

Clintonville Public Library Plan: 2011-2015

Background

In late 2009, Clintonville Public Library director Kathy Mitchell and OWLS director Rick Krumwiede discussed the possibility of the library conducting a formal planning process during 2010. The previous library plan covered the period from 2006 through 2010, and a new plan would need to be developed during 2010 for the period from 2011 through 2015. Consequently, Krumwiede developed a proposal for a planning process, and the Library Board voted to begin a planning process in Spring 2010.

The Library Board (Cathy Belliveau, Jerald Schoenike, Virginia Federwitz, Ray Kasel, Thomas O'Toole, Joan Paulson, Jeannie Schley) decided to serve as the planning committee, involving staff, government officials, and the community when appropriate. Krumwiede agreed to facilitate the process.

The Library Board agreed that the 2010 planning process would include three phases:

- Evaluation of current services
- Analysis of community needs
- Development of service plan

The Board's original goal was to complete the planning process and adopt a new plan before the end of the year. However, the process has taken a little longer than originally anticipated.

Evaluation of Current Library Services

The first step in the planning process was to evaluate the current programs and services of the library. A variety of processes and tools were used to conduct the evaluation:

- Input about the library's programs and services was solicited from the public via an online and in-house survey.
- A survey was administered to the Library Board to gather input from board members.
- A survey was administered to library staff to collect their impressions of the library and its services.
- The Library Board reviewed statistical information regarding the library's services, patrons, and collections and how the library compared with other libraries.
- The Library Board evaluated how well the library meets the Wisconsin Public Library Standards. (see <http://dpi.wi.gov/pld/standard.html>)
- The Library Board compared the library's current space to recommended space allocations.

The general conclusion reached by the Library Board about the programs and services of the library is that they are very well-liked by patrons, who especially appreciate the library staff. The library compares very favorably with libraries in other cities of Clintonville's size – the library offers a higher level services and those services are more heavily used.

Public Survey (Appendix A)

Input about the library was solicited from the general public via an online and in-house survey during the month of July 2010. Ninety-two library users completed the survey, and they were generally pleased with the library's services. In fact, ninety-eight percent (98%) of respondents said that they were either extremely or very satisfied with the library's services, and a similar number of respondents (98%) indicated that the library staff is extremely or very helpful. More importantly, many survey respondents took the time to comment specifically on the helpful and friendly staff. Almost all respondents (95%) said that they always or frequently feel genuinely welcomed when they come to the library, and nearly all respondents (99%) reported that they always or frequently have positive feelings about their experience after visiting the library.

The vast majority of respondents (95%) said that they always or frequently find what they're looking for at the library, and a slightly larger number (98%) reported that those materials were easy to find.

Generally, those who know about the library's services are satisfied with them. However, a significant number of respondents didn't know about some of the services that the library offers, e.g., wireless Internet (58%), adult programs (50%), public computers (50%), children's programs (48%). With the exception of hours open (17% dissatisfied), very few respondents expressed any dissatisfaction with the library's services.

Responses to questions about the library facility were also positive. Most of the respondents (91%) believe that the library is always clean and well maintained, and most (89%) of respondents indicated that they can always find a comfortable and quiet place to sit.

Not surprisingly, most survey respondents were regular library users, with 64% reporting that they visit the library weekly and 30% reporting that they visit the library monthly. Library users reported that they use the library's online resources primarily from home (68%) and in the library (52%).

Board Survey (Appendix B)

Six members of the library board completed the board survey, and their evaluation of the library was very positive. Board members all strongly agree that the library building is well maintained, the library is a safe place to work and visit, the entire staff works hard to provide the best possible service, and that the director is supportive of employees. They also agree that their participation on the board is valued, that the library is administered effectively, that patrons have access to a strong collection, and that they are in touch with what goes on at the library.

There was a greater diversity of opinion among board members on several questions including: whether the library is adequately funded, whether employees are fairly compensated for their work, and whether city officials appreciate and support the library.

Staff Survey (Appendix C)

Twelve staff members, not including the director, completed the staff survey. They were overwhelmingly positive about the library and their experiences as employees. It is interesting to note that all of the respondents believe that library employees communicate effectively with each other. Employees also agreed that the library administration is supportive of library employees. There was some diversity of opinion on whether employees are compensated fairly, and the majority of employees were neutral about whether city officials appreciate and support the library and whether the library board is in touch with what goes on at the library. Given the generally positive attitudes of staff, it is likely that the neutral responses were given by employees who don't believe that they are in a position to know.

