



CEDARBURG PUBLIC LIBRARY

*Strategic Plan
2020-2024*



FUNDED BY



Welcome to Your Library!

Cedarburg Public Library - History

The Cedarburg Woman's Club initiated plans for a public library in 1911. Books were acquired through donations and were organized in the State Bank building. The collection found a more permanent home in the 1908 City firehouse building, occupying 2,182 square feet of space. The library was open to the public two days each week starting in 1912. Librarian, Miss Adele Kroehnke, and three assistants were hired to manage the collection and services. Approximately 243 library cards had been issued and 200 books donated.

City growth led to the building of a new 10,812 square foot library in 1971. This building, located on Hanover Avenue, was designed to hold 60,000 books and seat 70 people.

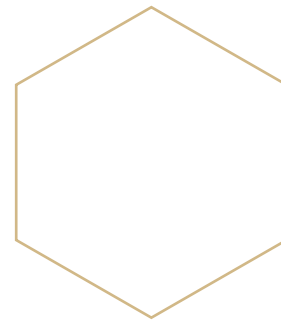
Cedarburg Public Library automated its catalog and circulation systems in 1995. Two years later a survey found that citizens wanted the library to also improve technology and collections, include a meeting room, provide a larger more modern space, and expand hours. This led to a capital improvement plan for library renovation and expansion.

In 1997 a City and Town Joint Library Board studied the library needs of the Cedarburg community through a series of forums and focus groups. Planning for a new library ensued for the next 17 years. Planning included a capital campaign to raise \$730,000 for furnishing the library. The building itself totaled 6.2 million.

July 12, 2014 the new 25,500 square foot library building opened! We take pride in putting together a service plan to meet the needs of the community over the next 5 years.



CEDARBURG PUBLIC LIBRARY STRATEGIC PLAN 2020-2024



Introduction

Moving into a new building in 2014 culminated more than 15 years of planning and effort for the Cedarburg Public Library (CPL). This transition coincided with a surge in digital media, new technologies, and interest in non-traditional library services. CPL last conducted a planning and self-evaluation process in the mid-2000s, in connection with the building program for the new library—a very long time ago given the rapid evolution of information technology and media.

Recognizing the need for a roadmap to guide the library as it navigates this new landscape, CPL's Board of Trustees began to consider a strategic planning process in 2018. The intent was to build on the library's success with its Technology Initiative (begun in 2016 and built out through 2018) while bringing focus and clarity to the task of developing services that the community wants.

Cedarburg Public Library faces challenges similar to many libraries around the U.S., as well as some specific to its community. For example:

- **Finding the right balance between existing resources (money, space, staff time) and desired services, programs and collections.** *How can the library decide which choices will have the biggest impact?*
- **Competition for support.** *Although library use in Cedarburg has held steady, the library must still compete for people's time and attention, as well as for financial resources.*
- **Connecting with the community.** *Many people don't know the full range of media, programs and services that the library offers.*
- **Space needs.** *After just five years in its new building, CPL sees the need to reallocate space within the building and must think creatively about how to maximize this finite resource.*

The Library Board's goals for the final plan include:

- **Prioritize services and reduce staff overload.** *A strategic plan determines which initiatives are most needed and valued by the community; it directs staff priorities and coordinated work plans; and it guides the library's budget request to the city each year.*
- **Improve efficiency.** *The self-evaluation component of the process provides an assessment of service results and costs, which should lead to more efficient operations.*
- **Create a blueprint for the library's future.** *A strategic plan benchmarks the library's current position and provides a framework for new leadership to reference in the future.*
- **Increase the community's awareness of the library.** *The Board hopes that the community will become more involved with the library as supporters, Friends, and trustees.*

The Board of Trustees determined that hiring a consultant to manage the process would get the best result. With financial support from the Friends of the Cedarburg Public Library, the Board chose Wisconsin Library Services (WILS) to guide the planning effort. Early in 2019, a Strategic Planning Committee was formed that included the Library Director and Assistant Director; two City aldermen; the City's Economic Development Coordinator; and representatives from the Library Board, the Friends of the Library, and the Cedarburg School District. This group has created a five-year strategy for 2020 through 2024.

