>   2011: no data
>   2012: 4,300 checkout in 12 months
>   2013: 2,044 checkouts in 3 months
>   While the number of electronic checkouts is increasing, electronic items account for only 1.6% of all checkouts.

Meeting Room Use
       2011: 289 meetings (6 months)
       2012: 859 meetings (12 months)
   2013: 264 meetings (3 months)

Libraries Used by Fitchburg Residents
The information presented below was collected from our Integrated Library System by the South Central Library System on February 13, 2013. The patron information contains all accounts that are registered with a Fitchburg address. Approximately 16,700 Fitchburg residents have library accounts.
Fitchburg Resident Checkout, May 2011 - December 2012
The Fitchburg Public Library opened its doors to the public on June 29, 2011. Fitchburg residents checked out zero items in May 2011, a little over 3,000 items in the two days the library was open in June, 2011, and just over 20,000 items in the first full month the library was open (July, 2011). Though it fluctuates, the average number of checkouts by Fitchburg residents at the Fitchburg Public Library has been slowly increasing. The eight libraries Fitchburg residents used most heavily prior to July, 2011, were the Bookmobile, Alicia Ashman branch, Madison Central, Meadowridge branch, Middleton, Oregon, Sequoya branch, South Madison branch, and Verona. In May and June, Fitchburg residents checked out over 25,000 items per month at these other libraries. Beginning in July, the number of items checked out at other libraries has been dropping steadily to an average of 11,000 items per month.

Fitchburg Resident Checkout at Fitchburg and Other
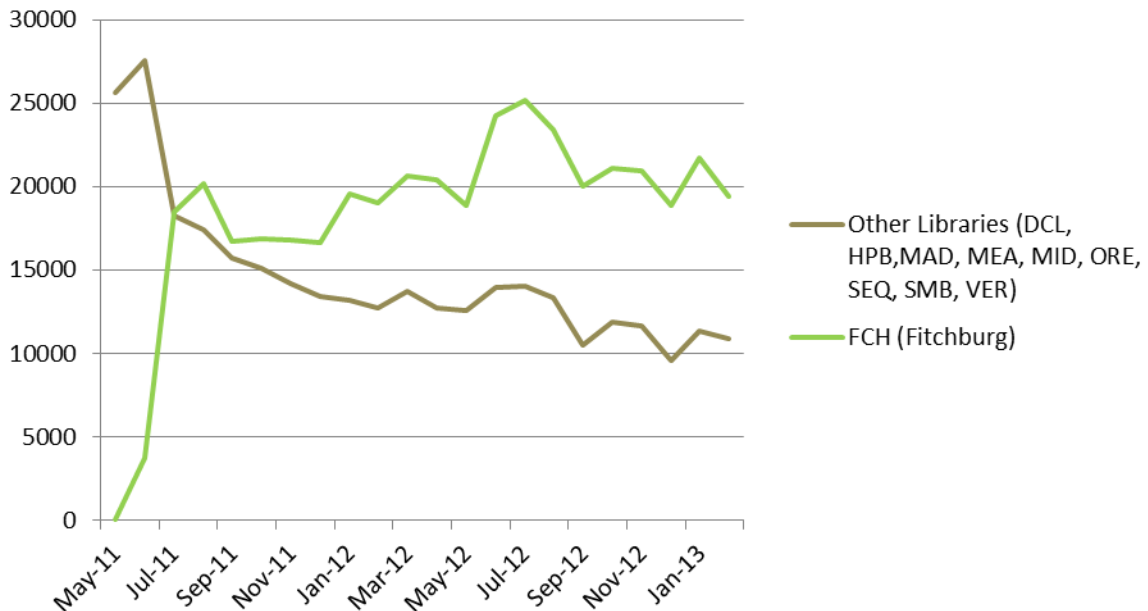
Home Libraries for Fitchburg Residents with Active Accounts

"Home Library" is a setting in our library system that provides a default location for where a patron's holds are delivered. This setting is not dictated by residency, but rather is chosen by each patron. While "Home Library" doesn't always indicate where a patron is checking out, there is usually a strong correlation. The data in the chart below shows patrons with "Active Accounts," meaning that their library card was created or renewed within the past four years. It excludes any expired accounts. Approximately 11,400 Fitchburg residents have active accounts. This graph shows where Fitchburg residents generally check out their library materials and pick up their holds.

