



## Oshkosh Public Library - Strategic Action Plan

July 2011 -- December 2012

***Engaged:*** *Make a difference in people's lives.*

### **Goal 1:** Attract new users.

**Action 1.1:** Build upon the existing baby book program to market reading and the library to new parents with a cohesive campaign focused on building pre-literacy skills.

Project manager: Head of Children's and Family Outreach Services (CFOS).

**Status:** PROJECT LAUNCHED; DEVELOPMENT ONGOING. The High Hopes early literacy campaign has been created, and includes programs for the youngest children and their caregivers. Rooted in the Public Library Association's "Every Child Ready to Read" initiative, it incorporates the most current practices in early literacy, and is tailored for the Oshkosh community. The in-house storytime component was launched at the beginning of January 2013; training sessions for adults will be offered during the spring of 2013, and partnerships with community agencies are being formed.



**Action 1.2:** Each school year, tap into first graders' natural excitement for learning by partnering with educators to introduce young students to the library and the resources it has available for them.

Project manager: Head of CFOS.

**Status:** :PROJECT NOT COMPLETED -- "An Educator's Guide to the Library" brochure is being updated, with a publication goal of April 30, 2013. The remainder of the 2012-13 school year will be devoted to delivering this publication to educators in the public and private schools, paving the way for a first grade library card campaign, and inviting all first grade teachers to bring their classes to visit the library during the 2013-14 school year. These steps require coordination with OASD administration, which is underway at the beginning of 2013. .

**Action 1.3:** Create a "promotional kit" for staff to use at events such as the farmers' market to publicize library offerings and register new users for library cards.

Project manager: Head of Library Development.

**Status:** PROJECT COMPLETED. A digital services kit has been created and was on display as OPL hosted Education Day for the Chamber of Commerce's Leadership Oshkosh program; it will also be used at the State of the City event on March 19.

Two additional kits for general library information and local history are under development and should be ready for use by the end of 2013.



**Action 1.4:** Analyze the results of the 2011 non-user survey to understand how we might more successfully market library services to them.

Project manager: Head of Library Development.

**Status:** PROJECT COMPLETED. Report submitted to the library board in August 2012.

**Objective 1:** Increase card holders in “active borrower” category from 23,797 in 2009 to 25,000 in 2012.

**Progress:**

2009	23,797	
2010	23,967	+0.7%
2011	23,644	-1.3%
2012	23,086	-2.4%



**Objective 2:** Increase the number of new card registrations from 4,022 in 2009 to 4,200 in 2011.

**Progress:**

2009	4,022	
2010	3,864	-3.9%
2011	3,960	+2.5%
2012	4,054	+2.4%

**Objective 3:** On the annual City of Oshkosh citizen survey, at least 85% of survey responses will indicate that library services are “very important” or “somewhat important.”

**Progress:**

2009	89.2%
2010	87.6%
2011	87.7%
2012	90.5%



**Objective 4:** On the annual City of Oshkosh citizen survey, at least 85% of survey responses will indicate that library services offer “excellent quality” or “good quality.”

**Progress:**

2009	81.0%
2010	90.8%
2011	81.6%
2012	86.5%

**Goal 2:** Achieve better customer service by giving staff new tools and training.

**Action 2.1:** Provide at least one staff training session per month on digital e-Reader devices.

Project manager: Head of Reference and Adult Services (RASD).

**Status:** PROJECT ONGOING. In 2012, 3 staff classes held, training 6 staff members. In 2011, 5 staff classes held, training 15 staff.



**Action 2.2** Train staff on changes to key software programs (i.e., Windows 7 operating system, new generation web browsers, Microsoft Word 2010).

Project manager: Technology Maintenance Supervisor.

**Status:** PROJECT ONGOING. New public catalog training, August 2012 (4 classes, training 16 staff). Browser basics training completed August 2011; Windows 7 training began February 14, 2012.

**Action 2.3:** Provide at least one staff training session on building systems and procedures every two months.

Project manager Assistant Director.

**Status:** PROJECT ONGOING. Including a session focused on a facility-oriented training in the annual Staff Development Day seems to work best. 2013: Automated External Defibrillator (AED) Training. 2011: Fire extinguisher training.

**Action 2.4** Provide staff with a web-based internal information resource (Intranet).

Project manager: Assistant Director.

**Status:** PROJECT COMPLETED. Staff Intranet launched September 2011 with departmental blogs visible to all staff; commonly used forms; and “how-to” training procedures. Further development is continuing.



**Action 2.5** Implement the Net Promoter Score method for tracking customer satisfaction with library services.

Project manager: Library Director.

**Status:** PROJECT NOT COMPLETED. Begin gathering NPS data by September 2013

***Electronic: Embrace the digital revolution.***

### **Goal 3. Enhance offerings on the library web site.**

**Action 3.1** Significantly increase the number of eBook titles available to users of the Oshkosh Public Library.

Project manager: Library Director.

**Status:** PROJECT COMPLETED – ONGOING DEVELOPMENT – Winnefox libraries have been very active in WPLC’s efforts to grow the collection of eBooks available our customers. Combining the statewide shared collection and the Winnefox Advantage collection, OPL customers had access to 55,244 eBook copies at the end of 2012 – a 150% increase over 2011.

**Action 3.2** Make available an online form to initiate registration for a library card (also supports Goal #1).

Project manager: Head of First Floor Public Services (FFPS).

