



2020 - 2024 STRATEGIC PLAN

Mission Statement

The Franklin Public Library is dedicated to providing every member of our community with abundant opportunities to learn, explore and connect.

Library Values

We Are Dedicated to Our Community

We recognize that all of our efforts will have a larger impact when we intentionally center them on the aspirations and lives of the people in our community.

We Are Dedicated to Fostering Connections in Our Community

We will be a welcoming gathering place for the community and a cornerstone of family, cultural, and civic life in Franklin.

We Are Dedicated to Reaching Out to Our Community

We will develop relationships and work in concert with our city, schools, and other community partners to provide services to the community outside the library walls.

We Are Dedicated to Fostering Curiosity and Lifelong Learning in Our Community

We will cultivate an open-minded and creative environment that encourages everyone to explore new experiences and ideas.

We Are Dedicated to Being Good Stewards of the Library and All It Contains

We will efficiently deliver outstanding value to the community by thoughtfully and responsibly managing the resources that have been entrusted to the library.

We Value Our Staff as a Vital Resource for the Library and our Patrons

We will continuously develop staff to their greatest potential as they are our greatest resource and the key to upholding our mission and values. We will provide meaningful staff engagement and robust staff support to ensure employee longevity and a healthy life-work balance.

Introduction

“In all of Franklin, our library is my favorite place,
providing just about anything one may need in a public library.”
Community survey respondent

Our outstanding staff and committed board members have provided a wide variety of quality resources and learning opportunities to meet the growing needs of our community. With this strategic plan, we turn our vision toward the future. At the center of our planning process has been the Franklin community who helped to identify how we can improve service to all residents.

Throughout the planning process we heard a common theme from almost 900 community members: our library is central to the Franklin community. From the local business community to schools, from new to established residents, the library is a place for all in our community to connect to a wealth of information and resources and to each other.

Through thoughtful discussion and careful analysis of our services, resources, and community’s needs, we have committed ourselves to five comprehensive goals and have outlined corresponding objectives for each. This plan is not a full listing of all of the resources, services and programs that Franklin Public Library offers. Instead, it provides a vision for the next five years with a focus on service areas that we believe aligns the library, an essential cornerstone institution in our community, to continue as a key partner in the development of Franklin’s growth and prosperity.

Strategic Planning Process

In November of 2018, the Strategic Planning Committee, created by the Franklin Library Board of Trustees, began its work. The committee was composed of representatives from the library board and staff, library foundation, Franklin Public Schools, and community. In the first half of 2019, the committee, facilitated by consultants from WiLS, assessed the following data and information to develop the strategic goals and objectives that will guide the library’s work over the next five years.

- Annual library operations and service data submitted to the Wisconsin Department of Public Instruction (DPI) for the years 2008-2017.
- Results of a survey of the community conducted between January 7, 2019 and February 3, 2019 that garnered a total of 849 responses.
- Three focus group conversations with area residents to learn more about how the library can support the needs of the community.
- Results of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with staff.
- Results of an Issues and Needs Questionnaire, completed by members of the Strategic Planning Committee.
- Demographic and economic data from the American Community Survey and the 2000 and 2010 US Census.

The result is this final strategic plan report approved by the Franklin Public Library Board of Trustees in August of 2019.

Strategic Plan Goals

Strategic Goal I – Programming

The Franklin Public Library will provide quality programming and events that deliver value to our community while best utilizing the resources of the library.

What we heard

“I appreciate that our library has been a safe place where I have raised my children through toddler/baby programs and now onto teen after school activities.”

“It would be nice if there were more baby/toddler/preschool programs available in the weekends or early evenings...”

“I wish there were more innovative kids and adult programs, and that they were held outside of normal working hours.”

Objectives

- A. Implement a comprehensive evaluation of library programming to determine programming priorities
- B. Provide diverse programming that will increase library users
- C. Coordinate more with community groups and members to provide programming
- D. Provide programming in the community, especially areas that have been traditionally underserved

Measures for Success

- Increased diversity of library users
- Improved utilization of staff capacity related to programming
- New partnerships established and current partnerships enhanced to reach objectives

We continually strive to offer the best informational and educational programming opportunities for our community. As part of this, it is vital we regularly assess our programs and events to best meet the needs and busy lives of the residents of Franklin. Evaluation of what we currently provide, along with how and when our programs are available, helps us better serve our community. This allows us to build on our successes and be more effective with staff capacity to develop and present programs.