Home Libraries for Fitchburg Residents with Active Accounts
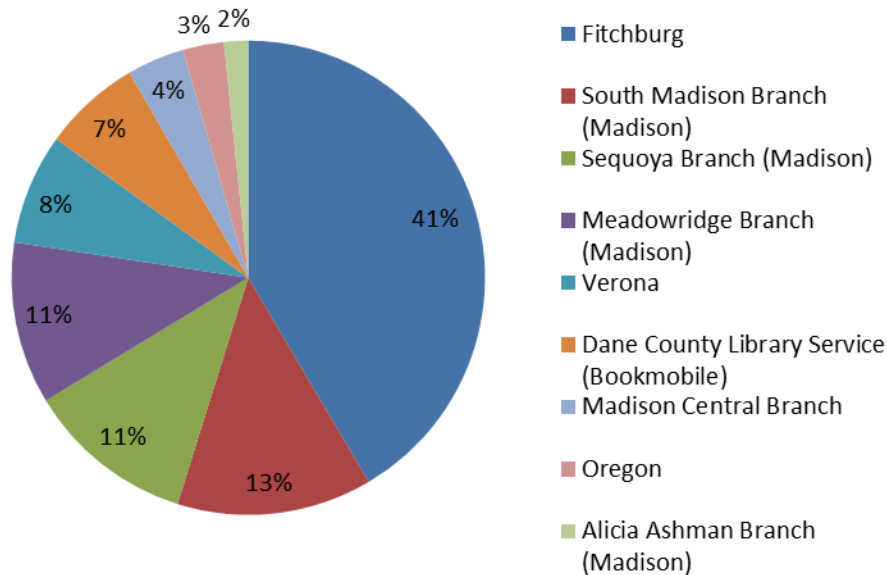
Library Standards
The Dane County Library Board sets standards to which all libraries in Dane County are held. Libraries must meet these standards to be exempt from the county library tax. These standards cover how many hours the library must be open each week, how many staff it must have, and how many items must be in the collection. As a new library, Fitchburg was given three years from its opening date to meet all of the standards. The Fitchburg Public Library has met most of the standards already, and is on track to meet all of them.

Dane County Library Standards		
Hours Open	60 hrs/wk	Met
Staff	15.6 FTE	Met
Public Internet-access Workstations	13	Met
Annual Materials Expenditures	$132,600	Met
Size of Collection	85,836	*
Collection Growth (add 5% per year)	must add 4,292 items per year	*
Total Print and Electronic Periodical Subscriptions	156	Met

*As of May 7, 2013, Fitchburg has 77,277 items in its collection and is adding items at a rate to meet the standards by July 1, 2014.

Library Trends
Library trends were researched to help us think about what the future holds for possible programs and services. The research indicates that technology and outreach for libraries encompasses a wide variety of programs and services, all of which are offered to libraries at varying levels of cost depending on the needs of the library and its patrons. The following programs and services are what some libraries are now piloting, have implemented, or are considering in order to meet patron demands.
Examples of Outreach Programs and Services
Micro-libraries – Small portable structures such as The Little Free Library or a trailer with books and seating to allow patrons to sit and enjoy materials. Some libraries have book racks at doctor and dental offices that operate on the honor system.
Book/DVD vending machines – These are similar to food and drink vending machines. Libraries stock these with in demand books and DVDs. Patrons can search the inventory in the machine, make a selection, and scan their library card to check items out.
Bookless mobile – This involves using a small SUV to take library services into the community. The vehicle is driven to food banks, nursing homes, etc. so people can sign up for library cards and learn technology skills.
Partnerships – Partnerships with community organizations can expand program offerings both on and off-site. Partners may include arts and literacy organizations, immigrant/ESL groups, garden clubs, historical/genealogical clubs, theatrical groups, daycare centers, neighborhood agencies, etc.
Mobile computer labs – A mobile computer lab can be used to provide technology training at off-site locations throughout the community.
Examples of Technology Programs and Services
Maker spaces – These can be high or low tech. Patrons might learn how to program a Raspberry Pi microcomputer, or they may learn to sew blankets for a charity. Maker spaces are hands-on learning labs that help patrons produce tangible results.

