

Strategic Plan

Sturm Memorial Library
Manawa, WI

2023

2028



Sturm Memorial Library

Introduction & Background

The Sturm Memorial Library engages in planning to give the Board of Trustees and staff direction in providing facilities and services that meet the community's needs.

Strategic Planning Process

With the help of consultants from WiLS (Wisconsin Library Services), the library formed a planning committee and went through a months-long process to develop this plan. This included a community-wide survey, an assessment of library alignment with state library standards, a comparison of the library with other libraries similar in size across the state, and analysis of community demographic information. The committee attended five online meetings hosted by WiLS, met in person to sort out data and decide on areas of focus for the plan, and offered feedback on draft goals written by the director. WiLS staff assisted in the plan at every step, especially in the drafting of the goals and objectives.



Vision & Mission Statement



Vision Statement:

The Sturm Memorial Library will be a vibrant contributor to the community, providing experiences and resources to help people dream, learn, achieve, and thrive. The library will create facilities, collections, and services with a community lens.

Mission Statement:

The Sturm Memorial Library provides experiences and resources that enhance the lives of the community.

Values

At Sturm Memorial Library, we value:

Our patrons:

- Library users are our #1 priority - Nothing is more important to the library than the needs of the people who use our services.
- The library is a comfortable place – The library is a place where people feel welcomed. We want people to stay awhile, and a clean, bright, and safe environment will ensure that they do.
- The library is a place for learning – Supporting lifelong learning experiences and literacy is important here.

Values continued

■ Our community:

- Free and open access for all – Everyone is welcome in the library, and everyone is served equitably.
- The First Amendment matters here – Information is fundamental to a free society. The library recognizes that many viewpoints exist and acknowledges that diversity of opinion is important in our democracy. The library supports the American Library Association’s Library Bill of Rights, Code of Ethics, and Freedom to Read Statement. We believe privacy is core to exploring ideas and information and that all patrons have the right to confidential inquiry.
- Maintaining goodwill is important to us – The community loves the library, and the library strives to maintain that goodwill by providing a high level of service to the community.
- Community needs drive resources – The library strives to be responsive to community needs and stays informed about community trends. The library provides services through a “community lens”.
- Public funds are used responsibly – The library is a good steward of the public’s investment, operating efficiently to give people many options. Donation funds are used according to donor wishes and/or to enhance existing services and pilot new ones.





Goal 1:

The library is a community anchor

The library is an anchor of the community. The library is part of community planning events. The community recognizes the library as a leader in providing services. The library's organizational health is strong.



Objectives:

1. Increase community partnerships and strengthen existing ones.
2. Engage in community-wide planning opportunities.
3. Provide leadership opportunities for staff in the community.
4. Establish staff competencies and compensation schedules to ensure continuity in services.

Activities:

1. Collaborate with all schools in the community and increase school visits during the school year. Collaborate with schools and Little Wolf River Trail to build a Story Walk.
2. Request that the library be represented in city planning projects.
3. Increase staff membership in community organizations.
4. Be an active partner in community-wide events.
5. Host Chamber of Commerce general meetings/lunches.
6. Start a yearly open house.
7. Promote small businesses (e.g., Small Business Saturday)
8. Have relevant job descriptions with regular reviews. Conduct salary studies periodically to ensure salaries are keeping up with job demands and required competencies.

Background:

Increasing community partnerships was one of the three highest priorities ranked in the community survey. The library's DPI Public Library Standards Self-Assessment revealed opportunities to focus on Staffing. Prioritizing some vital internal aspects of the library's organizational and staffing apparatus is also seen as a need by library administration to ensure stability in staffing and prevent future staff turnover.



Goal 2:

The library offers materials, services, and programs for all

It is recognized that the library is for the community and the library will respond to community needs when building collections, providing services, and offering programs. A community is made up of people with diverse backgrounds, viewpoints, and needs. The library responds to that in an equitable way.

Objectives:

1. Increase flexibility of library spaces to provide areas for working and relaxing. Increase use of the library by teens and young adults by offering a dedicated, welcoming space for them.
2. Expand meeting room space.
3. Increase use of the library's collection by improving arrangement/access to materials.

