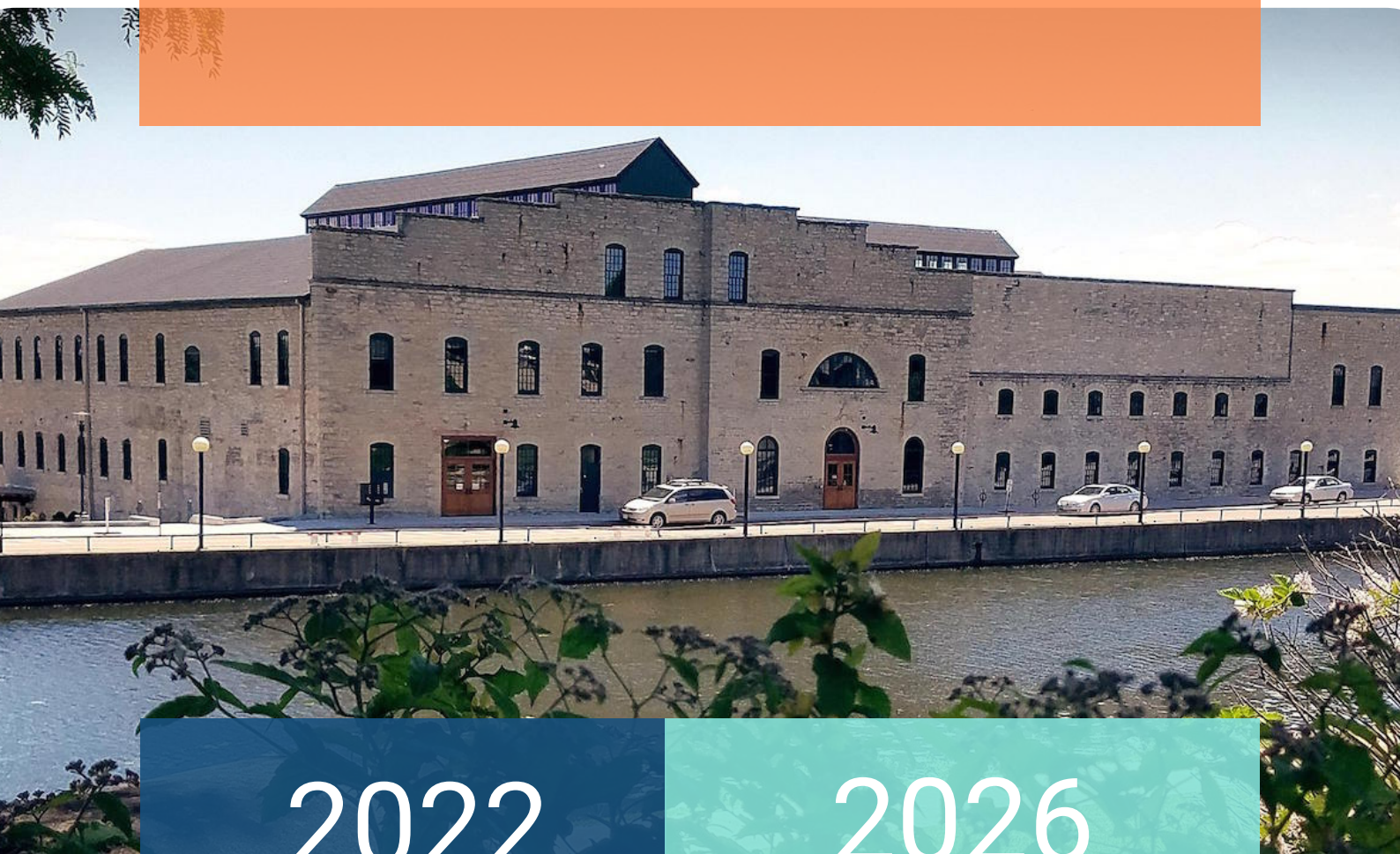


Strategic Plan



2022

2026



Kaukauna
PUBLIC LIBRARY

Educate. Inspire. Connect.

Mission:

The Kaukauna Public Library educates, inspires, and connects individuals and the community through materials, services, and programs.