Streaming content – As the popularity of services like Netflix, Hulu Plus, and Amazon Prime grows, patrons are interested in streaming content from the library. Some libraries are piloting Hoopla, a streaming service for libraries offered through Midwest Tape.

Services for mobile devices – In some sense this is available with the LINKcat app, but the library's website is not yet mobile. Other mobile services could include:

- SMS text notifications – Notifications of upcoming library programs or events
- Text-a-librarian – Patrons are able to text questions to the library for immediate assistance
- Mobile payments – Square and Google Wallet provide ways to pay fines
- QR codes – Used on materials throughout the community as a way to link users back to the library website or catalog

Geocaching – A high-tech treasure hunt utilizes a GPS device to find hidden items. Geocaching in the library can be done to help people discover collections in a fun way.

Library Strategic Plan Retreat

The first participant data collection event was the strategic plan retreat, which was held on December 5, 2012, facilitated by Pauli Nikolay and the Core Team. Participants primarily included library staff and Library Board members with representatives from the Friends of the Fitchburg Library so that those most involved with the library would have their voices heard. The day included two four-hour sessions with a luncheon in between. The Library Director, managers, and Core Team were involved in both of the sessions, while the others participated in only one of the duplicate sessions. The day included activities designed to generate thoughts and ideas about the present status and future direction of the library.

The key questions included:
1. Why do we need a strategic plan?
2. Who are we?
3. Where do we want to be?
4. Where are we now?
5. How do we get there?

The individual, small, and large group work included:
- Descriptive Words Activity
- Mission and Vision Activity
- SWOT Activity (Strengths, Weaknesses, Opportunities, Threats)

After the retreat, the Core Team members organized the raw data from the retreat activities so that it could be analyzed by ideas, themes, and frequency. These key ideas, thoughts, and opinions of participants were eventually combined with library data and community survey data to generate the critical issues, goal statements, and strategies.
Particularly useful in developing our mission and vision statements later in the process was the Descriptive Words Activity which identified common words about the library resonating with retreat participants. The SWOT activity (Strengths, Weaknesses, Threats, and Opportunities) generated many, many significant opinions and ideas. The Core Team spent substantial time organizing these ideas into themes for analysis. This analysis provided direction for the strategic plan and very importantly, the SWOT raw data and the analysis will be used as action plans are developed and implemented.

Online And Paper Surveys

Survey Team
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Tim Powers
Barbara Rottman, Friends of the Fitchburg Library Board

Survey Process
The next phase of the strategic plan was to gain information through the use of a survey that was developed by the Core Team. The survey consisted of 15 questions and was offered to individuals and groups in a paper or online format via SurveyMonkey. The paper survey was provided in both English and Spanish. We had an excellent response with 1,110 surveys completed by both library users and non-users. This data was then combined with the retreat data to assist in determining the issues the library faces now and in the coming years.

With the cooperation of local and area leaders, members of the Survey Team presented the paper and/or online survey to a variety of individuals and groups. This included sending the online link to 48 organizations, presenting the paper surveys to seven community groups and 17 library programs, distributing the survey through the library website/facebook page/listservs, and e-mailing the link to book clubs, neighborhood associations, schools, churches, daycare centers, and other businesses and organizations in the greater Fitchburg area. In addition, surveys were placed around the library, city hall, and senior center. Once the 414 paper surveys were gathered, volunteers from the Friends of the Fitchburg Library entered the data into SurveyMonkey. The results were combined electronically with 696 online surveys for a grand total of 1,110 surveys. Reports were then generated from SurveyMonkey.