Activities:

1. Hire architect/consultant to create new building layout using existing footprint.
2. Replace existing shelving in areas identified areas with mobile shelving that can enhance flex space.
3. Install flex walls to create bigger meeting spaces on demand.
4. Install a TMC® Family Workstation
5. Involve teenaged community members in designing a new space for them.
6. Re-work staff area to create a more usable and efficient space.
7. Replace carpeting and paint walls/replace wall covering.

Background:

The community survey and other data collected indicated that people wanted more private spaces in the library to accomplish various tasks. While library expansion was rated as a low priority in the survey, replacing furnishings and providing dedicated workspaces, as well as providing a teen space, rated high. The library was built 30 years ago and has not had any major interior updates in that time. Some cosmetic updates and rearranging within the existing footprint would go a long way toward meeting many of the community's priorities.





Goal 3:

The library facility reflects community trends



Community members need private and quiet spaces to do daily living tasks. People want comfortable spaces to work, read or relax.

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Goal 4:

The community is aware of library services and programs



The library has a marketing plan that provides for consistent messaging to the public. The community feels connected to the library and is aware of services and programs.

Objectives:

1. Develop a marketing plan to guide where and how to promote library services.
2. Increase community awareness of library services and programs.
3. Improve library staff understanding of marketing and communication concepts.
4. Increase the library's presence outside of the building and in the community.

Activities:

1. Creating a board approved marketing plan that provides guidelines for content creation and a schedule of consistent social media posts.
2. Provide Canva training for all regular library staff.
3. Promote library events and services at community wide events.
4. Request to be on-site for school open houses/art shows, etc.
5. Request display or kiosk space at City Hall.

Background:

The community survey indicated that library awareness of services was very low in some areas. While the survey indicated users were made aware of services and programs occasionally outside of the library, there is definite room for improvement in this area. Consistent messaging and visibility will help keep library use and visits part of the community's regular routines.

Ongoing Planning

This plan will be reviewed twice yearly at the June and December board meetings. Benchmarks reached will be noted, those in progress will be highlighted, and decisions will be made on whether to continue with current progress or institute new activities that will help the library achieve its goals. Library staff will move forward intentionally with the goals and objectives of the plan in mind, recognizing that activities may change even though the overall goals stay the same. The plan will be part of every new staff person's orientation and it will be reviewed at staff meetings after the twice-yearly board reviews.

Acknowledgements

The following individuals and organizations assisted in this planning process:

Strategic Planning Committee

- Ellen Connor, Director
- Lyn Hokenstad, Youth Services/Assistant Director
- Jacob Elsner, Community Member
- Jessica Rosenow, Board Member

Library Board of Trustees:

- Alice Brown, President
- Karen Hoffmann, Vice President
- Coleen Phelan, Secretary
- Jeremy Bennett
- Dr. Melanie Oppor
- Christine Roenz

Others:

- WiLS (Wisconsin Library Services) Staff
- Laura Damon Moore
- Kim Kiesewetter
- Melissa McLimans

Chad Glamann, OWLS Graphics Artist

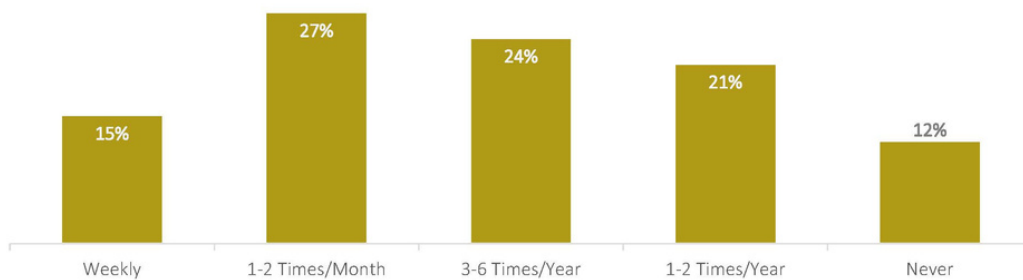
Financial support for this project was provided by the Outagamie Waupaca Library System; Bradley Shipps, Administrator.