Staff members indicated that they find helping others to be the most satisfying aspect of their jobs, and they viewed recent technological changes very positively.

Statistical Data (Appendix D)

Using data from 2008 Wisconsin public library annual reports, groups of peer libraries were selected with levels similar to Clintonville's on the following twelve measures: municipal population, service population, square footage, hours open annually, library visits, circulation, program attendance, public computers, materials owned, staff full time equivalents (FTEs), wages/benefits, and operating expenditures.

The number of libraries in a particular peer group ranged from eight (8) to twenty-three (23). The averages on all twelve service measures were calculated for all of the libraries in a particular peer group and compared with Clintonville's levels.

Examination of this data shows that all of the library's service measures, except annual hours open, are greater than the average measures for similar sized municipalities and for libraries with a similar service population. The library compares very favorably with all of its peer groups, and a number of interesting observations can be made from this data:

- The library is bigger and busier than libraries in communities of a similar size.
- The library's square footage, visits, circulation, staff, and expenditures are comparable with libraries in somewhat larger communities.
- Libraries with a similar size staff spend more on wages/benefits and total expenditures, and they are open for more hours. However, they are not nearly as busy as the Clintonville library.
- Program attendance and materials owned by the library are comparable with libraries in much larger communities. In fact the library's annual program attendance (7,235) is similar to the average of a group in thirteen libraries located in municipalities with an average population of 15,728.

Wisconsin Public Library Standards (Appendix E)

Comparing Clintonville Public Library's 2009 service data to the recommended quantitative service targets contained in the Wisconsin Public Library Standards (5th edition) shows that all of the library's measures all exceed minimum standards.

- When comparing the library's service levels to state standards based on municipal population, the library achieves the rank of "Excellent" in two (2) of nine categories: Print Volumes Held and Collection Size.
- The library achieves the "Enhanced" level in five (5) of nine categories: Staff FTE, Periodical Titles, Audio Recordings Held, Public Internet Computers, and Materials Expenditures.
- The library achieves the "Moderate" level in two (2) categories: Video Recordings Held and Hours Open per Week.

Also included in the Wisconsin Public Library Standards are checklists of recommended minimum standards. Each item in a checklist is presented as a simple statement; either a library meets the recommendation or it does not. The library director was able to answer "yes" one hundred thirty-one (131) of the one hundred forty-four (144) questions in the checklists (i.e., the library meets 91% of the recommended minimum standards). The statements that could not be answered "yes" were primarily related to adapting services to patrons with special needs, public relations activities, and staff training.

Space Needs

The Library Board did not attempt to project future space needs. Rather, it looked at how well the current facility measures up to the recommended size for a facility providing the level of services currently offered by the library. The existing library facility contains 14,000 square feet of space. According to state standards, the library should be approximately 19,300 square feet to adequately provide the services that the library now offers.

Conclusion

The Clintonville Public Library is held in high regard by its users who appreciate the variety of quality services and programs that the library provides. Users certainly value the library, especially its friendly and helpful staff, but they are not always aware of everything that the library has to offer. If many library users are not aware of all the library's services, it follows that people who don't regularly use the library wouldn't know about the library's full array of services.

Library Board members and staff members are uniformly positive about all aspects of the library. They take pride in the library and the work that they do for it, and this pride is certainly justified. The library compares very favorably to other libraries in similar sized communities. Its levels of services, activities,

and use are exemplary, and it meets or exceeds all state-recommended quantitative standards with six of nine measures at the enhanced level.

In summary, the Clintonville Public Library provides programs and services to the community that are very much needed, used, and appreciated. The Library is an asset in which all members of the community can take pride.

Analysis of Community Needs

Community Demographics

Because most demographic data dates back to the 2000 federal census, an in-depth demographic analysis was not conducted as part of this planning process. According to the Department of Administration (DOA), Clintonville's estimated 2010 population is 4,624. This is down 2.4% from the 2000 census figure of 4,736. The voting age population is estimated to be 3,599, up 0.7% from the 2000 census, which indicates a slight aging of the population. DOA projects that Clintonville's population will decline to 4,185 by 2030, which represents a 9.1% decline from the 2000 census. The number of households is projected to decline 1.9% to 2,049 in 2030.

