

**Library Development Plan
Oshkosh Public Library
Status report**

Summary

In June 2012 the Library Board of Trustees approved a Development Plan that encompassed marketing, advocacy and fund development activities of the Oshkosh Public Library. This report will outline the progress made on that plan. In addition to reporting on the status of goals in the original plan, this document will outline activities that were added in light of new organizational priorities that emerged during the 18 months that the plan covers. The report also will indicate when a goal was carried over or modified in the updated Development Plan.

Goal #1: Identify areas of potential growth in circulation and service use

Strategy: Analyze current use patterns to identify potential areas of increase among existing users and new groups who would be likely to use specific services the library offers.

Measurement: Identify two groups or collections for target marketing efforts.

- **STATUS:** The Evergreen book drop has been promoted in the library with print materials, via traditional media and social media and in the library's eNewsletter. Average monthly returns for the first half of 2013 were up 64 percent from the last half of 2012. A second wave of marketing to west-side residents is planned once the book drop's curbside visibility is improved.
- **STATUS:** Promotional materials were developed for the library's new computer education initiative, *You Connect*. The service, offering small-group sessions on basic computer skills and job searching, is being promoted in the library, via the web site and social media, on OCMS and via the library e-Newsletter. This service is currently running at capacity and a second round of promotion is planned for January 2014.

Strategy: Collect a random sample of new cardholders to see how they have used their library cards in the three months after the card is issued.

Measurement: Track at least two groups of new cardholders and identify one potential strategy for increasing their library use.

- **STATUS:** Reference and Adult Services took a sample of library cardholders in their 20s and 30s. Head of Library Development will discuss conclusions with Head of RASD and determine if any action should be taken to increase library use by this group.

Goal #2: Implement new promotional strategies for library resources, services and programs that increase effectiveness and/or reach new audiences.

Strategy: Develop an OPL e-newsletter.

Measurement: Build a list of at least 500 subscribers.

Deadline: 9-1-12

- **STATUS:** OPL launched Library Lines Online in September 2012. To date there are 3,896 people on the mailing list. Since September 2012, each issue of the newsletter has consistently recorded open and click-through rates above the national average for our category (non-profits).

Strategy: Develop more effective means of on-site promotion for library programs and services, including short-term event promotion and signage for designated collections.

Measurement: Increase targeted collections circulation by one percent.

- **STATUS:** Signage was developed in larger formats and placed more strategically to promote two online collections: eAudiobooks and the new Zinio online magazine service.
 - A large sign for eAudiobooks was placed in the Books on CD collection on first floor.
 - Signage for Zinio was placed on first floor in the Reading Room and in areas where back issues of magazines are shelved. An oversized poster promoting Zinio was also placed on a three-panel display on 2nd floor and Zinio nametag flags were created for Reference & Adult Services staff.
 - Since introducing Zinio in May 2013, 248 users have signed up for the service, downloading a total of 2,522 issues. Use spiked during June and July when promotion included in-library promotion, Go Transit bus boards and the service was highlighted at the Oshkosh Saturday Farmer's Market.
- **STATUS:** Print materials using large, more striking images were used for several adult programs, including programs on Oshkosh breweries, faith and laughter, vegetable gardening, and genealogy. Average attendance at these programs was 45 people, which is considered successful for an adult library program.

Strategy: Explore new options for paid advertising and free promotion.

Measurement: Try two new advertising/promotion vehicles.

- **STATUS:** New promotional/advertising vehicles included:
 - A billboard to promote the 2012 Summer Reading program, purchased at the discounted rate through the Downtown BID.
 - A free quarterly column about OPL services in the Oshkosh Scene magazine.
 - OPL entered into a one-year contract with the Greater Fox Valley Guide to Sports & Activities, a regional magazine targeting families. The contract extends OPL's reach and frequency when advertising services for children and families.

Strategy: Increase use of non-fiction collection (on-site and online) by promoting library's function as a place for self-directed learning through a "Learned it at the Library" testimonial campaign.

Measurement: Increase circulation of non-fiction materials by one percent.

- **STATUS:** A Gallery Walk featuring four artists who learned their craft at the library was held in June 2012. A followup campaign was not implemented due to time constraints and other priorities. See revised goal in updated Development Plan.

Strategy: Ensure that the library's participation in activities outside the library (Farmer's Market, school literacy nights, etc.) support appropriate strategic goals.

Measurement: Develop four strategic activities/promotions for 2012 Farmer's Market booths.

- **STATUS:** Specific services, collections and/or programs were selected for promotion at the 2012 and 2013 summer Farmer's Markets, where the library staffed a booth six times each season. The library distributed promotional items and handouts and held a prize drawing based on the month's theme. The themes included Summer Reading Program, children's services, Zinio, cooking, canning and related resources (using a state fair backdrop) and the Friends of the Library's 50th anniversary.
- **STATUS:** A new handout and display highlighting student services was developed for the Back-to-School fair.

Goal #3: Use information gathered in Digital Focus Group to propose new or enhance existing digital library services.