Appendices

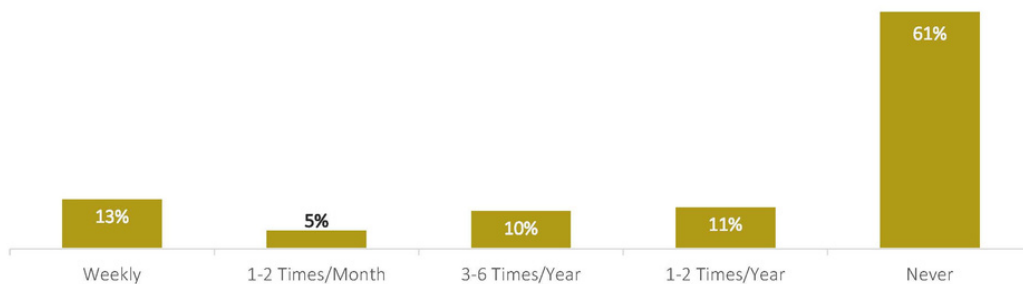
In 2023, Sturm Memorial Library (SML) conducted a survey in support of strategic planning efforts at their library. The survey was designed in collaboration with WiLS, before being disseminated to the broader community in both electronic and paper form. The survey was advertised through a variety of channels and gathered responses from over 250 community members, including both users and non-users of the library itself.

How regularly do you use the SML?



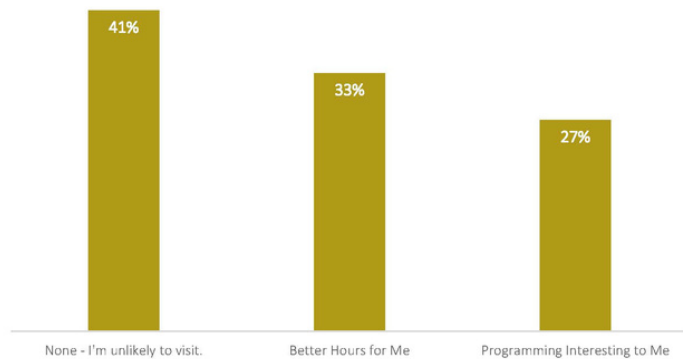
Around 40% of community members indicated that they access digital items such as eBooks and audiobooks through platforms such as Overdrive, Libby, Hoopla, or the library's catalog.

How often do you access digital content through a platform such as Overdrive, Libby, Hoopla, or your library's catalog?



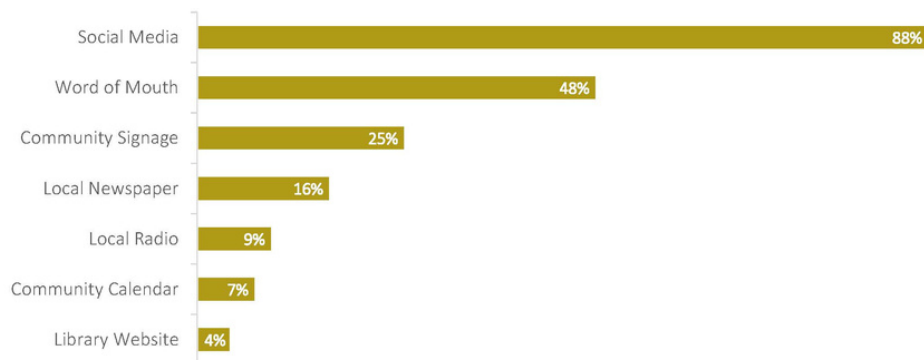
Appendices

Both infrequent library visitors and people who have never visited reported that they weren't likely to visit more as the top-selected choice followed by better hours and relatable programming as motivators to potentially visit.



Infrequent and Never Library Users find out about community events and activities through a variety of channels, with social media being the most common, followed by word of mouth.