School demographics from the Department of Public Instruction's WINNS website were also reported. Public school enrollment is currently 1,537 students. School enrollment has been less than 1,600 students since the 03-04 school year. However, from 95-96 through 99-00 school enrollment was greater than 1,700 students. The school population is 91.1% White, 6.4% Hispanic, 1.3% American Indian, 0.8% Black, and 0.5% Asian. The Hispanic population is the largest and fastest growing minority group. Seventeen percent (17%) of students are classified as having disabilities, and the number of students with disabilities has grown. Forty-six percent (46%) of students are eligible for free or reduced lunch. This has increased from an average of just over 30% during the first half of the decade.

Board Retreat Exercises (Appendix F)

Clintonville can be described as a small, friendly city comprised of active, hard-working citizens who love their city and think it's a wonderful place to live and raise a family. People like the location and embrace the small town feeling. The city is known for its good schools and a full range of municipal services. While the city has an uncommonly strong business and industrial base, many individuals and small businesses are struggling during the economic downturn.

Like most small towns, Clintonville is facing many challenges. Maintaining the current level of municipal and school services will be difficult in the face of declining governmental revenues. The declining population trend will need to be reversed in order to generate more governmental revenues and provide sufficient support for small businesses. This is likely to require additional industrial development and increasing the number of young families and professionals in the community. It will also be a challenge for the city to provide needed services to a maturing population.

While the community is known for its strong services and active citizens, it appears that the needs of minority populations and those living in poverty may not currently be adequately addressed. Professionals, small business owners, and active seniors may not have the opportunities available to them that they desire.

Conclusion

Clintonville has many community assets that make it a nice place to live, but it is facing many of the same challenges being faced by small cities throughout the state and nation. Declining population, the economic downturn, and declining governmental revenues all present significant challenges for the city. The population is aging, and poverty is increasing. Yet, there is reason to be optimistic about the future because the city's government, school district, businesses, churches, organizations, and citizens appear to be invested in working diligently to help the community continue to be a good place to live. The library needs to be a partner in this effort.

Development of Service Plan

The evaluation of current programs and services indicates that the Clintonville Public Library provides programs and services to the community that are very much needed, used, and appreciated. The Library is an asset in which all members of the community can take pride. It is also evident that while Clintonville has many community assets, the city is facing economic challenges. These economic challenges will limit the ability of the library to add new programs and services in the future. The challenge for the library will be to do the best it can with the resources available to it, which will require the library to be very intentional about the services it offers and to operate as efficiently as possible.

Service Responses

Public libraries typically provide a wide variety of services aimed at meeting the needs of all residents of the community. However, most libraries don't have sufficient resources to be able to do everything that patrons would like. Consequently, it is helpful for libraries to focus their programs and services in order to make some activities a higher priority than others. To aid in determining a library's priorities, the Public Library Association has developed a set of 18 possible service responses. Specifically, a service response is what a library does for, or offers to, the public in an effort to meet an identified community need.

Attendees at the planning retreat reviewed the 18 service responses, and they individually selected up to four service responses that they believe are most important for the Clintonville Public Library to address during the next five years. The results were compiled and are presented below.

One service response was selected by five respondents as most important for the library to address:

- **Create Young Readers:** Early Literacy
Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Three service responses were selected by four respondents:

- **Satisfy Curiosity:** Lifelong Learning
Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
- **Connect to the Online World:** Public Internet Access
Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever growing resources and services available through the Internet.
- **Visit a Comfortable Place:** Physical and Virtual Spaces
Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support social networking.

Two service responses were selected by three respondents:

- **Know Your Community:** Community Resources and Services
Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.
- **Stimulate Imagination:** Reading, Viewing and Listening for Pleasure
Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

As a result of this exercise, it is clear that **Create Young Readers** is the most important response for the library to pursue. This service response is consistent with the library's past and current services, as programming for young children has been a priority for the library for many years.

Satisfy Curiosity has implications for the library's collections and programs. Adequate physical and electronic collections are needed to enable library users to explore topics of interest to them throughout their lives, and the library can also contribute to lifelong learning by sponsoring educational programs, exhibits, and courses.