Throughout the process, the committee was guided by its vision of the Library as a civic hub with the potential to strengthen our community. The paramount and defining principles of access, inclusion and freedom of information are reflected in the library's new mission statement and in the values that will guide the staff and administration's daily work.



Vision

A cornerstone of our community, Cedarburg Public Library champions reading, learning, and creating connections that inspire personal growth. We believe in the Library's potential to ignite curiosity, bring people together, and build a strong community. The Library's value statements guide our work and establish our commitment to serve our community.

Mission

The Cedarburg Public Library welcomes everyone and encourages the pursuit of knowledge, creativity and connection to people and ideas. Believing in the freedom to read and explore, the library provides equal access to resources that promote literacy and lifelong learning.

Values

We embrace inclusion

We serve everyone in our community equally.

We provide excellent service to everyone

We are respectful, helpful, welcoming, and responsive.

We nurture community and collaboration

We listen to community needs, create partnerships, and connect people.

We champion intellectual curiosity and exploration

We provide technologies, services, programs, and resources in a variety of formats.

We continuously improve and innovate

We anticipate challenges, look for solutions, seek new ideas, and try new things to meet the community's ever-changing needs.

We use our resources wisely

We are responsible stewards of the community's investment in the library.

"The library is the heart of any culture. Thank you for all that you do. You are needed."

- Community survey comment, April 2019



The Library by the Numbers

This strategic plan is informed by an array of data and information collected by WiLS:

- Wisconsin DPI Annual Library Report Comparative Data
- Wisconsin Public Library Standards Assessment
- Responses to Cedarburg Public Library Issues and Needs Questionnaire
- Responses to the Community Survey
- Notes from the Community Conversations
- Demographic and economic data (U.S. Census; American Community Survey, etc.)
- Other library and local information, including the library's 2019 Technology Survey results, the City's 2018-2023 Strategic Plan, and the City's re-branding initiative

Highlights from the data we collected will appear throughout this document. Readers who want to dig deeper will find links to the full data sets on the library's website, cedarburglibrary.org.

Data Highlights – Library Usage

Snapshot of Library Usage (Data from 2017)		
	Total, 2017	% change (2013-17)
Resident population (City)	11,537	
CPL cardholders*	12,265	+1.3
Visits per year	128,970	-2.6
Total circulation	197,786	+4.2
Children's circulation	88,612	+26.6
E-use (e-books, online databases, etc.)	21,579	+145.6
Wi-Fi use (number of logins)	50,937	+4,368.2
Programs (all)	386	+175.7
Children's programs	220	+71.9
Program attendance (all)	11,035	+56.7
Children's attendance	8,229	+25.2

**includes non-resident cardholders (29.7% of total)*

What did we learn? This information tells us that most of our service outputs (circulation, visits, program attendance, etc.) are strong, both objectively and compared to similar libraries. Use of digital media is high and still growing. Wi-Fi use is a good indicator of visits and time spent at the library. Both programs and attendance increased when CPL moved into the larger building in 2014, although not at the same rate; we have an opportunity to fine-tune adult programming.

Data Highlights – Community Survey Results

Demographics of Community Survey Respondents	
Total respondents: 692	
Survey respondents who use the library weekly	24%
Survey respondents who use the library 1 to 2 times per month	45%
Survey respondents who use the library 3 to 6 times per year	22%
Survey respondents who use the library 1 to 2 times per year	8%
Survey respondents who never use the library	1%
Survey respondents with children under 18 at home	47%
Survey respondents who work full or part time	45%
Survey respondents who are retired	27%
Survey respondents who are 35-54	40%
Survey respondents who are 55-64	21%
Survey respondents who are 65 or older	27%
City population 65 and older	17%
City residents 25 or older with 4-year degree and above	60%

What did we learn? Compared to the rest of the county and state, Cedarburg has more people 65 and older; this age cohort is increasing faster than any other. Residents also outperform the county and state in educational attainment beyond high school. While Cedarburg households are relatively affluent, 20% of residents have a household income less than \$35,000; 9% of people 18 and older live in poverty. Cedarburg has the lowest school enrollment in the county of non-white races/ethnicities. There may be a demand for services and programs that respond to the needs of these groups.

Most survey respondents were frequent library users; this suggests that CPL could look for ways to attract infrequent users (people who use the library 3 to 6 times a year or less).