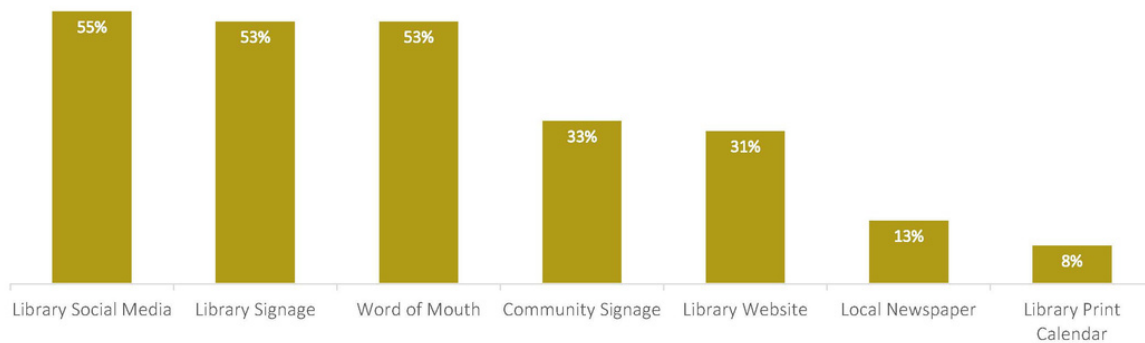
*How do you learn about events and activities happening in and around the community?
(Check all that apply.)*



Appendices

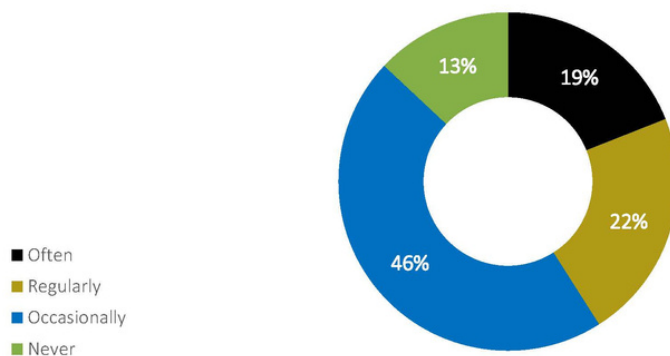
Regular Users of Sturm Memorial Library find out about events and activities at the library most frequently through the library's social media and least frequently through printed library calendars.

*Which of the following are ways that you learn about activities, programs, or news about the SML?
(Check all that apply.)*



Almost 90% of Regular Users of Sturm Memorial Library hear about SML from a non-library outlet at least occasionally.

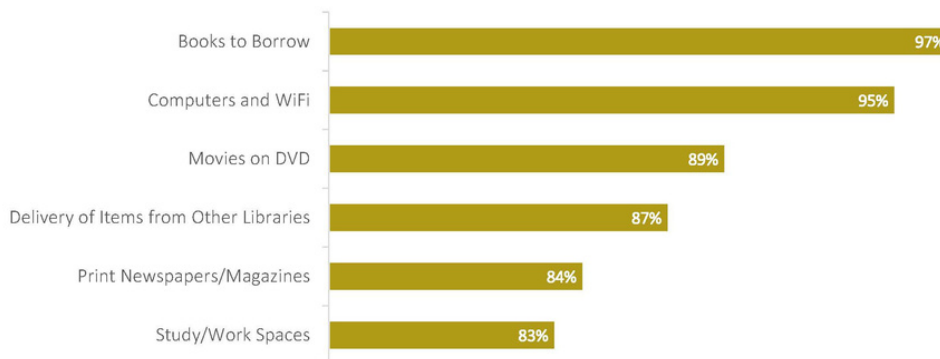
How often do you hear about the library's activities, programs, and/or news through a non-library outlet?



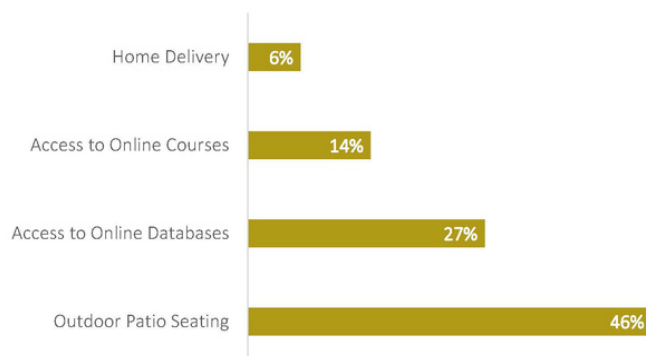
Appendices

Over 90% of Regular Users of Sturm Memorial Library indicated awareness of the following services, with books to borrow and computer/WiFi access being the services people were **most** familiar with.