Survey Results

Of the respondents that indicated the library could make changes that would increase their use of the library, the highest response was 25% noting they would use the library more if there were more programs that interested them and their families.

Through the planning process, we gathered a number of excellent ideas to enhance our programming and our partnerships in the community will be a key to reaching this goal. We are excited to explore new ideas to be even more effective and innovative at connecting people, organizations, schools, and businesses to our informational and educational opportunities and events.

Strategic Goal II – Community Hub

The library is the center of the community and will work to foster and grow our role as a community connector.

What we heard

“Because Franklin lacks a town center, the Library is probably our best venue for building community.”

“Library has an opportunity to play a role as the Chief Information Officer of the community.”

“In some respects, the library is a community center – a focal point in the community where people with similar interests can explore them together.”

Objectives

- A. Strengthen community relationships and increase community perception
- B. Grow and foster partnerships that will help the library achieve its mission
- C. Provide access to trusted and open sources of community information

Measures for Success

- Increased utilization of library spaces by community groups
- Increased awareness of library resources available to support the work of groups and organizations in our community
- New partnerships established and current partnerships expanded to reach objectives

As noted in the introduction, the library is the hub of our community. We see this need in our data as people are coming to the library more than ever to take advantage of all the different ways they can utilize the library with and without a library card. This includes:

- Using our meeting spaces, which are reserved more than 1,000 times each year by community members
- Getting assistance from our staff with various technology and personal devices and learning about new technologies in our CreateSpace
- Providing help for those needing to create a resume and search for job opportunities
- Helping our community stay healthy by offering programs ranging from yoga classes to wellness programs and resources

In the last 10 years (2009 to 2018), total visits to all public libraries in Wisconsin has declined by -22%. However, visits to our library have increased nearly 18%. The community conversations we held and the response to our survey clearly indicate there is a strong need and desire in the community to find more opportunities to use the library as a community hub for people to come together to work toward common goals in our community.

Strategic Goal III – Services and Collections

We will increase the use of our services by expanding the library’s presence in the community by providing enhanced access to a variety of resources.

What we heard

“The library is my go-to source for all media, other than online reading. No lie. I am a late millennial working at a nonprofit organization. Financially, I have no other option and am grateful for our library. Thank you for all the work you do in providing such an amazing resource to us all.”

“I think the library should do outreach to Franklin’s recent immigrant/first-generation American communities to see how the library can best accommodate them.”

Objectives

- A. Ensure the library’s resources and collections meet the needs of the Franklin community
- B. Bring the library to the community through outreach efforts
- C. Increase active cardholders and use of physical, digital, and special collections
- D. Increase connections to area schools and senior communities

Measures for Success

- Increased circulation of all collections
- Increased number of cardholders
- Increased diversity of library users
- Increased awareness of collections and services

Franklin Public Library has become so much more than its physical collection of books, CDs, and DVDs. For example, while circulation of our physical materials declined 16% between 2014-2018, use of digital content (digital books, audiobooks and magazines) increased 109%. At the same time, we continue to develop our special collections which include: Bakeware, Board Games, Tech Toys, CreateSpace Tools, American Girl Dolls, Backpack Buddies, and School Collection.

Our outreach services to area senior communities and schools is also growing. One way we do this is bringing traveling collections to Clare Meadows and The Woods of Cedar Village. Since the inception of our traveling collections, we have checked out nearly 5,000 library items to residents at these two locations. Franklin Public Schools is another example of successful collaboration. In 2017, we had 1,124 kids participate in our summer reading program. In 2018, our youth and young adult librarians presented information about our summer reading program to each Franklin Public Schools classroom. The result of this outreach was 364 more participants in our summer reading program than in 2017.

The library will continue to adapt by developing new collections, being a source for emerging digital formats, and seeking new opportunities to connect our services and resources with the Franklin community outside the walls of the library.