Reports Generated from Survey Data
1. Summaries of each of the following questions:
    - How old are you?
    - Are you a Fitchburg resident?
    - What is your school district?
    - Which library do you most frequently use?
    - How often do you usually visit the Fitchburg Public Library?
    - What are your reasons for using the library?
    - If you don't use the Fitchburg Library regularly, why not?
    - What programs and services are you most interested in?
    - What are your day/time preferences for attending programs?
    - Are you willing to pay a fee to attend a program?
    - How would you like to find out about other activities at the library?
    - If you use the library, what specific programs and services keep you coming back?

- If you don't use the library, what programs and services would draw you here?
- What do you think the library should do that it isn't doing now?
- What additional comments do you have about the Fitchburg Library?

2. Summaries of all Questions 1-15 by age group
3. Summaries of all Question 1-15 by resident and non-resident
4. Summaries of all Questions 1-15 regardless of age and residency

As part of the survey, respondents were asked to provide responses to several demographic indicators. This enabled the reviewers to analyze and synthesize the data not just according to age group, but also by grouping all like responses together.

Demographic Indicators by Number of Respondents
Age Groups

Age 11 or under = 31	Age 46-65 = 378
Age 12-18 = 82	Age 66-85 = 142
Age 19-25 = 31	Age 86 and over = 4
Age 26-45 = 431	No age group selected = 11

Resident/Non-Resident

	Non-Resident = 265
Resident = 834	No Residency selected = 11

School District

Madison = 629	Oregon = 103
Verona = 290	No school district selected = 88

Library Most Frequently Used

Fitchburg = 788	None = 50
Verona = 77	No library selected = 181
Oregon = 14	

Survey Observations
Initial observations of the survey raw data provided interesting and sometimes surprising information.

1. Overall, the comments were generally positive although there were a limited number of people who still have resentment about the library being built (e.g. tax burden).

2. Weekly use of the library was the most common with monthly use next in frequency.

3. Checking out library items was by far the most popular use of the library although there were comments about "beefing up" certain collections.

4. The children's collection and programs got many kudos.

5. Programs for teens received many favorable comments.

6. Patrons 45 and younger prefer programs that involve "doing" as well as "learning."

7. E-mail is the preferred communication method for information on programs and services.

8. There was substantially more use by Fitchburg residents of the Fitchburg Library (89%) than use of the Verona Library (5%).
9. There was little use of the Fitchburg Library by Oregon residents but also limited survey data from Oregon residents.
10. Of those living in the Madison School District, 90% responded that the Fitchburg Library is the one they most frequently use.

11. The main reasons Fitchburg residents don't use the library regularly:
a) they get information from other sources; b) they buy their own books/other materials; c) they don't know what services or programs are offered; d) the library doesn't have programs of interest to them; or e) the library is too far from home.

Summary of Positive Comments
The survey generated many positive responses, which are too numerous to mention here. Some of the common themes are detailed below.
Library Staff
The convenience of the library and the quality of the staff were mentioned repeatedly. "The Staff, the library building itself, and its location are all great! I really enjoy it!" "GREAT Children's library, helpful staff, meeting rooms - service is excellent!" and "Awesome new library" were frequently mentioned. "It's a wonderful library! I find the staff friendly and helpful. It's nice that they greet you when you come in."

Programs and Services
Programs and services for our youngest patrons are a huge success with positive comments about the children's summer reading program, storytime, kids' parties, toddler art time, selection of toys/puzzles, movies, lap sit story time, and the children's touch screen computers. "My kids like to play in the kids' area. Whenever my daughter is interested in something, we ask the children's librarian for a book about it and she is always very helpful."
Teen services and programs were also mentioned as positives including the Teen Council, art projects, and movies. A number of people commented on how nice is to have an area just for teens with their own study room, computers, books and

17

other materials, as well as comfortable bean bags for them. "The very nice teen programs such as volunteering, teen council, movie nights, lock-ins."
Adults continually praised the wide selection of books, spacious areas, comfortable chairs for reading, the library app, overdue reminders, the Lucky Day shelves, the underground parking, Linkcat and Overdrive, and self-checkout machines. "I like being able to check out books as I am an avid reader. I do have a kindle but I also enjoy reading new books and find that I do not want to buy every book that is released, so being able to go to the library and check it out is great." The wide selection of books, DVDs, and CDs was a common theme for many patrons. "I love putting books on hold and being able to pick them up at Fitchburg Library."