Connect to the Online World will require the library to continue to provide public computers and wireless access. Library staff will need to have adequate training to be able to provide assistance to library users, and the library might consider offering computer classes or programs on social networking.

Visit a Comfortable Place a comfortable place is related to all of the other service responses selected by the library. The library must continue to adequately maintain its physical facility so that it remains welcoming to all those who visit, and it must make sure that its virtual presence is also up-to-date with

current trends so that users can effectively access the library's services electronically. While there are no current plans to expand or alter the library facility, this service response requires the library board to continually monitor the adequacy of the facility.

Stimulate Imagination is similar to the **Satisfy Curiosity** service response because it also has implications for the library's collections and programs. Adequate collections are required to provide users with materials they want to enhance their leisure time. **Know Your Community** will require the library to remain informed about the services and activities available to residents of the community.

All of these service responses are important for Clintonville, and while they focus on traditional library services and functions, they also have the potential to address a variety of issues that were identified as part of the community analysis. For example, providing free access to materials, programs, and computers responds to the needs of people living in poverty. Providing adequate public computers and assistance with them is very helpful for people who are seeking jobs. Educational and literary programming may help to meet the need of professionals living in the community, and early literacy programs are very helpful for children from non-English speaking families.

Library Values (Appendix G)

Rick Krumwiede met with the library staff on November 9th to solicit input about the library's values. Prior to discussing the library's values, he summarized the planning process for the staff. After Krumwiede described the activities that had already occurred and the steps remaining in the process, the staff engaged in an exercise to brainstorm ideas for the library's value statement.

Staff members were asked to brainstorm possible values for the Clintonville Public Library from three different points of view: employees/library board, customers/users, and city/community. Mitchell used the staff's responses to help her draft a values statement that was presented to the library board for their consideration.

Statement of Library Values

The Clintonville Public Library is committed to the following values. These values are the guiding principles that shape everything the library does. They are intended to guide planning, decision-making, and the services that the library provides to its customers for at least the next five years:

We value people:

- We treat customers and staff with dignity and respect.
- We respect people's right to privacy and confidentiality when using the library.
- We respect the diverse cultures, thinking and learning styles of the people we serve.

We value information:

- We provide up to date information in different formats to meet the needs of the people we serve.
- We provide up to date technology and staff trained to assist people in its use.
- We help to preserve the history of the Clintonville area.

We value service:

- We have a staff that is approachable, friendly, well trained and provides personal service.
- We provide a clean, accessible, attractive building that is an asset to the community.
- We are responsive to the changing needs of our customers.

Mission Statement

The Mission Statement follows from the library's values. It describes the reason that the library exists, i.e., its core purpose.

The Clintonville Public Library connects people to the past, present, and future.

Goals and Objectives

Goal A: The library will be instrumental in creating a community of lifelong readers by promoting early literacy and encouraging reading.

The Library Board identified early literacy and reading encouragement as the highest priority for the library to pursue. This is consistent with the library's history, as programming for young children has always been a priority at this library. In addition to encouraging young readers, the library serves as a community resource for parents and caregivers, providing them with tools and enlisting their support in the collaborative effort to create a community of lifelong readers.

Objectives:

1. Summer Library Programs, which encourage people of all ages to read, will be offered annually. (2011-2015)

2. The library will maintain its current level of programming for children and adults. (2011-2015)
3. The director and children's librarian will strive to acquire up-to-date early literacy materials for children. (2011-2015)
4. The children's librarian will continue to provide outreach services to community public and parochial schools. (2011-2015)
5. The library will collaborate with the Waupaca Family Resource Center and the Clintonville Public School District to provide or support appropriate programs, e.g., 1-2-3 Magic, Trucking for Success. (2011-2015)

Goal B: Community members will find the local and global information resources they need to engage in lifelong learning, to pursue their interests, and to take advantage of community services.

The Library Board believes that it is a priority for the library to continue its tradition of being a significant information resource for the community. Whether through the library's collections, programs, exhibits, or classes, throughout their lives individuals turn to the library to explore topics that are of interest to them or that enhance their leisure time. The library's information providing role also requires it to remain informed about the services and activities that are available to citizens from other community organizations.