Strategic Goal IV – Marketing and Awareness

We will increase public awareness of the library, its resources, and the importance of the library to the community.

What we heard

"I like the (library) offerings I've been seeing and I truly hope people are taking advantage of them."

"Better marketing to the community. I do not feel drawn to the library."

Objectives

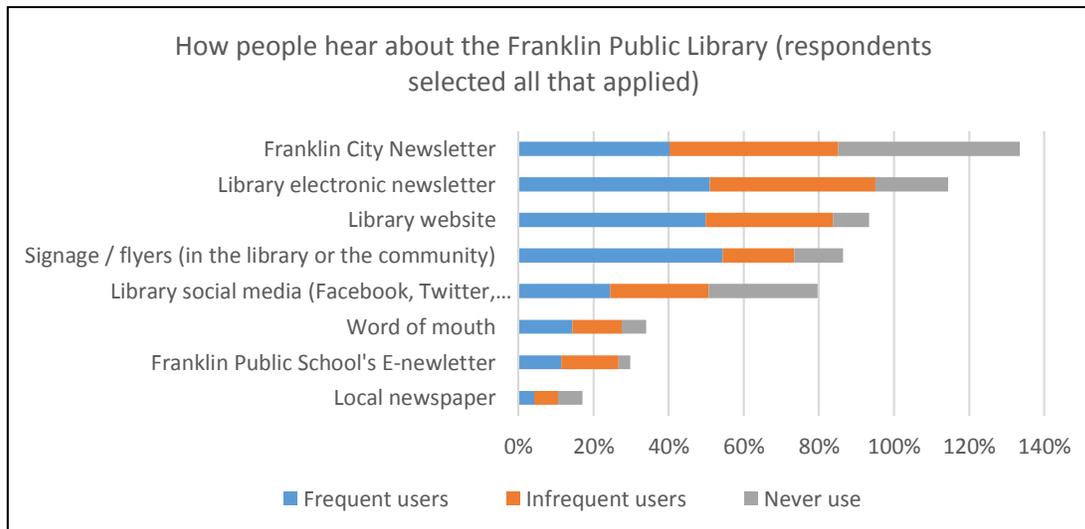
- A. Create a marketing plan that will identify audiences and the messages and communication channels to best reach them
 - i. Provide targeted and well-timed marketing
 - ii. Develop communication strategies for specific audiences
- B. Promote the library through participation in and hosting of community events
- C. Increase the perceived value of being a library cardholder and user of library resources

Measures for Success

- Increased circulation and use of library services
- Increased number of cardholders
- Increased satisfaction with and awareness of services

As the number of ways people find and receive information, it is more important than ever that libraries take a more targeted communications approach. From the information we gathered, we learned that people learn about the library differently based on their level of use of the library (See chart below). As we strive to improve our communications we will also work to increase the awareness of all we have to offer to the community. This includes better communication about non-traditional services and resources we have available, such as:

- Special collections - 33% of all survey respondents aware of these collections
- Online resources including instructor-led courses - 30% of respondents aware
- Personal one-on-one technology help - 25% of respondents aware



Strategic Goal V – Structural Health

The library will continuously develop and implement well-developed and executed plans to strengthen our staffing, building and grounds, and finances.

What we heard

“Franklin Library is one of the best I have been to in the state of Wisconsin. The library and staff are an excellent resource that enhance education at all levels.”

“Opening earlier---say 9 am on weekdays, and more Sunday hours---would be nice.”

“I find myself driving to Greendale some mornings since our library isn't open until 10.”

Objectives

- A. Establish a long-term plan for staffing and development, building and grounds, and finances
- B. As part of the building and grounds plan, development and implementation of ongoing maintenance, preventative maintenance, and capital improvement strategies
- C. Continued development of relationships with colleges and universities with accredited library programs to provide internship opportunities
- D. Develop strong relationships with organizations, groups, and other city departments that will help the library accomplish its mission to serve the community

Measures for Success

- Staffing levels in line with state library standards
- Improved utilization of library spaces and established plan for future building needs
- Strong and stable finances for the library
- New partnerships established and current partnerships expanded to reach objectives

We must thoughtfully plan for our staff needs into the future. The Wisconsin Department of Public Instruction has established public library standards to encourage the ongoing development of quality library service in the state. Based on the data of libraries in Wisconsin, three tiers of service levels have been established for libraries to identify where they stand in comparison to peer libraries.