Outreach and Communications
Most of the comments in this area came from statements made when the survey was being presented to groups. Many comments were made regarding how nice it was to get regular emails from the staff outlining upcoming events and programs for children, teens, and adults. One online participant stated, "I love that I now get an e-mail reminding me of items due back."

Facility
Respondents commented on how they "love the size of the library" and "love the upstairs quiet reading room and all chairs in the library that face windows. I get a lot of work done on my laptop there." There were many comments about the high quality of the customer service, the Sunday hours, the quiet reading room, and study rooms. "The beauty and spaciousness of the facility as well as the amount of light provide a wonderful setting to read, use the computers, or search for materials." "The study rooms are of great use to me."
Someone who lives here commented that "I have lived in Fitchburg over 40 years. I am thrilled to now have a state of the art library!" Others commented that the library is "A real asset for the community that adds significantly to the quality of life." "I love the Fitchburg library and am proud to have it in our community." Another patron stated, "I am happy to pay taxes to support this wonderful community asset. I love the Sunday hours, the quiet reading areas, the community meeting place possibilities."
As newcomers to the area, one patron commented that "We have just moved to the area & we absolutely love this library & the staff is wonderful! We especially liked the lock-in." Others added, "We are thrilled to have the library in Fitchburg. Having it there makes it more likely we will remain in Fitchburg since we use libraries on a regular basis."

Summary of Concerns and Suggestions
Though the majority of comments were positive, there were also some participants who expressed concerns and provided suggestions for improvement.

Library Staff
In regard to the library staff, people wanted them to share their reading suggestions and to have more Spanish speakers on staff. Several people

mentioned the need for staff to be more professional and friendly when providing help.

Programs and Services
Programs and services were areas in which people offered suggestions for adult Spanish classes and other bilingual programs, travel lectures, guest lectures/exhibits, more book clubs, and job training sessions. Respondents were interested in having maker spaces, art/painting activities, "low key" competitive games, as well as sessions on genealogy, gardening, and quilting. One patron suggested that there be a Civil War Roundtable and other special events. Suggestions included being able to have more time on first floor computers, using computers without first signing in, and a card reader for teen/children computers. Comments were made regarding the slow, noisy checkout machines, the need to have longer Sunday hours, and later hours for high school/college students.

For our youngest patrons, parents suggested that the library have a train table and a Lego table, as well as more art programs. For the teens, suggestions included more computer classes, more comics, "better" books, writing workshops, and "Nano Wrimo Meetings" (writing projects). It was also suggested that there be tutoring, study clubs, and displays related to their units of study at school.
Because the library is still in the process of acquiring books and other materials, there were comments regarding the need for more books, CDs, DVD's, eBooks, hard copy references, and large print books. Others suggested a "fine forgiveness" program and an "amnesty for teachers" program to encourage more library usage.

Outreach and Communications
Outreach is an important issue for the library and respondents addressed that with their comments. It was suggested that there be book clubs and story times at the Fire Station, transportation provided to/and from the library, drop-off services at remote locations, and meeting rooms available for commercial use, as well as a review of fee/rental policies.
Though people liked the website and the information it contained, they did feel that it needed to be made more user friendly and welcoming. It was suggested that the library needs better communications and publicity so residents are better informed.

Facility
Concerns about the building included the lack of signage for the library, underground parking, and the book drop; the back-in angle parking on a narrow street; and the outside front stairs that are hard to see in bright light. People commented about the need for decorations in the children and teen areas to make those spaces more welcoming. Other concerns included computers that don't always work properly, the inability to check out multiple items at one time, and that the online search engine is hard to use.

People in the 45-65 age group were the most critical regarding the cost of the library with comments such as "Close and sell," "city wasted $ on something that's not needed," and the "property taxes are too high." Concern was also expressed that a local project management company was not used.
The location was of concern to some respondents who felt that buses were now needed to get people to the library, that the Jamestown area still needs the bookmobile since the library is "on the other side of town," and that residents would continue to use area libraries closer to their homes in spite of the new library in Fitchburg.