Which of the following services are you aware that the SML offers? (Check all that apply.)



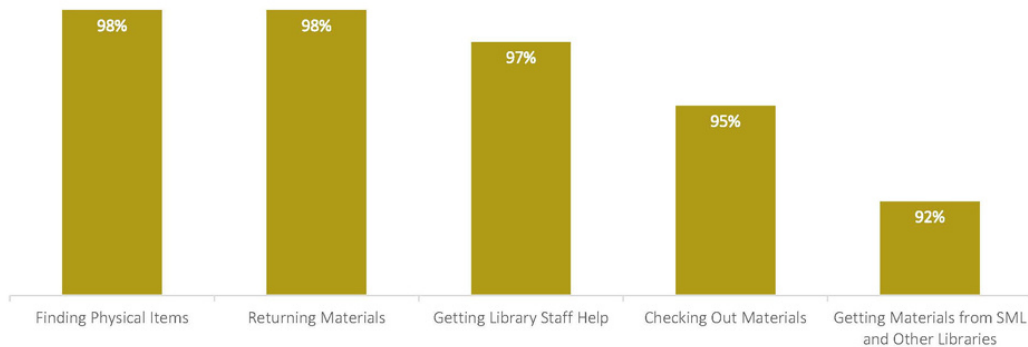
Less than 50% of Regular Library Users indicated awareness of the following services at Sturm Memorial Library.



Appendices

Regular Users of Sturm Memorial Library were most likely to report they had experience with finding items in the physical collection, as well as returning library materials.

Percent of Library Users Who Indicated Utilizing a Library Service



Satisfaction with Sturm Memorial Library's services was high on all items/services, with getting library staff help being the most highly rated service.

Please rate your satisfaction with the following services at the SML.



Scale: Very Dissatisfied (1) to Very Satisfied (5)

Appendices

Community members' perception of the value of the library and its services was highly favorable with over 98% agreeing that the library is important for the community.

Library Perception Statement	Average Rating
The library is important for the community.	4.88
The library is important to me and/or my family.	4.78
The library provides a safe space for people to spend time.	4.77
The library creates learning opportunities for people of all ages.	4.73
The library is effective at promoting literacy and a love of reading to people.	4.72
The library helps people find information they can trust.	4.67
The library exposes people to new things.	4.65

Scale: Strongly Disagree (1) to Strongly Agree (5)

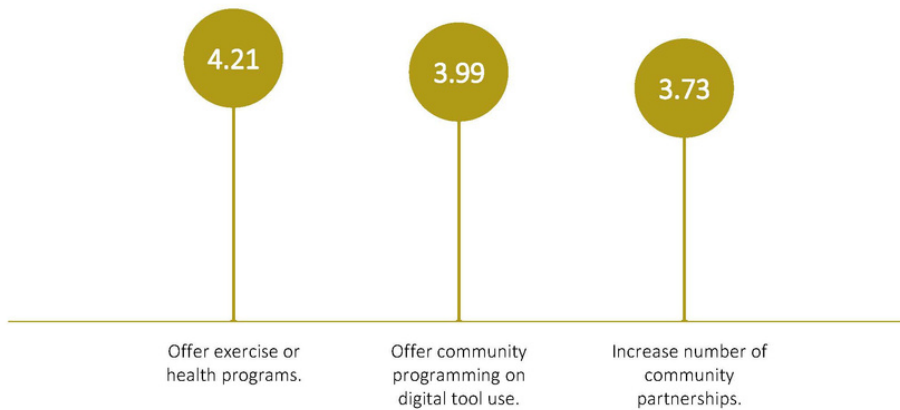
Community members' top priority for improving the physical space of the library is having more private work/study rooms or areas.