Strategy: Report on results of Digital Focus Group and recommend new digital library services or modification to existing services.

Measurement: Identify two new digital services or modifications to existing digital services.

- **STATUS:** A report was delivered to the Library Board at the January 2013 meeting. Several potential service enhancements cited by focus group members were accomplished with the introduction of a new Winnefox Library System catalog.
- **STATUS:** In May 2013 a new OPL web site was launched. The site scales to fit multiple displays for greater usability on mobile devices, a consideration cited by focus group members.
- **STATUS:** Greater ease in downloading eBooks and audiobooks also was requested by focus group members and this goal continues to be pursued through coordination with our primary eBooks vendor Overdrive via the Wisconsin Public Library Consortium.

Strategy: Determine appropriate marketing strategies for these services.

Measurement: Develop two promotional pieces to market digital services.

- **STATUS:** The subtle nature of the service improvements afforded by the new Winnefox shared catalog is not particularly conducive to large-scale marketing efforts and is better promoted via social media. This effort will be ongoing through Facebook and Twitter.
- **STATUS:** The new web site was introduced with a news release, via social media, in the library's eNewsletter and using the large-screen display in the library lobby.

Goal #4: Increase downloads of eAudiobooks from OPL's web site

Strategy: Develop promotional campaign that highlights One-Click Audio service

Measurement: Increase downloads of eAudiobooks by five percent.

- **STATUS:** One-Click was promoted via Go Transit busboards, with on-site promotion on 2nd floor and in the Books on CD shelving. "Business cards" promoting the service also were printed for distribution in the community. One-Click was discontinued at the end of 2012 because of poor product performance.

Goal #5: Market to families of young children to bring them to the library and engender a habit of regular library use

Note: Deadlines for High Hopes strategies were adjusted as the timeline for launching the program was modified. A less aggressive marketing approach has been adopted to better target the appropriate audience, allow for testing of programming practices and better fit OPL's capacity for administering the program.

Strategy: Identify potential participants in new High Hopes family literacy program

Measurement: Identify six groups/outlets to target for High Hopes participation.

- **STATUS:** Ten agencies/groups have been identified for development as a High Hopes referral network. The groups chosen will be asked to refer families who might benefit from early literacy services.

Strategy: Provide marketing support for High Hopes

Measurement: Register 110 families for the first session of High Hopes family literacy program.

- **STATUS:** A set of graphics was developed to highlight the five key early literacy practices taught in High Hopes.
- **STATUS:** Brochures were developed for both the general public and referring professionals.
- **STATUS:** A High Hopes “business card” was developed for distribution by staff and trustees in the community.
- **STATUS:** News releases introducing the High Hopes program and individual storytime and parent workshop sessions were published.
- **STATUS:** OPL’s September 2013 Scene column featured High Hopes.
- **STATUS:** Since the first series of High Hopes programs was introduced in spring of 2013, 53 families have participated in High Hopes. As the High Hopes program developed, it was determined that the goal to register 110 families in the program was beyond the library’s capacity.

Strategy: Market adult services and resources to parents participating in High Hopes and others visiting C&FOS

Measurement: At least 20 adult items checked out by High Hopes participants per session.

- **STATUS:** Goal not completed.

Goal #6: Improve effectiveness of the library’s web site as a marketing tool

Strategy: Identify parameters for marketing function of OPL web site during web site development process.

Measurement: Develop at least two new features of the web site’s front page that are solely used for marketing.

- **STATUS:** OPL launched a new web site in May 2013. The redesigned front page of the site includes multiple marketing functions, including:
 - A carousel feature that rotates information about upcoming events.
 - Three featured entries on the page highlight ongoing services, resources and promotions.
 - A newsletter button allows for easy signup and access to archived issues.
 - Facebook and Twitter buttons allow easy connection with the library via social media.

Development Plan

Overview

Progress on the development section of this plan came primarily in the establishment of a section on the new web site highlighting library support opportunities. With establishment of the Library Funds for Excellence in September 2013, related work on that project will commence (see revised Development Plan for new deadlines and goals).

Goal #1: Raise awareness of the need for community support and outline opportunities for individuals to support the library

Strategy: Create a “Support the library” presence for the OPL web site that solicits donations, advocates, volunteers and members for the Friends of the Library.

Measurement: Generate 25 donations; sign up 20 new volunteers; sign up 30 advocates; recruit 20 new Friends members by Nov. 2013.

- **STATUS:** A section titled “Get Involved” was included in the new OPL web site launched in May 2013. “Get Involved” is one of the tabs in the navigation bar along the top of the front page and includes three main sections: Donate, Speak Up and Friends & Volunteers. Periodically one of these main sections will be highlighted on the web site’s front page.
- **STATUS:** Work continues to set up a system that allows the library to solicit online donations.

Goal #2: Be better prepared to take advantage of unsolicited donations and grant opportunities.

Strategy: Develop a library “wish list” of collections, facility enhancements and projects.

Measurement: List at least 15 items requiring varying levels of financial support.

- **STATUS:** The “Donate” section of the web site includes a wish list of six items that potential donors could choose to help fund. Staff will continue to identify additional wish list items.