CRITICAL ISSUES

Critical Issues Team
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The myriad of data provided throughout the process was reviewed, organized, and analyzed by the Core and Survey Team members to determine the most significant concerns that surfaced in the process. After these processes were completed, the Critical Issues Team summarized the data according to the top five critical issues, generated a goal statement to reflect each issue, and outlined strategies based on all data to delineate concerns. To assist in understanding the terms, the following definitions were used:

- Critical Issues: program and policy concerns that will have the greatest impact
- Goals: major outcomes that are usually qualitative
- Strategies: specific ways to achieve goals
- Action Plans: what, who, when, and how strategies will be developed, implemented, and evaluated

1. **Critical Issue:**
   How do we develop a strong <u>financial base</u> for stability and growth?
   Goal Statement:
   Generate a financial plan to meet the varied needs of a growing organization.
   Strategies:
   - Develop a budget that provides for both a firm financial foundation and for strategic growth
   - Select materials and collections to comply with patron demand and Dane County library standards to keep library tax revenue in Fitchburg
   - Increase use of the Fitchburg Library as the home library for Fitchburg residents to reduce required payments to other entities
   - Expand and diversify ways to generate revenue
   - Develop and implement fund-raising plans with Friends of the Fitchburg Library (FOFL) and other key partners

2. **Critical Issue:**
   How do we develop a strong, diverse, and visionary <u>library organization?</u>
   Goal Statement:
   Define and establish the systems and infrastructure essential for an effective and dynamic organization.
   Strategies:
   - Establish policies and procedures for collection acquisition to meet user requests and needs

- Create systems to inform and educate the Common Council, relevant city staff, library staff, Board of Trustees, FOFL Board, and volunteers
- Craft spaces in the library and throughout the community to engage all patrons
- Generate a staffing plan to meet the service and programming needs at the library and in the community
- Develop systems to recruit, train, support, and retain a diverse library staff, Board of Trustees, and volunteers

3. **Critical Issue:**
What <u>services, programs, and technologies</u> are essential to meet the diverse needs of Fitchburg residents?
Goal Statement:
Provide services, programs, and emerging technologies that are responsive to identified needs and fulfill the library's mission and vision.
Strategies:
- Develop diverse in-house services and programs to increase library usage
- Expand patron use of library technology and technology programming
- Develop outreach services and programs with an awareness of the changing demographics of Fitchburg residents
- Explore and evaluate needs and options to ensure library access throughout the community

4. **Critical Issue:**
What strategic and collaborative <u>partnerships and connections</u> will fulfill the mission and vision of the library?
Goal Statement:
Foster mutually-beneficial relationships and connections with key organizations and partners to meet common goals and share resources.
Strategies:
- Build relationships and collaborate with city departments that have similar users and/or common goals
- Build relationships and collaborate with area public, private, home, and virtual schools to address common goals
- Build relationships and collaborate with multi-cultural partners for mutual benefit
- Build relationships and collaborate with businesses and organizations that focus on education, technology, and community

5. **Critical Issue:**
How should the benefits of the library be effectively <u>communicated</u> to Fitchburg residents?
Goal Statement:
Develop strategies that communicate the benefits of using the Fitchburg Library to user and non-user residents.
Strategies:

- Develop communication policies, procedures, and reports to guide and effectively disseminate library information
- Develop, implement, and evaluate a non-targeted marketing plan with a clearly defined message encouraging use of the Fitchburg Library
- Publicize and promote Fitchburg Library services and programs in a variety of ways to a variety of audiences

MISSION AND VISION

The mission of the library is the broad description of what we do, with and for whom we do it, our distinctive competence, and why we do it. It does not change over time.

The vision of the library is an image or description of the organization we aspire to become in the future. It answers the question "If we could create the organization of our dreams and have the impact we most desire, what would it look like in five years?" It may change to meet the ever-shifting needs, trends, and environment.

Prior to the building of the library, Dr. Debra Johnson and the Library Board of Trustees developed a preliminary mission statement to guide the many decisions that had to be made. There was no vision statement at that point. At the strategic plan retreat in December, 2012, participants put forth their ideas as to what the mission and vision should be.