Physical Space Change - Priorities	Weighted Score
#1 – Have more comfortable space for reading, working, and relaxing.	4.08
#2 – Add more private work/study rooms.	3.96
#3 – Provide a more dedicated quiet space.	3.84
#4 – Provide a dedicated collaborative work/creation space.	3.66
#5 – Refresh the library's interior.	3.15

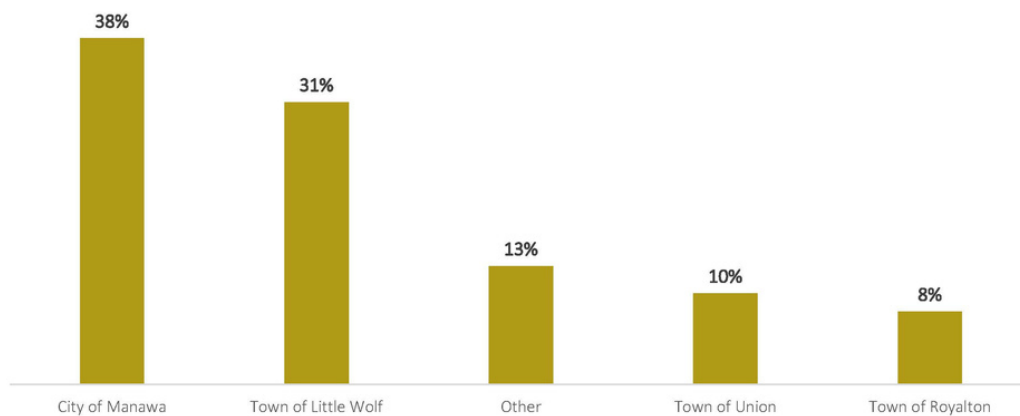


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Community members' top priority for changes to library services is to offer exercise and health programs.

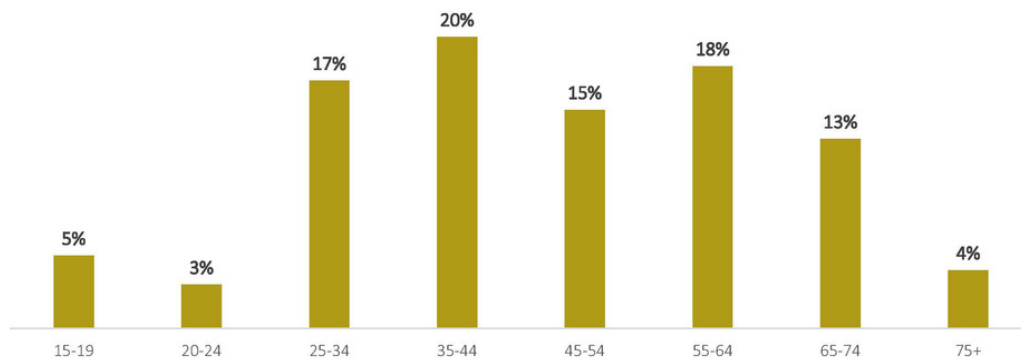


Where do you live?

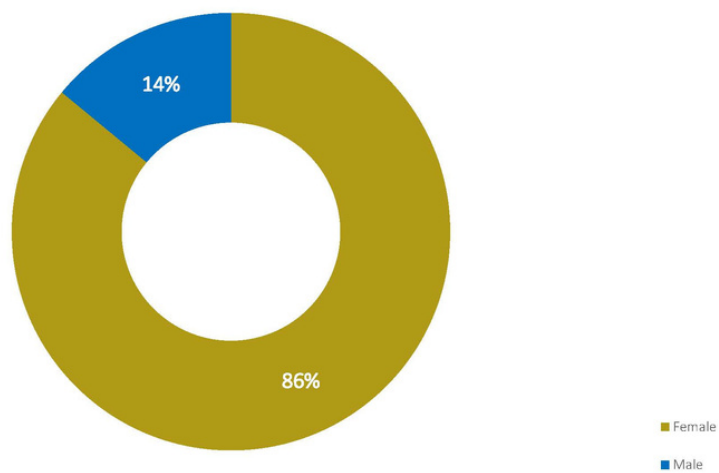


Appendices

What is your age?