"A real and important asset to our community."

"Thanks you for providing stellar services in a state-of-the-art facility."

- Community survey comments, April 2019

Satisfaction*	
Using the Wi-Fi	4.58
Getting help from a librarian, including research, book recommendations or technical help	4.51
Locating materials for personal enjoyment	4.51
Using a computer	4.46
Using space in the library for meetings	4.41
Locating materials for work or business	4.3
Programming for children, teens or families	4.24
Locating materials to learn more about a topic (how-to, genealogy, etc.)	4.24
Technology services and programs	4.23
Being able to meet and socialize with others in the community	4.2
Programming (including training) for adults	4.14

*Respondents ranked satisfaction from 1 (very dissatisfied) to 5 (very satisfied)

What did we learn? Overall, 62% of respondents feel the library meets their current needs. Satisfaction is directly related to frequency of use: more frequent users are more satisfied. Some survey respondents commented on the size of the library's collection; they don't like to wait for a loan from another library. Within the Monarch Library System, CPL is a net borrower by 11.5%. CPL can address this issue through data analysis, bearing in mind that collection development is driven by budget and space considerations as well as demand.

Rank the importance of library services to you and your family:	
Access to a well-rounded collection	3.78
Access to materials and online resources from this and other libraries	3.68
Comfortable spaces throughout the library to sit, read, and enjoy the library	3.67
Programming and events that appeal to adults	3.35
Access to Wi-Fi	3.32
Programming and events that appeal to children	3.3
Collaboration with Cedarburg School District	3.23
Programming and events that appeal to teens and young adults	3.18
Connecting to other community members and local information	3.16
Personalized and timely technology assistance	3.11
Outreach to the senior community	3.06
Access to downloadable or streaming materials	3.06
Access to computers, scanners, printing equipment, copiers	3.02

*Importance ranked on this scale: 1=not at all; 2=not very; 3=somewhat or don't know; 4=very

What did we learn? Survey respondents ranked three traditional library services higher in importance than newer services and resources related to digital content and technology. (Three of CPL's most innovative programs—CPL radio, the digital conversion lab, and access to maker space—had the highest "I don't know" responses.) Yet in a separate question asking respondents about their priorities for change, technology and digital literacy services ranked highly (collaboration with schools ranked first). We believe that these contradictions arise because library users aren't well-informed about some of the library's new or non-traditional services.

Goals and Objectives

Through thoughtful discussion and careful analysis, the Strategic Plan Committee developed the following goals and objectives based on all we heard and learned from our community. These provide a foundation for making decisions that ensure Cedarburg has the best library possible. This strategic framework has been crafted to provide the Library Board and staff with the flexibility needed to adapt Cedarburg's evolving needs. We are excited by the possibilities in front of us and look forward to elevating our services to better connect community members to each other and to new ideas and opportunities.

GOAL ONE: Improve Marketing and Communications

We want all Cedarburg residents to be aware of the library's value to the community

Why?

As one respondent to our community survey commented when asked to respond to the statement "I would use the Cedarburg Public Library more if":

"Make the services more known to the current library goer."

While many of our services and resources are well known and used, we want to ensure that more people in the community are aware of all the library offers. Survey results showed that most respondents who identify as frequent users of the library get their information about library resources and programs at the library or from our website. While this may work for frequent visitors, we must find other ways to communicate with those who seldom or never visit the library. Strategic use of social media is an opportunity to reach infrequent users of the library.

We also know from our survey results that those who use our innovative services and programs—ranging from CPL Radio to drone classes—are very satisfied with what we offer. However, only 20% or fewer of survey respondents indicated they are aware of many of these cutting-edge, technology-focused learning opportunities at the library. These results strongly support the library's need to improve communication about its services and programs.