**Status:** PROJECT COMPLETED. Form became available in July 2012.



**Action 3.3** Convene a web site planning committee, charged with drafting a web site development plan. This plan should address the main public web site, mobile public web presence and staff Intranet (also supports Goal #5)

Project manager: Library Director

**Status:** PROJECT UNDERWAY. With the support of Winnefox technology staff, committee is working to launch a redesigned OPL web site, employing Responsive Web Design features, by April 2013.

## **Goal 4. Address the community's need for technology instruction.**

**Action 4.1** Launch new "Technology Learning Laboratory, a room equipped for teaching and learning about computers and other digital devices."

Project co-managers: Technology Maintenance Supervisor and Head of RASD.

**Status:** PROJECT COMPLETE. Laboratory opened for use on schedule in June, 2011.

**Action 4.2** Begin making eReader devices available for checkout to the public.

Project manager: Assistant Director.

**Status:** PROJECT COMPLETE. Kindle eReaders began circulating to customers on October 24, 2011.



**Action 4.3** Offer at least two technology learning programs to the public per month.

Project manager: Head of RASD. Key support staff: Digital services librarian; other RASD staff.

**Status:** PROGRESS ONGOING. Programming on a variety of electronic reading devices has been offered since mid-2012. In 2012, 28 classes, training 61 people. In 2011, 19 classes, training 49 people.

## **Goal 5. Offer services that appeal to digital natives and digital migrants.**

**Action 5.1** Implement a printing solution for the library's wireless network users.

Project manager: Technology Maintenance Supervisor.

**Status:** PROJECT COMPLETED. Wireless printing, using the PrinterON platform, made available to public in December 2012. The new service is being promoted to in-library laptop users but may have value to users outside the library as well.



**Action 5.2** Allow users to contact the library via text messaging.

Project manager: Head of RASD.

**Status:** PROJECT COMPLETED. Instant messaging interface with Reference Desk staff implemented January 2013 on the “Ask Us A Question” web page (<http://www.oshkoshpubliclibrary.org/askaquestion>)

**Action 5.3** Organize a focus group of digital-savvy library users to suggest desirable services the library may offer.

Project manager: Head of Library Development.

**Status:** PROJECT COMPLETED. Report submitted to library board December 2012.

***Easy:*** *Make library use easy and enjoyable.*

## **Goal 6. Make it easier to find what you want in the library.**

**Action 6.1** Create a mobile-accessible floor map to the library that a smart phone user can use to navigate inside the building to collection and service points. Could be offered to new visitors on a tablet for self-directed navigation (also supports Goal #5).

Project manager: Assistant Director.

**Status:** PROJECT NOT COMPLETED. Staff re-evaluating project.



**Action 6.2** Make two motorized scooters available to physically challenged library users.

Project manager: Technology Maintenance Supervisor.

**Status:** PROJECT COMPLETE on schedule by July, 2011.

**Action 6.3** Install hearing loop technology in the library's meeting rooms to enhance the ability of hearing aid users to enjoy library programs.

Project manager: Technology Maintenance Supervisor.

**Status:** PROJECT LAUNCHED – DEVELOPMENT ONGOING. Hearing loop was installed in 2012 but needs a wireless microphone system to work effectively.

## **Goal 7. Extend services beyond downtown Oshkosh to make them more convenient.**

**Action 7.1** Explore options for action toward this goal and present ideas to library board with budget estimates.

Project manager: Library Director.

**Status:** PROJECT NOT COMPLETED. Although outreach options analysis was not completed, the library began a bookdrop partnership with Evergreen in June 2012. Average monthly use in the first six months of the service was 839 items.



***Empowered:*** Mobilize resources for excellence & innovation

**Goal 8. Broaden and strengthen the library's network of partners and supporters.**

**Action 8.1** Complete a library development plan, encompassing advocacy, branding, donations, and public relations.

Project manager: Head of Library Development.

**Status:** PROJECT COMPLETED. Plan approved by library board July 2012.

***Operating Environment:***

**Goal 9. Cope with unexpected and/or unavoidable challenges or opportunities not within the scope of the chosen strategic directions in this plan.**

**Action 9.1** Develop, propose, and implement 2012 & 2013 budgets.

Project manager: Library Director.

**Status:** 2012 and 2013 budgets approved on schedule.



**Action 9.2** Participate in the city's classification and compensation study, analyze the implications of study results for library operations.

Project manager: Library Director.

**Status:** PROJECT COMPLETED. Pay plan resulting from classification and compensation study approved by library board March 2012.

**Action 9.3** Complete revision of the library's trust fund policies and procedures.

Project manager: Library Director.

**Status:** PROJECT NOT COMPLETED.

**Action 9.4** Determine the range of services to be offered at each of the library's public service points.

Project manager: Assistant Director.

**Status:** PROJECT NOT COMPLETED.

**Action 9.5** Develop a volunteer policy.

Project manager: Assistant Director

**Status:** PROJECT COMPLETED. Volunteer policy approved by library board August 2012.



**Action 9.6** Develop personnel policies in light of changes in state laws.

Project manager: Library Director

**Status:** PROJECT COMPLETE – DEVELOPMENT ONGOING. New Library Employee Handbook, containing revised personnel policies based upon those of the City of Oshkosh, was approved by the library board in April 2012.

**Action 9.7** Devise a performance measure that captures use of “traditional” library services versus “emerging” or “digital” library services. This measure may then be used to set objectives for the library’s actions in pursuit of the “Electronic” strategic direction.

Project manager: Library Director. Key support staff: Management team.

**Status:** PROJECT NOT COMPLETED.