In 2018, the library had 15.38 full-time equivalent (FTE) staff. The Tier one standard (minimum service level) for a municipal population the size of Franklin is 21.6 FTE staff. To achieve Tier 3 (highest service level,) the library would need to employ at least 28.8 FTE staff. Due to recent budget reductions, the 2018 staffing level is a decrease from the 16.77 FTE staff in 2014.

As our building ages, we are engaging in cost-saving projects (e.g., LED lighting updates) and emergency maintenance. We also continue to make changes to the library in response to patron requests and in staying relevant to patron interests, including creating more quiet areas, making use of outdoor spaces, and developing our CreateSpace.

It's clear from those that shared their thoughts during the planning process that the library is a cornerstone institution in Franklin. Eighty-eight percent of residents surveyed strongly agreed that the library is important to the community. It is vital we develop long-term plans to meet the growing needs of the community.

Implementation

The complete activity and implementation plan will be created by the staff management team and will serve as a guide for execution during the life of this plan. The ongoing planning process for the library will include project management, assessment, communication and prioritization of activities to ensure the goals of the plan are realized with an amount of flexibility to adapt as needed.

This will include the director and staff working in tandem with the Library Board of Trustees to prioritize and coordinate activities to achieve objectives identified in this plan. The library will consider available resources including funding and staff time, fluctuating external conditions that govern public libraries, and any opportunities for innovation during the time of this plan's implementation.

Acknowledgements

There are many people to thank who gave their time to share their thoughts, ideas, and hopes for the library. We want to thank the nearly 900 community members that responded to our survey or attended one of our community conversation gatherings. The primary focus of this strategic plan's development has foremost been Franklin residents to ensure that our services, programs, and resources align with the needs of the community.

We would like to thank the staff for encouraging people to take our survey and sharing their knowledge, experience, and ideas. Much gratitude goes to those staff members in particular who gave their time and energy as part of the Strategic Planning Committee. We are grateful for the time given by and enthusiasm of all those who served on the Strategic Planning Committee, as their commitment and thoughtfulness was instrumental in the development of this plan. Lastly, the Library Board's support of planning process was vital to the development of this plan.

2018-19 Strategic Planning Committee

- Sarah Bublitz (Children's Librarian)
- Maria Imp (Library Board of Trustees)
- Mike Karolewicz (Library Board of Trustees)
- Jeffrey Leggett (Community Member)
- Jennifer Loeffel (Library Director)
- Sue McKnight (Community Members)
- Jill Polglaze (Franklin Public Schools)
- Anvitha Sriram (Community Member)
- Keri Whitmore (Assistant Library Director)

2019 Library Board of Trustees

- Judi Williams-Killackey – President
- Karen Wesener – Vice President
- Terrence Berres –Treasurer
- Madelyn Kempen – Secretary
- Maria Imp
- Mike Karolewicz
- Judy Mueller
- Annemarie Vitas-Oklobdzija
- Kristen Wilhelm

Finally, the library thanks Melissa McLimans and Bruce Smith from WiLS (Wisconsin Library Services) for providing planning process management and facilitation services.

Supporting Documents

Community Conversations

February 5, 2019 – 9 attendees

Themes

- The library is the hub of the community. There are not any areas in Franklin where the community can gather that is walkable that has shops, restaurants, etc. There is not a downtown. Because Franklin is divided between three school districts, the community is not fully connected as it might be under one district.
- The community has siloed pockets of neighborhoods. Franklin is very large geographically. It does not have public transportation nor sidewalks, so it can be isolating without a car. There is a love of all the open space and larger lots for homes, but there are questions about the future directions of Franklin. Without a downtown and walkable areas, it is not attractive to young professionals and empty-nesters/recent retirees. The development of the Ballpark Commons and The Rock will be a test to see if they thrive or are not used/attended.
- The library is well regarded for its programming. There is the opportunity for the library to develop/brand itself as the community gathering spot.
 - There could be more partnership with the HS to connect teens (those with interests not filled by clubs/groups at school) to the library with a focus on gathering
 - New ideas of space use for gatherings/programs/events could be done to provide options for gathering for millennials (bar trivia, music) – things on Friday and Saturday evenings/nights. Find business partners to help sponsor.
 - A home for telecommuters to work – be that coffee shop for the community.
- This is an aging community, so creating social connection opportunities for them (creating multi-generational opportunities to connect through programming) or bringing services to them is an opportunity.
- The library does a great job marketing, but more could be done such as use of electronic signs around the community to help promote library programs.