Which services are you aware that Cedarburg Public Library offers?	
Most Aware - Percent of 648 respondents	
Computers and free Wi-Fi access	95%
Movies on DVD and/or Blu-ray	84%
Downloadable e-books, audiobooks and magazines	71%
Meeting/study/community rooms	66%
Large print books	64%
Printing, faxing, copying, scanning	63%
Programming for adults (daytime and evening)	61%
Programming for children (daytime and evening)	58%
Programming for teens (daytime and evening)	47%

Which services are you aware that Cedarburg Public Library offers?	
Least Aware - Percent of 648 respondents	
Laptops and Chromebooks for use in the library	18%
STEM programs (Ozbots, Little bits, We do 2.0, robots, circuit building, drones)	18%
Movie streaming	17%
Video games for PC and consoles	16%
Mediascape equipment in Study Room A	15%
Digital Conversion Lab (photos, VHS, DVD, audiocassettes, etc.)	13%
Playaway Launchpad learning tablets	12%
Virtual Reality session	11%
Adobe Creative Cloud on Mac and PC	6%

How do you get news about library activities?			
	All users	3-6 times/ year	1-2 times/ year
Library website	52%	33%	29%
Monthly library e-newsletter	43%	38%	25%
Signage in the library or in the community	43%	21%	21%
Local newspaper or magazine (Cedarburg Bridge)	32%	35%	38%
Brochures and flyers in the library	24%	10%	6%
Word of mouth	24%	26%	40%
Library social media	22%	23%	17%
Quarterly library printed bulletin	20%	n/a	n/a

What did we learn? Of particular concern is that respondents were least aware of CPL's most innovative services, including some that comprise the technology initiative. Frequent users find out about library activities when they're in the building; those channels don't work for people who are seldom in the building. Social media should be more effective with infrequent users.

Objective 1

Create and implement a marketing plan.

Action Steps and Strategies

Contract with a marketing professional to help with:

- o Creating a marketing toolkit with templates and an editorial schedule
- o Messaging and use of appropriate communication channels for targeting different audience-based demographics and users of the library
- o Building a framework for staff support of library marketing and communication efforts
- o Coordinating with the city branding initiative to develop a consistent voice

Measures of Success for Goal One

- o Increased awareness of library offerings
- o Increased cardholders
- o Increased usage of services, resources and programming
- o Increased financial support for the library



Some typical comments from survey respondents:

"Reading your list of services was revealing. I learned of several services about which I was unaware."

"I'm not sure where to get info on library activities."

"I don't ever hear about activities happening here."

GOAL TWO: Enhance Services and Access

Develop and deliver excellent and accessible services that increase the library's impact as a vital resource and community connector

Why?

Survey responses and comments strongly indicate that our community wants easier access to the library's facility and materials. We saw many requests for increased hours—especially in the morning—as well as additional parking options and faster access to print and digital resources. In addition, three data points we gathered gave us specific insight into where we must focus our energies to be responsive to changes and needs in our community.

1. Survey respondents indicate that increasing coordination with schools should be a top priority for the library.
2. Cedarburg's population is aging. The percent of people over 65 in the community is larger than average in comparison to Ozaukee County and the state, according to U.S. Census and American Community Survey data. In contrast, we also know that school district projections indicate enrollment is growing and will continue to grow. This information helps us understand how we should respond to the changing demographics of our community.
3. Cedarburg prides itself on being a friendly and welcoming community. However, we heard in our community conversations that people who are new to the community, don't have children, and/or are renters do not feel as connected to the community as they would like to be.



"I would use the library more if..."	
None of the above. The library meets my current needs.	62%
The open hours were more convenient.	15%
The library had programs that interested me or my family members.	14%
The library had the materials or information I want or need.	8%
I'm unlikely to use the library more regardless of changes.	6%
The library had more study spaces or rooms for small groups to use.	4%
The library had better customer services.	2%
The library had more seating.	2%
I, or my family, did not owe library fines.	1%
Respondents who shared specific changes that would help them use the library (see table below for distribution of comments)	19%

"I would use the library more if..."			
Number of survey comments related to service request			
Service requests related to:	Frequent* (90)	Infrequent* (34)	Total
More hours (includes earlier morning, later night, longer weekend hours, year-round Sundays)	32	11	43
Programs that suit respondent's interests/schedule	19	5	24
Larger/better collection (adult and children)	15	6	21
Easier physical access (parking, building entrance)	5	2	7
Better communication about programs and service	4	3	7

*Frequent = weekly or 1-2 times per month; Infrequent = 3-6 times per year or 1-2 times per year

What did we learn? Respondents primarily commented on physical access to the building (hours, parking) and materials. Hours and programs seem to be factors that influence infrequent users. Despite many positive comments, we also received feedback indicating that we can improve our customer service. The community conversations elicited suggestions for quality intellectual stimulation (speaker series, author events, etc.) and identified CPL as being a place where the information and perspectives of the larger world can be shared and discussed.

