

**Wixom Public
Library**
**Strategic Plan
2016-2020**

Mission

The Wixom Public Library serves the ever-changing needs of our diverse community with quality collections, services and programs that support its informational, educational, cultural, and recreational needs.

Tagline

Read. Discover. Connect.

Wixom Public Library
49015 Pontiac Trail, Wixom, MI
Phone (248) 624-2512
Fax (248) 624-0862
wixomlibrary.org

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.

Patrons of all ages can learn to read or improve their literacy skills, including digital, to meet their personal, educational, and occupational goals.

Patrons in all stages of their lives have access to resources that satisfy their curiosity and encourage lifelong learning.

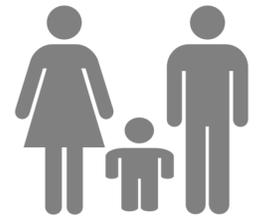
Patrons can conveniently pursue individual, group, or community interests or interact socially at the Library in a safe, comfortable, appealing and welcoming environment. Patrons will also have open and accessible virtual spaces that support their digital needs.

Library administration and staff will create and promote the Library as a vibrant and imperative resource at the center of the Wixom community.

Early Literacy

Initiative A: Prepare babies, toddlers, and preschoolers with the experience and skills needed for school readiness.

Initiative B: Educate the community on the importance of early literacy.



Adult, Teen & Family Literacy

Initiative A: Address the basic literacy needs of the community.

Initiative B: Provide information seekers answers through greater assistance and relevant education.

Initiative C: Students will be given enhanced opportunities to help them succeed in school and beyond.



Lifelong Learning

Initiative A: Equip patrons with the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Initiative B: Provide patrons with the services and support they need to express themselves.



Physical and Virtual Spaces

Initiative A: Provide patrons with a modern, comfortable and inviting library that offers a choice of public and private spaces for reading, studying, working, playing, talking and engaging with one another.

Initiative B: Patrons will be able to connect with the Library 24/7 to obtain information and materials through up-to-date, user-friendly virtual services that are accessible via computers and mobile devices.



Public Image

Initiative A: Train staff to be effective promoters of library services and resources within the community.

Initiative B: Create a yearly budget to fund ongoing marketing activities.

Initiative C: Enhance access to library services/programming to create greater opportunities for civic engagement.



Introduction

In the spring of 2015, the Library Board of Trustees embarked on the process of developing a strategic plan. The plan is the result of six months of dialogue with library patrons, community members, library staff, and the Board of Trustees. The development of the strategic plan was guided by a Strategic Planning Committee composed of community members, local teenagers, business owners, current Board members, and staff.

The strategic plan is meant to serve as a guideline for the consideration and implementation of new ideas for programming, services, resources, technology, and building enhancements. The plan will be reviewed on a continuous basis by the Library Board and staff through annual planning discussions and goal setting initiatives. This plan will enable the Library to successfully address changing needs and expectations of our community. The plan will also help ensure that the Library is a vibrant and financially stable entity well into the future. Most importantly, this plan is embedded with the passions and beliefs of the community members who helped shape it.

In an effort to save monetary resources, the Library Board of Trustees engaged the Library Director in facilitating the strategic planning process through a grassroots approach. This was accomplished through arranging formal group discussions with local community members and staff, data collection from various sources, including online surveys, reviewing area libraries successful future plans (Novi Public Library, Commerce Township Public Library and Salem-South Lyon District Library), and following guidelines in *The New Planning for Results: A Streamlined Approach* by Sandra Nelson (published by ALA).

This strategic plan is a living document and many wonderful ideas were generated by the participants of this process. We are grateful to the staff, trustees, volunteers and community members who participated. We feel supported by our community, and well-anchored by our mission.