February 6, 2019 - 15 Attendees

Themes

- There's a lot of "splintering" and silos in Franklin. No one source of communication, civic engagement, or community gathering.
- There is a need for fresh people involved in politics. There is a feeling that decisions are made by a few people that have been in control for a long time.
- This group wants there to be an attitude change in Franklin, where the city and groups within Franklin, begin to say yes to ideas rather than turning away from change.
- The library is seen as an example of what can happen when community comes together.

- There is no trusted source for communication within the city that residents and groups can contribute content to and learn about events and happenings.
- People are hungry for community and this group was ready to enact change.

February 13, 2019 - 13 Attendees

Themes

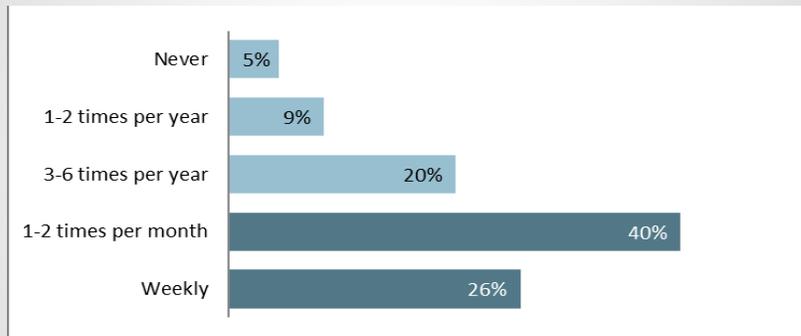
- People are highly civically engaged & care, but connection is somewhat lost due to lack of central area/downtown.
- Franklin needs to be more accepting of possible development, but there is a population that have Not In My Back Yard concerns.
- There are opportunities for the library to better service aging populations with mobility and access challenges and work more closely with the schools, especially the high school, to provide opportunities and spaces at the library for teens.
- The community lacks good communication channels where people can find out what is happening. The library could do more to market all it provides. The library could be the Chief Information Officer for the community.
- The library could partner more with businesses, holding a career fair in the library as a hub for connections to local employers.
- There is an opportunity to be more of a community resource for first generation immigrants and the various immigrant populations to help break down barriers and connect them and the community together.

Supporting Data

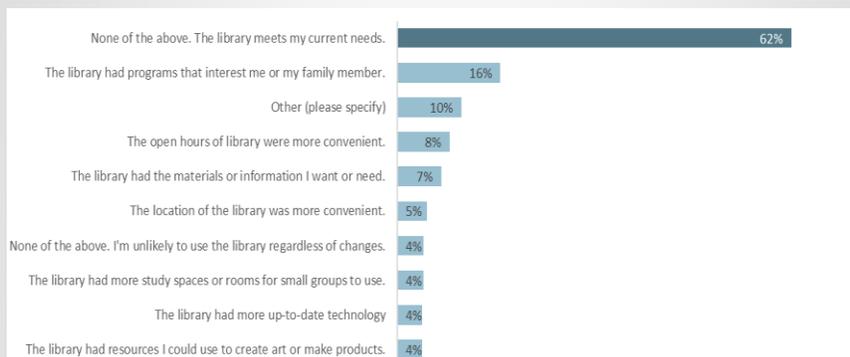
Franklin Public Library Community Survey

January 7, 2019 and February 3, 2019 that garnered a total of 849 responses.