Objective 1

Improve access to the library and its resources

Action Steps and Strategies

- o Gather and utilize relevant data to study how the library might best structure its open hours to meet the needs of patrons within staffing capacities.
- o Utilize collection data and available funds to augment the library's physical collection and digital content resources.
- o Work within the Monarch Library System to expand digital content offerings.
- o Enhance merchandising of library collections to improve the browsing experience throughout the library and at library programs.
- o Increase reader's advisory assistance from the staff to encourage the love of reading.
- o Evaluate and identify creative ways to provide and promote work and business resource spaces in the library and with nearby partners.
- o Evaluate and identify creative ways to improve parking and physical access to the library.
- o Enhance our welcoming and responsive environment through living our values.

Objective 2

Prioritize service development through collaboration

Action Steps and Strategies

- o Further develop collaboration with schools to explore opportunities that include implementing a virtual library card for students, enhancing technology education, partnering to support information literacy efforts, and more.
- o Create technology and other innovative programming for seniors and collaborate with the Senior Center and local senior facilities as appropriate to develop services and programming.
- o Develop resources and community connection ideas to increase awareness of city and community services and resources available to residents with a focus on those new to the area.

Objective 3

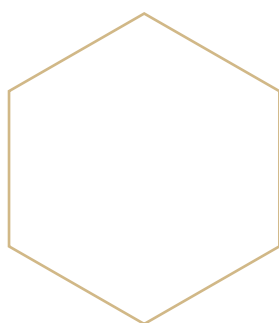
Enhance responsive and innovative services development

Action Steps and Strategies

- o Develop responsive programs and collections related to topical community issues.
- o Develop business resource center services and spaces.
- o Implement the library technology plan.

Measures of Success for Goal Two

- o Improved patron satisfaction
- o Increased circulation of both physical collections and digital content
- o Increased number of cardholders for targeted audiences
- o Increased usage of services, resources and programming developed for targeted audiences



"Communities need to invest in the technology to benefit the community. The Library needs to be ready for technology changes and prepare people for the changes."

- Community conversation participant, June 2019



Implementation

The Cedarburg Public Library Director and staff, in consultation with members of the Cedarburg Public Library Board, will prioritize, identify service goals, and coordinate activities from this plan. Decisions regarding implementation will be made by the director, staff, and board members based on potential impact; available resources, including funding and staff time; and future changes which may arise from ongoing efforts to listen to the community and local, state, and national trends in library service.

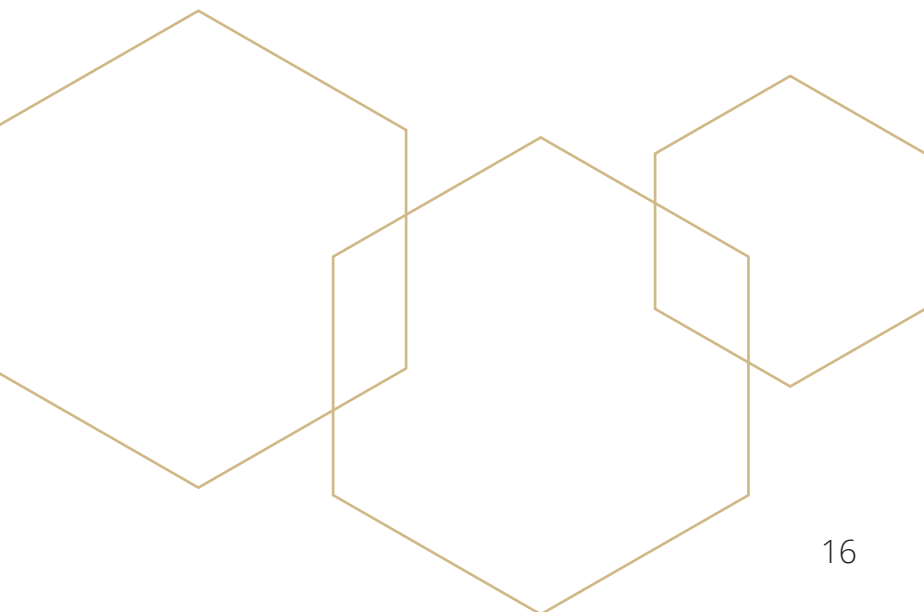
Assessment and Communication

The Cedarburg Public Library Director will regularly update the Cedarburg Public Library Board on the progress of implementing the strategic plan, according to the following schedule.