Cindy Mack, Library Director

The Strategic Planning Committee members were:

Mary Proper	Library Board President
Sandra Messing	Library Board Representative
Cindy Mack	Library Director
Andrea Dickson	Staff Representative
Carol Hipp	Staff Representative
Molly Balding	Teen Library Council Representative, Community Member
Elise Kowalski	Teen Library Council Representative, Community Member
Sheldon Beck	Community Member
Jean Crossley	Community Member
Christie Currier	Wixom Mom's Club President, Community Member
Susan Kenney	Business Owner, Community Member
Jane Kleban	Friends of the Library Representative, Community Member
Jennifer Mifsud	Wixom Elementary School Representative, Community Member
Allison Wert	Community Member

Input and Process

The planning process included a comprehensive review of external data, along with gathering input from a variety of sources.

Demographic and Usage Data:

Staff collected and analyzed US Census data and demographic projections available through the Southeast Michigan Council of Governments (SEMCOG) to identify population trends that may influence library materials selection, program choices and delivery, and design of the physical space of the library building.

Demographic Changes and Projections of Note:

The 2010 Census revealed the population of the City of Wixom to be 13,498, which is a slight increase of almost 1.8% from the year 2000. The estimated population in 2014 stood at 13,744. The estimated population of Wixom in 2025 is 13,640 (a flat rate of growth).

- Infant/preschool populations are projected to increase slightly over the next five years.
- The most dramatic projected population change will be senior citizens, aged 65 and older. This population is projected to increase 30% by the year 2020, as compared with the 2010 census figures.
- 44% of the population age 25 or older has an associate's degree or higher. An additional 24% have attended college, but have no degree.
- The median household income in 2013 was estimated at \$47,531, and the median family income was estimated at \$77,386.
- The median housing value is \$219,000.

As of June 2015, the Wixom Public Library had had 8,400 cardholders, or 62% of all citizens our service district. The Library averages 300 patron visits a day; 93,000 people visited the Library last fiscal year (Fiscal Year 2014-2015). The computers were used on 2,578 occasions and 5,000 people attended events and programs. The Library circulated 169,000 items, and 7,000 reference questions were answered during that same time period.

Targeted Outreach:

It was important that the process used for the development of this strategic plan included reaching out to a cross-section of the community we serve. Our planning process used several approaches in our work. The patron survey generated 100 responses. The survey revealed that

the community is highly satisfied with the services we are providing. No significant concerns were identified; however, one important observation emerged: better self-promotion is vital for our continued success.

A facilitated focus group was held in May 2015 in order to gain feedback from the community and library staff on the various types of programs, services, resources, technology and cultural events the Library could expand and/or explore over the next four years. The focus group was facilitated by Hartzell-Mika Consulting. In general, the focus group attendees were overall satisfied with library services. Those who attended the focus group seemed to be traditional users, with not much interest in electronic resources. There were some specific suggestions for improvements that will be studied in greater detail.

We also reached out to 2 specific groups, teens (13-17 years) and older adults (55+ ages). The older adults were generally satisfied with most services. Teens were also generally satisfied with services, and they were very interested in access to streaming services (TV shows, movies, and music). Teens were also interested in more materials, music CDs, and online tutoring services.

At various points throughout the process, each library staff member had an opportunity to give input. This was through attendance at informational meetings, responding to proposed service responses, and communicating through email. Some of the key ideas that emerged from this effort included: revision of the mission statement and tagline, developing community partnerships and working more closely with the City at their special events.

At regular intervals through the planning process, the Committee, staff, and Board participated in a series of strategic discussions to develop the goals and strategies for 2016-2020. The focus group, public surveys and staff feedback were a valuable part of the strategic discussions and the planning process.

Library Trends:

Technology influences almost all aspects of our lives, and the Library must be able to meet the challenges and opportunities that are becoming available as technologies advance and change the way patrons communicate, access information, and expect services. Libraries need to continuously evolve to meet the high expectations of their patrons, including the growing expectation for community activity and cultural exploration. It is important to understand our opportunities for community outreach, consider the desires of our younger patrons to have more access to online services, and investigate opportunities to better utilize our building to make the Library a more modern, comfortable, and inviting space.