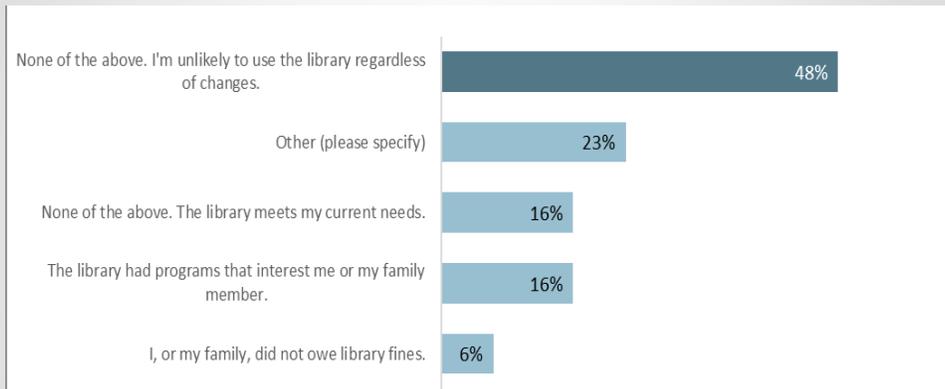
Overall, which of the following best describes how regularly you use the Franklin Public Library?



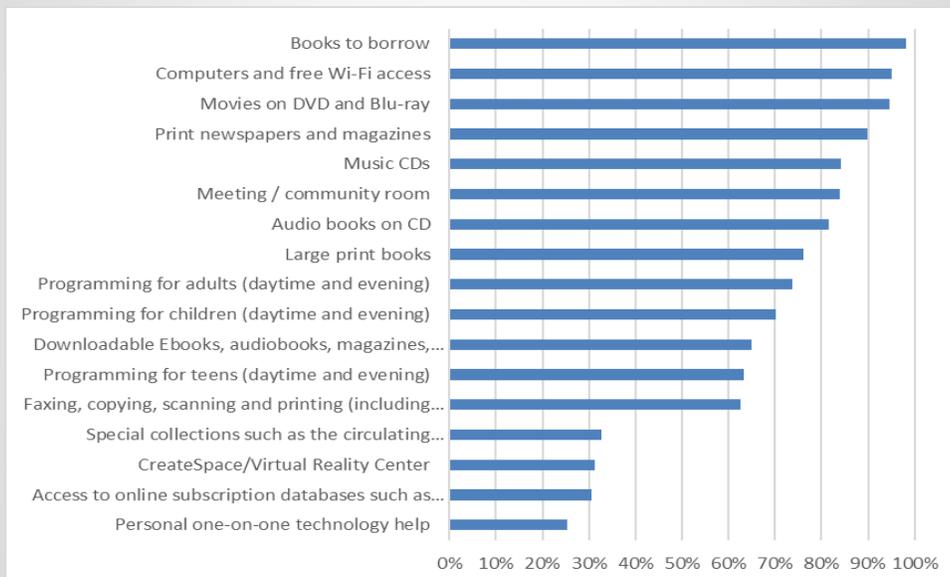
I would use the Franklin Public Library more if: All Survey Respondents



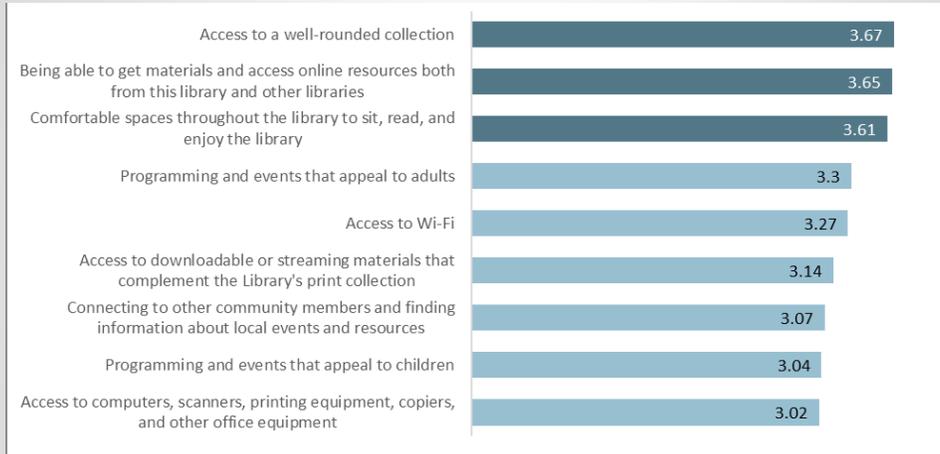
I would use the Franklin Public Library more if: Only respondents that indicated they never use the library