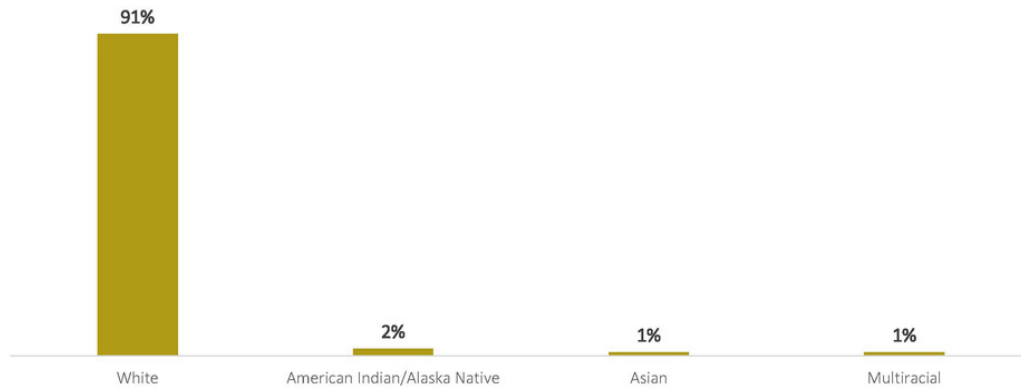


What is your gender?

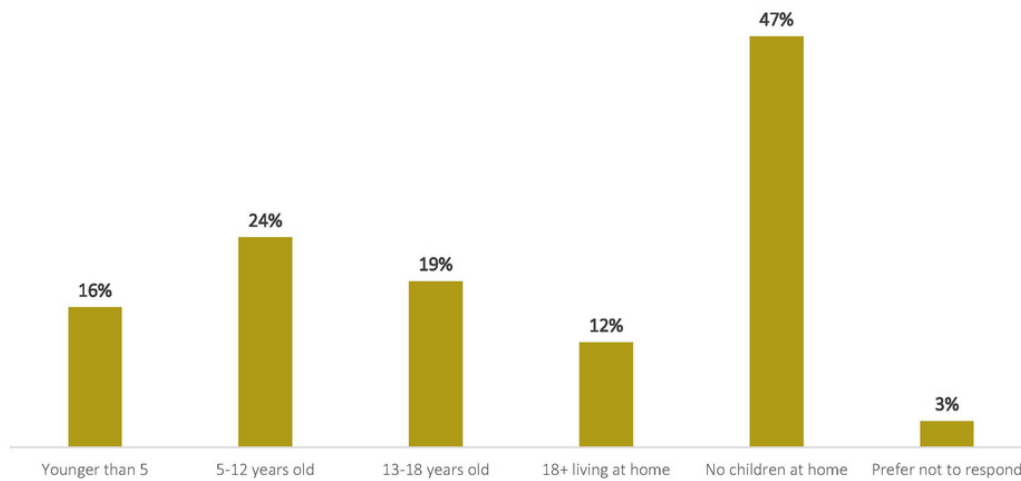


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What is your race? (Check all.)

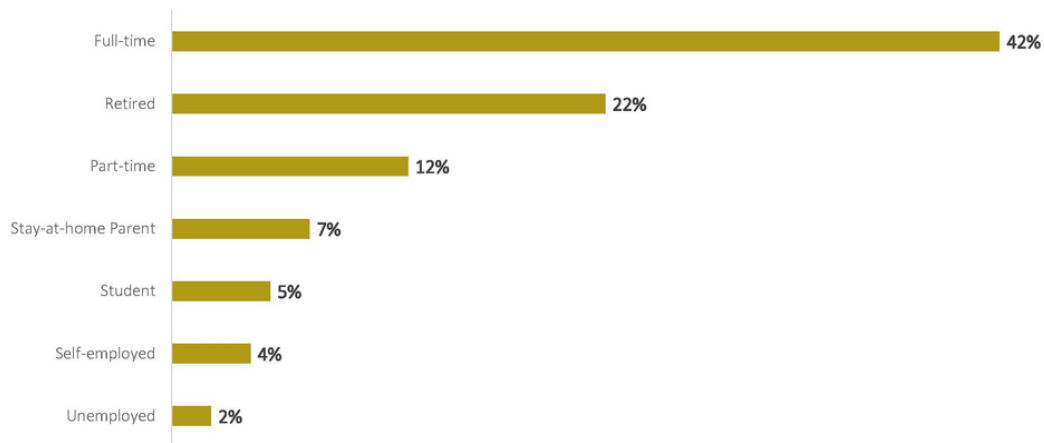


*Do you have dependent children living at home?
(Check all that apply.)*



Appendices

Which best describes your employment status?



What is your approximate, average annual household income (gross)?