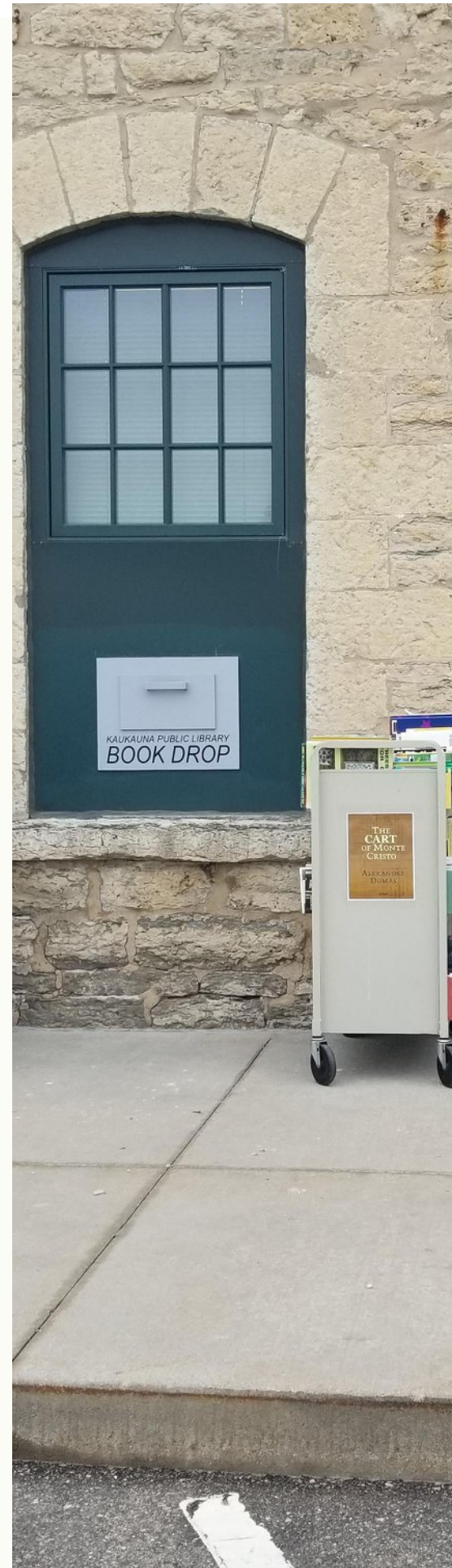
Vision:

The Kaukauna Public Library will create a welcoming space, offering accessible and inclusive services to our community by connecting and engaging with them as a trusted resource. The Library will be a community leader in supporting the growth and development of individuals as a whole, recognizing the importance of literacy and lifelong learning, as well as mental, emotional, social, and physical wellbeing.

Values:

At Kaukauna Public Library we strive to be:

- **Inclusive** - our library is for everyone.
- **Accessible** - by removing barriers.
- **Connected** - helping to bring our community together.
- **Imaginative** - inspiring creativity and growth.
- **Trusted** - serving as a respected resource.
- **Knowledgeable** - advancing lifelong learning.





Goal One: Build Collections



Objective:

The Library strives to build Kaukauna Strong collections to meet the needs of our users. The Library will advocate for increased municipal funding to meet the basic level (Tier 1) standard for library collection funding as established by the Wisconsin Department of Public Instruction by 2026.

Activities:

- Increase collection expenditures incrementally over the next 5 years to reach Tier I funding compliance in the Wisconsin Library Standards.
- Dedicate additional funding each year to print and audiovisual materials.
- Give patrons instant access to popular titles by offering streaming and digital services including: Hoopla, Kanopy, adding exclusive titles for Kaukauna patrons within the Wisconsin Public Library Consortium (Overdrive/Libby app) and funding a Lucky Day collection. Lucky Day Collections are materials that libraries purchase an extra copy of that cannot be placed on hold, so users are “lucky” if they walk in and find a copy of a book that has 100 or more holds on it.

Background:

In our community survey, a large number of respondents commented on the lack of physical materials available at the library and long wait times for digital and physical items. Kaukauna Public Library was recently the only library in our region not offering Hoopla Digital or a Lucky Day print collection. Kaukauna is also a heavy borrower from other area libraries to meet our patron needs. Our lender/borrower ratio is .49%, which means that for every one item Kaukauna loans to surrounding community libraries, we borrow two of theirs. As the second-largest library in the Outagamie Waupaca Library System we have a responsibility to support our own community without relying on the surrounding smaller libraries and their municipalities.



Goal Two: Expanded Access



Objective:

The Library is a needed resource in support of education, employment, technology access, and entertainment. We will increase open hours to meet the basic level (Tier 1) standard for operating hours as established by the Wisconsin Department of Public Instruction. This will include five more hours of weekday service and additional weekend hours by 2024.

Activities:

- Work with library staff and Library Board of Trustees to add five hours per week to the current schedule in 2023.
- Work with the City of Kaukauna to secure funding to open Saturday hours year-round in 2024.

Background:

Our community survey indicated that there was a need for expanded hours. Respondents shared that they would use library services more if hours were more convenient and consistent year-round. The Library is currently four hours short per week to meet Tier 1 standards for operating hours during the school year and eight hours short during the summer.

The Library serves a critical role in supporting student learning year-round. Access to the Library in the summer is a much-needed bridge to reduce the achievement gap between school years. By offering Saturday hours year-round, we become more accessible to learners of all ages.