Objectives:

1. The library will regularly offer adult programs, including computer training and how to use the many online resources available from the library's website and InfoSoup. (2011-2015)
2. The director will explore how the library might collaborate with the senior center to offer additional adult programming. (2011-2012)
3. The director will establish a schedule for weeding the adult nonfiction collection. (2011)
4. The library will publicize its digital microform reader-printer-scanner and will teach interested community members how to use it. (2011-2012)
5. Library staff and volunteers will continue to index the obituaries in local newspapers. (2011-2015)
6. Library staff or volunteers will digitize local history resources and add them to the InfoSoup Memory Project. (2011-2015)
7. The director, with assistance from appropriate staff, will weed the adult nonfiction collection in accordance with the established schedule. (2012-2015)
8. The director will develop a program for regularly notifying community organizations that the library will distribute their introductory materials. (2012)
9. The director and Friends Board will explore the feasibility of publishing an email newsletter to publicize library and Friends' activities. (2013)

Goal C: The library will stay current with developments in technology and use that knowledge to enhance programs and services.

For the library to remain relevant it must stay abreast of developments in information technology and incorporate those developments into its services. This requires the library to keep its computer hardware and other equipment up-to-date. Staff must acquire the knowledge needed to use new technologies effectively, and they must be able to assist library users with any new technologies that the library makes available. It is important to remember that the library provides some community members with their only access to technology resources, and that access can be essential to their ability to apply for jobs, take classes, or use governmental services.

Objectives:

1. The director will work with OWLS staff to redesign the library's website. (2011)
2. The library will maintain a computer replacement schedule. (2011-2015)
3. The library will acquire one or two laptops and make them available for public use in the library and for staff use in programming. (2011-2012)
4. Technology training will be provided to library staff as part of the annual staff in-service day. (2011-2015)
5. OWLS staff will provide training to library staff in using downloadable audiobooks and e-books from Overdrive. (2011-2012)
6. The director will investigate the feasibility of establishing required technology competencies for staff and including them in staff job descriptions. (2012-2013)
7. The library will provide training to staff in the required technology competencies. (2014-2015)

Goal D: The library will be a primary provider of leisure reading, viewing, and listening materials.

The library has always played a significant role in providing resources, whether materials or programs, which enable the constructive use of leisure time. While this is a tradition that the library intends to maintain, changes in the publishing industry and new systems for distributing media, will be likely to require the library to adapt its services and methods in the future.

Objectives:

1. The library will continue to purchase materials in a variety of formats to meet the needs of customers. (2011-2015)
2. The director will work with OWLS to keep abreast of changes in the publishing industry that will have an impact on how the library acquires materials and makes them available to customers. (2011-2015)
3. The library will begin providing Overdrive training to customers. (2012)
4. The library will increase the number of educational and recreational computer games in the collection. (2013)

5. A Teen Advisory Board will be created to involve teens in the library and encourage them to read. (2014)
6. The children's librarian will explore the feasibility of expanding the young adult area and collection. (2015)

Goal E: The library continually monitors, evaluates, and makes changes to its programs, services, and facility in order to best meet community needs with available resources.

The Library Board and director need to engage in continuous planning and evaluation in order for the library to provide effective programs and services. Limited resources will require the library to be very intentional about selecting and acquiring materials to meet the greatest need, about staffing the library as efficiently as possible, and about utilizing space as effectively as possible.

Objectives:

1. The Library Board will increase the number of hours that the library is open as soon as funding permits.
2. The director will evaluate staffing and use patterns to determine if sufficient staff hours could be shifted from evenings to mornings to enable the library to open at 9:00 a.m. (2011)
3. OWLS staff will conduct a workflow analysis and make recommendations for increasing staff efficiency. (2012)
4. The Library Board and director will explore creating a Trust Fund structure that establishes specific funds and designates them for specific purposes. (2012)
5. The Library Board and director will develop and initiate a program for promoting the library's Trust Fund and seeking donations to it. (2013)
6. The director will explore options for creating and managing a more structured volunteer program. (2013)
7. The director will explore possible collaborative activities with the Clintonville Area Historical Society. (2014)
8. The Library Board and director will annually review the library's long range plan and modify it as necessary. (2011-2015)