Goal #3: Develop a donor recognition plan.

Strategy: Create a donor recognition vehicle in the library building.

Measurement: Complete at least five tributes to display.

- **STATUS:** Examples of donor recognition vehicles have been gathered and the marble section in the main entryway of the library has been identified as a likely location for our donor recognition wall. Work continues to designate the style and content for the donor recognition wall.

Strategy: Develop a corresponding recognition program that incorporates donor stories and recognizes the impact of their contributions.

Measurement: Complete at least five tributes to post online and include in printed donor development materials.

- **STATUS:** Work has not begun on this project. Several local freelancers are under consideration to create the tributes.

Goal #4: Raise the profile of the library as a desirable recipient of donations and planned gifts.

Strategy: Introduce the Library Funds for Excellence and solicit donations.

Measurement: Complete rollout of Library Funds for Excellence.

Strategy: Communicate with estate planners and present them with viable options for their clients for making gifts to the library.

Measurement: Meet with 10 estate planners to outline library giving options.

- **STATUS:** This strategy will be rolled into the 2013 Development Plan Update to reflect the timeline for implementation of the Library Funds for Excellence.

Goal #5: Investigate the potential for new funding streams.

Strategy: Determine the feasibility and potential effectiveness of strategies including a major fundraising event, an annual appeal for donations and grant support.

Measurement: Provide report on at least one new fund raising option.

- **STATUS:** Initial research has been done to establish online donation capability on the OPL web site. This should be in place by year’s end.
- **STATUS:** A Dine Out for the Library night was held at Benvenuto’s Italian Grille in February, which raised more than \$300 for the library. Other potential “Dine Out” events are being considered at Buffalo Wild Wings and Applebees.
- **STATUS:** No progress has been made on identifying a major fundraising event for the library.

Advocacy

The ultimate goal of library advocacy is not only to encourage individuals and groups to support the library, but also to move them to take action when the resources, services or general mission of the public library are threatened. To be effective, an advocacy plan must address multiple audiences including the common council, county board and other community leaders; state legislators; community partners and other stakeholders; and library users. Key partners in the effort to build support for the library include library trustees and Friends of the Library. Key strategies in the plan will include building relationships within the community based on common ground and raising awareness of the library's impact on individuals and the community.

Goal #1: Develop or strengthen relationships with individuals and community partners who can be called upon to advocate for the library, based on mutual goals and aspirations.

Strategy: Solicit names for a Speak up for Libraries e-mail list to send legislative updates, share customer testimonials and provide a call to action.

Measurement: Sign up 50 individuals on Speak Up or other advocacy list.

- **STATUS:** The Speak Up for Libraries link was included in the new Get Involved section of the library's web site. The Speak Up list is periodically featured in the library's eNewsletter. See the 2013 Development Plan Update for new strategies to increase subscribers.

Strategy: Develop a list of partner organizations and collect stories that illustrate OPL's record as a collaborator and active partner in meeting community needs and enhancing quality of life.

Measurement: Compile three partner stories.

- **STATUS:** A list has been compiled and stories are being developed featuring partnerships with the Winnebago County Literacy Council and the Winnebagoland Genealogical Society.

Strategy: Include advocacy messages and customer testimonials on the library web site, in the new eNewsletter and other public communication.

Measurement: Share three testimonials; include five advocacy messages.

- **STATUS:** Advocacy messages highlighting the Speak Up for Libraries list and the Library Value Calculator have been included in the eNewsletter.
- **STATUS:** Three customer testimonials have been included in the eNewsletter and on the web site in the My Library Story page in the Get Involved section.

Goal #2: Strengthen awareness of library operations, needs and community impact among council members and other community leaders.

Strategy: Routinely send Board Highlights and other information to council members, county board members, state senators and other leaders.

Measurement: Send out one new library news item bi-monthly.

- **STATUS:** Monthly highlights are sent to members of the Oshkosh Common Council.

Strategy: Set up a schedule of director-led library tours with community decision-makers.

Measurement: Set up one tour each quarter.

- **STATUS:** No progress on this goal.

Strategy: Invite council members/legislators to participate in library special events (introduce authors; read to children, etc.).

Measurement: Send out one invitation each quarter.

- **STATUS:** Library Trustees were approached in 2013 to serve as OPL ambassadors at public events outside the library. A list of options was shared and as of October four trustees had participated in five events.

Goal #3: Partner with the Friends of the Library and library trustees to build library support.

Strategy: Create at least one new advocacy activity with the Friends of the Library.

Measurement: Recruit ten Friends members to participate.

- **STATUS:** Library staff worked with the Friends on a celebration of the group's 50th anniversary of service to the library. The celebration highlighted the Friends' role as advocates for the library.

Strategy: Develop a set of talking points and other tools that trustees can use to build library support.

Measurement: Distribute information to trustees bi-monthly.

- **STATUS:** Trustees were given business cards promoting the library's eBooks and digital audio books collections/staff assistance and the High Hopes early literacy program to share in the community.