Financial Considerations:

The library staff is comprised of 5 full time employees, 13 part-time employees, and numerous volunteers. In Fiscal Year 2015-2016, the operating cost was \$841,000. The Library is funded by a millage at an approved rate of 1.08 mills. Since 2008, our revenues have been declining due to the decrease in property values. Even during difficult economic times, the Board of Trustees and staff have worked hard to provide quality programs, services, technology, and resources. Through strong financial management and diligence, a healthy fund balance was generated over the years. As of Fiscal Year 2015-2016, the Library's fund balance is being utilized to complete various capital improvement projects. As the current economic state continues to improve, we hope to once again increase programs, services, resources, and add additional hours to our operation that were lost due to the aftermath of the recession.

What We Learned

Our Performance:

Patron satisfaction with the Library's locations, services, programs, and collections is extremely positive. Responses denoting satisfaction with support from library staff were extraordinarily high - 73% rated staff helpfulness as excellent, and 74% rated staff friendliness as excellent. On a scale of 1-5 (5 as excellent), 90% of respondents overall rating for the Wixom Public Library was a 4 or 5. Comments added to the patron survey were strong in their praise for the Wixom Public Library "amazing, helpful, friendly and wonderful". In addition for their praise of the Library, 79% of the respondents stated their primary reason for visiting the Library is for leisure reading and the survey results and focus group touched on high patron satisfaction for interlibrary loan services.

It should be noted that there wasn't a clear consensus on any specific improvement the Library could make to increase usage. The top choices (increased programming, weekend hours, and more materials) all garnered approximately 25%. As funding continues to improve, the Board will have to review the budget and community needs more closely when making decisions regarding the addition of materials, services, and hours.

There are tremendous opportunities for innovation in the next four years to increase library usage and community perception. The Library must meet the needs of patrons from all ages and backgrounds, recognizing growth in the baby boomer and older adult population, the needs and desires of our young adult population, and the cultural diversity that is increasing in the Wixom community. This will immensely help build community ties.

Recommended Library Service Responses

During the strategic planning sessions, committee members were asked to vote on no more than 6 of 18 potential library service responses. These responses are definitions for how a library serves its community. This information was provided by *The New Planning for Results* by Sandra Nelson (published by ALA). After analysis of the patron survey, along with staff and Trustee discussion, distinct strategic themes became apparent and the service responses were chosen in large part because of these themes. Below are the recommended responses as approved by the Strategic Planning Committee to help define the Wixom Public Library over the next 4 years.

Create Young Readers: Early Literacy

Learn to Read and Write: Adult, Teen, and Family Literacy

Satisfy Curiosity: Lifelong Learning

Visit a Comfortable Place: Physical and Virtual Spaces

Marketing and Branding: Create a Strong Public Image and Enhance Community Awareness

Strategic Goals 2016-2020

The planning process continued with developing broad goals, initiatives, and action steps by library staff to meet the various responses that were chosen.

GOAL 1: 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.

Initiative A: Prepare babies, toddlers, and preschoolers with the experience and skills needed for school readiness.

Action Steps:

- The Library will focus on providing more hands-on early literacy activities and create an early learning space in the children's area.
- Early learning kits will be available for patrons to use in the Library and also to check-out.
- Staff will investigate offering interactive learning tools both digitally and physically.

Initiative B: Educate the community on the importance of early literacy.

Action Steps:
<ul style="list-style-type: none"> Parents and caregivers will be given the resources to understand early literacy practices, along with skills they can use outside the Library to create young readers.
<ul style="list-style-type: none"> Children will have more access to Library resources through outreach initiatives.
<ul style="list-style-type: none"> Programs will be offered that promote literacy, including programs that target parents and caregivers.