Goal Three: Increase Engagement



Objective:

In order to meet the growing needs and wants of our community the Library needs to have a staff that reflects the size of the community it is serving, one which also meets the state established Tier 1 standards of 10.9 full-time employee equivalent (FTE) to ensure the success of all the goals and objectives in this Strategic Plan.

Activities:

- Create a vision for library staffing levels that support the continued growth of Kaukauna in conjunction with a City-wide personnel plan.
- Create positions that offer opportunities for staff advancement and incentive to grow within the organization.
- Increase library staff FTE from 9.64 to basic level standard of 10.9 by 2026. Add one Part-Time Library Assistant in 2024, and one Youth Services Librarian in 2026.
- Increase the diversity of staff to better meet the needs of Kaukauna's changing demographics.

Background:

Library staff were surveyed and participated in focused strategic planning sessions without administrative presence. Library staff reported that additional staff would benefit the level of service the Library could provide the growing City. Staff hired to support programming, local history, and outreach services are often only able to focus on core tasks like circulation and customer service at desks. By increasing staff with focused training and time to offer specialized services, it will allow us to better support our community and meet their specific needs.

The library is currently short of circulation staff members, who are critical to supporting future increased hours, as well as faster response to requests for materials and support while using the library in person, online, and over the phone. A youth librarian is also critical to the needs of the community so we can better support early learning and dedicate more time to working with our local schools. In order to retain quality and highly trained staff, we need to offer opportunities for growth including advancement to full-time employment without the need for specialized degrees.



Goal Four: Advocacy



Objective:

The library will develop a plan to bring more awareness of library programs, services, and resources, to new and existing users, with the support of increased funding annually to meet growing print and digital advertising costs.

Activities:

- Complete Wisconsin Marketing Mini-Grant project in 2022 to reconnect with lapsed users and build a marketing plan framework for future use.
- Create a 5 year targeted marketing plan in 2022.
- Utilize traditional media sources to inform new and lapsed users of services.
- Create a toolkit for library Friends, Board, and community members to advocate on the Library's behalf.
- Increase the marketing budget in increments of \$500 annually through 2026 to support print and digital advertising.

Background:

Many current library users that completed the community survey were not aware of all the services and programs we offer. Others requested programs and services they would like us to add that we already offer, highlighting a need for additional marketing efforts to build community awareness of what the library provides. Additional funds do need to be spent to ensure that our programs, services, and resources are properly marketed to both regular users and non-users.





Goal Five: Create Connections



Objective:

The Library will build community partnerships and diverse programs and events that better meet the needs and wants of our community.

Activities:

- Staff will create a survey to distribute in the library and across the community in 2023 specific to programming wants and needs.
- Staff will identify area collaborators and partners that can help support our mission.
- In 2022 staff will begin to track funds raised outside of municipal support to report an accurate budget need for the current level of programming offered and more accurately project the funding needed to add future programs or community events.
- Increase the programming budget in increments of \$1,000 annually through 2026 to support library programming and outreach.

Background:

Many comments in the survey identified programs that our patrons would like to see at our library. Current staffing levels and budgetary constraints in our programming line are a barrier to an increase in programming. However, with thoughtful strategic planning, we plan to target specific programming requests and advocate for increased municipal funding for community programs. In the focus groups we hosted, the second-highest reported aspiration for Kaukauna was to see an increase in community engagement and gatherings. An increase of free educational and enriching programs within the community helps Kaukauna reach that goal. The demographic that completed the strategic planning survey did not accurately represent the current demographics of Kaukauna, which is becoming increasingly diverse. In response, the Library will connect with underrepresented community members in a future survey to help shape Library programming to best meet the needs of the entire community.

Acknowledgements

The Kaukauna Public Library would like to extend thanks to Mia Ljung, Community Development Educator for Outagamie & Waupaca Counties, UW-Madison Division of Extension for facilitating the strategic plan and process.

In early 2020, a Planning Committee was formed with community members representing different views and segments of Kaukauna to work on the project. Guided by Ms. Ljung, the Planning Committee put together a community survey, hosted focus groups, conducted one on one interviews, and gathered census, school district, and library specific data.

Special thanks to the Planning Committee, comprised of: Kay Abel, Faye Binsfeld, Allyson Watson Brunette, Al Borchardt, Gerry Brien, Mary Jo Kilgas, Craig Lahm, Ty Maki, John Moore, Anna Neumeier, Bradley Shipps, and Gavin Schmitt.

Additional thanks go to library staff for participating in focus groups, as well as the Library Board of Trustees, Heart of the Valley Chamber of Commerce and their members, City of Kaukauna Department Heads, City of Kaukauna Common Council, the Mayor, Friends of the Kaukauna Public Library, the Kaukauna Public Library Foundation, and Kaukauna Lions. We would also like to thank the Outagamie Waupaca Library Director, Bradley Shipps, as well as their Web & Marketing Coordinator, Chad Glamann.