The relevant data from the retreat and from the surveys was used as the foundation for a mission and vision workshop held on March 20, 2013, with members of the Board of Trustees and the Core Team. As part of the workshop activities, the participants drafted "idea lists" of what should be included in the final mission and vision statements. These lists were used by the Core Team to develop the mission and vision.

The following statements were approved by the Board of Trustees at their April 17, 2013, meeting:

Mission Statement
The Fitchburg Public Library inspires and connects people of all ages through a variety of enriching, innovative, and engaging experiences offered in welcoming spaces to enhance and strengthen our diverse community.

Vision Statement
The Fitchburg Public Library fosters and supports a lifetime of learning, curiosity, and discovery in a diverse and vibrant community.

ACTION PLANS

Our next step in the strategic planning process is to develop, implement, and evaluate annual action plans based on the identified goals and strategies. Strictly speaking, action plans are not part of the strategic plan. Rather, they are the core of the annual action plans (2013-14; 2014-15; 2015-16).

Development of Action Plans
Broad participation is needed for the development of these action plans. The action plan teams will be co-chaired by members of the library staff and Board of Trustees with direction from and oversight by the Core Team. Team members will include co-chairs, library staff, Friends of the Fitchburg Library, and community members.

Concrete action plans require time, use of data, and strategic thinking. It is easier to measure the success of actions taken with a SMART approach:
1. Specific: What exactly are we going to do and for whom?
2. Measurable: Is it quantifiable and how can we measure our actions?
3. Attainable: Can we get it done in the proposed time frame with the available resources and support? What will it cost?
4. Relevant: Will this have an effect on the desired goal or strategy?
5. Time-based: When will this be accomplished?

A specific timeline for action plan development is planned:
May/June, 2013:   selection of action team members
July, 2013:   action plan workshop by strategic plan co-leaders
October, 2013:   completion of action plan development

Implementation of Action Plans
The implementation of the action plans will begin in November, 2013. The library managers and staff will be an integral part of the action plan implementation. There will also be involvement from key stakeholders such as the Friends of the Fitchburg Library and community partners.

Evaluation of Action Plans
Reporting and evaluating progress on a regular basis is critical to successfully implementing the annual action plans. Observable evidence of accomplishments, changes made, or progress achieved will be the focus of evaluating action plans. Regular reporting will include quarterly reports by action team co-chairs to the Library Board of Trustees and annual summary reports for key stakeholders.

NEXT STEPS

A number of other activities are in process and will be completed in the next few months.

Communicating the Strategic Plan
It is important that we share our process and what we've learned with key stakeholders and the Fitchburg community. We will do this through a variety of presentations and supporting documents prepared by the Core Team. The executive summary, final report, and power point slides will be shared with the following groups:
May 15, 2013:   Library Board of Trustees
May 31, 2013:   Library Staff, Friends of the Fitchburg Library
July 24, 2013:   Common Council Committee of the Whole

It is also important that we share the plan with the broader Fitchburg community. We will do this in a variety of ways through the summer and fall of 2013. A community brochure will be developed and community meetings will be held. Information will also be shared through the library website, library listservs, and the city newsletter.

Internal Record
Because this is the first strategic plan, the Core Team has made substantial efforts to document its work and results. The documentation listed below will be available both online and in data binders to develop the action plans as well as future strategic plans:
1) Detailed record of the process used for the first Fitchburg Library strategic plan;
2) Compilation of the raw data and summary analyses;
3) List of key contact information of Fitchburg individuals and organizations.

We learned far more than we anticipated as we gathered and analyzed data from many organizations, businesses, and key individuals. Making many new community contacts and strengthening existing relationships was a true benefit of our strategic planning process. These key contacts are potential partners, continued sources of information, and disseminators of information.

Core Values and Tagline
Ideas for core value formulation have been gathered throughout the planning process so the Core Team can finalize these values for presentation to the Library Board of Trustees. The mission and vision statements as well as various strategic plan activities have generated a list of key words and phrases which will be used to develop a library tagline or slogan.