April: The library director, in consultation with staff, provides a verbal report to the Cedarburg Library Board, assessing progress in implementing the plan activities prioritized for the current year.

June: The director, with input from staff, and board will determine progress on the plan's goals, determine if there is a need for adjustments to the plan based on changing conditions or new challenges and opportunities, and will identify and prioritize the activities that will be the focus of the library's efforts in the following year. These decisions will be reflected in the library's budget planning process.

December: The library director, with input from staff, will report to the board summarizing the prior year's work and identifying activities slated for the upcoming year.



About the Strategic Planning Process

The Cedarburg Public Library Board formed a Strategic Planning Committee which included library staff, Friends of the Cedarburg Public Library members, Library Board members, and members of the community. The Committee used the following sources of information in creating the plan to ensure it met the goals of the library and board:

- o Annual report data submitted to the Department of Public Instruction (DPI) for the years 2008-2017
- o Results of a survey of Cedarburg Public Library users conducted between April 26, 2019 and May 12, 2019 that garnered a total of 682 responses
- o Two Community Conversations held on June 6, 2019 and June 8, 2019
- o Results of an Issues and Needs Questionnaire completed by members of the Strategic Planning Committee, the Library Board, and staff
- o Demographic data from the American Community Survey and the 2000 and 2010 US Census
- o Wisconsin Public Library Standards Assessment
- o Other library and local information including:
 - o City of Cedarburg 2018-23 Strategic Plan
 - o City of Cedarburg branding initiative information
 - o 2019 library technology survey results
- o Various sources of information regarding larger trends and roles for the library



Acknowledgements

In order to ensure that the voices of Cedarburg are reflected in this plan, the library surveyed the community and held community conversations. More than seven hundred people contributed time and ideas as part of this process. **The library sincerely thanks those that offered their ideas and time.** Your feedback was invaluable to the process.

This strategic plan would not have happened without the financial support of the Cedarburg Public Library Friends Group and the dedication of Strategic Planning Committee. The Library Director and Board thank all of you for your efforts to help us chart our future. **In addition, special thanks to the staff of the Cedarburg Public Library.** Their knowledge of the community they serve and the library not only helped share the plan, but will be vital to its successful implementation. **Finally, the library thanks Melissa McLimans and Bruce Smith from WiLS (Wisconsin Library Services) for providing planning process management and facilitation services.**

2019 Strategic Planning Committee

- o Linda Pierschalla, Director, Cedarburg Public Library
- o David Nimmer, Assistant Director, Cedarburg Public Library
- o Sherry Bublitz, District 1 Alderman, City of Cedarburg
- o Garan Chivinski, Library Board of Trustees & District 5 Alderman, City of Cedarburg
- o Karen Egelhoff, Communications Coordinator, Cedarburg School District
- o Debra Goeks, Library Board of Trustees
- o Kristen Nelson, Friends of the Library
- o Mary Sheffield, Economic Development Coordinator, City of Cedarburg

2019 Library Board of Trustees

- o Sue Karlman, President
- o DeWayna Cherrington, Vice President
- o Debra Goeks, Secretary
- o Todd Bugnacki, Cedarburg School District Representative
- o Garan Chivinski, City Council Representative
- o Linda Pierschalla, Director, Cedarburg Public Library
- o Meghan Wielebski, At-large representative
- o Joycelyn Russo, At-large representative



CEDARBURG PUBLIC LIBRARY
W63N589 HANOVER AVENUE
CEDARBURG, WI 53012
(262) 375-7640

WWW.CEDARBURGLIBRARY.ORG



<https://www.facebook.com/CedarburgPublicLibrary>



@CedarburgLib

Find us on YouTube: Cedarburg Public Library



FUNDED BY