GOAL 2: Patrons of all ages can learn to read or improve their literacy skills, including digital, to meet their personal, educational, and occupational goals.
Initiative A: Address the basic literacy needs of the community.
Action Steps:
<ul style="list-style-type: none"> ESL services to patrons will be strengthened by purchasing more materials and resources.
<ul style="list-style-type: none"> Programming and services for ESL families will be implemented.
<ul style="list-style-type: none"> Collaborative relationships with other community resources will be developed to identify and fill literacy gaps and/or provide referral services.
Initiative B: Provide information seekers answers through greater assistance and relevant education.
Action Steps:
<ul style="list-style-type: none"> Library staff will use resources more efficiently to provide timely and effective assistance.
<ul style="list-style-type: none"> Encourage staff development in a variety of ways, including use of self-directed learning.
Initiative C: Students will be given enhanced opportunities to help them succeed in school and beyond.
Action Steps:
<ul style="list-style-type: none"> Establish regular outreach initiatives to local schools.
<ul style="list-style-type: none"> Find ways to strengthen the relationship and develop collaborative efforts with local youth serving organizations.
<ul style="list-style-type: none"> Investigate and implement ways to help students prepare for educational and occupational readiness, specifically including ACT, SAT and GED test prep.

GOAL 3: Patrons in all stages of their lives have access to resources that satisfy their curiosity and encourage lifelong learning.

Initiative A: Equip patrons with the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Action Steps:

- Engage our public to determine where curiosity lies and create feedback mechanisms to improve effectiveness of programming efforts.
- Establish self-directed initiatives for learning new skills.
- Improve the Library's collection based on trends and patron requests and needs.

Initiative B: Provide patrons with the services and support they need to express themselves.

Action Steps:

- Explore the development of a makerspace lab.
- Develop a variety of programs to educate and teach new skills.

GOAL 4: - Patrons can conveniently pursue individual, group, or community interests or interact socially at the Library in a safe, comfortable, appealing, and welcoming environment. Patrons will also have open and accessible virtual spaces that support their digital needs.

Initiative A: Provide patrons with a modern, comfortable and inviting library that offers a choice of public and private spaces for reading, studying, working, playing, talking and engaging with one another.

Action Steps:

- Provide annual customer service training for all staff in order to raise the quality of existing customer service.
- Determine if there are opportunities to better utilize building space, including the addition of comfortable seating and other potential improvements to the physical surroundings.
- Ensure a supportive work environment that enables staff to provide high quality, cost effective services to customers in a timely manner.
- Investigate options to extend library hours to make the Library more available to the community.

Initiative B: Patrons will be able to connect with the Library 24/7 to obtain information and materials through up-to-date, user-friendly virtual services that are accessible via traditional computers and mobile devices.

Action Steps:

- Research additional enhancements to virtual services and digital information that patrons have shown an interest in via statistics and patron feedback.
- Prioritize technology needs to further develop digital resources, such as a digital media station or makerspace lab to address the needs for advanced technology.

Goal 5: Library administration and staff will create and promote the Library as a vibrant and imperative resource at the center of the Wixom community.

Initiative A: Train staff to be effective promoters of Library services and resources within the community.

Action Steps:

- Expand presence at community events featuring special marketing pieces.
- Build community partnerships.
- Strengthen relationships with community businesses and leaders to utilize resources.

Initiative B: Create a yearly budget to fund ongoing marketing activities.

Action Steps:

- The Library Board will make it a priority to allocate funding for marketing.

Initiative C: Enhance access to library services/programming to create greater opportunities for civic engagement.

Action Steps:

- Investigate new methods of reaching non-users.
- Reach out to community organizations to expand display and promotional opportunities within the Library.
- Create community welcome packets to distribute to new residents.

Revised Mission and Tagline

Library staff and the Strategic Planning Committee strongly recommended the mission statement be simplified. The revision is below:

The Wixom Public Library serves the ever-changing needs of our diverse community with quality collections, services and programs that support its informational, educational, cultural, and recreational needs.

Tagline

Read. Discover. Connect.

A new motto has been created, allowing for additional communication to best describe the Library's objectives serving the community.