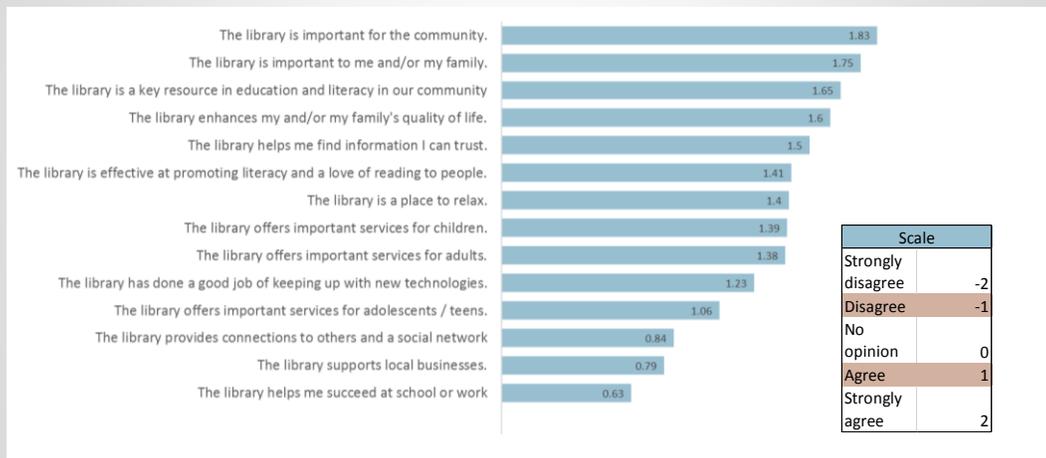
ALL: Which of the following services are you aware the Franklin Public Library offers? (check all that apply)



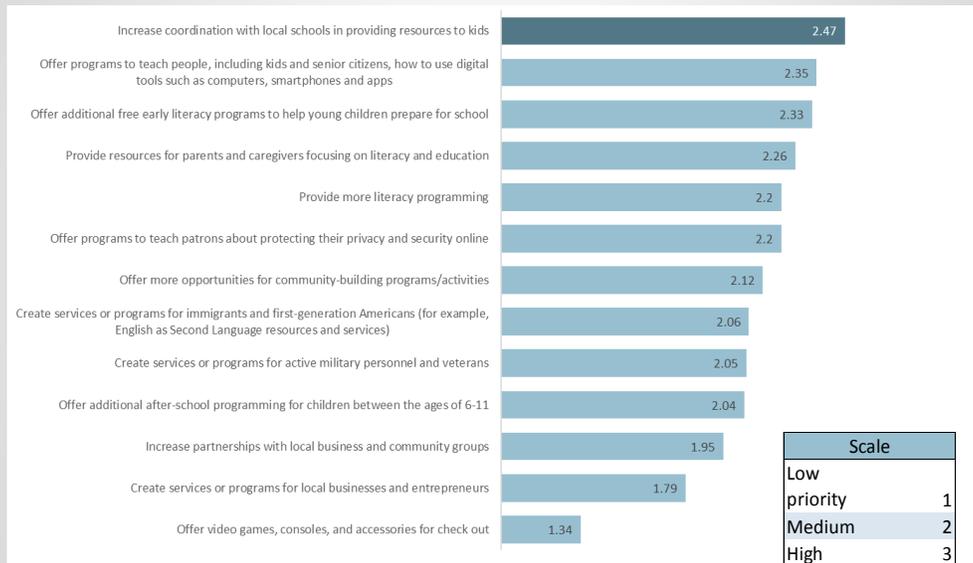
Please indicate how important the following services are to you and/or your family.
ALL (Scale: Not at all = 1; Not very = 2; don't know = n/a; somewhat = 3; very = 4)



ALL responses: Please share how strongly you agree or disagree with these statements about the Franklin Public Library ? (Check all that apply)

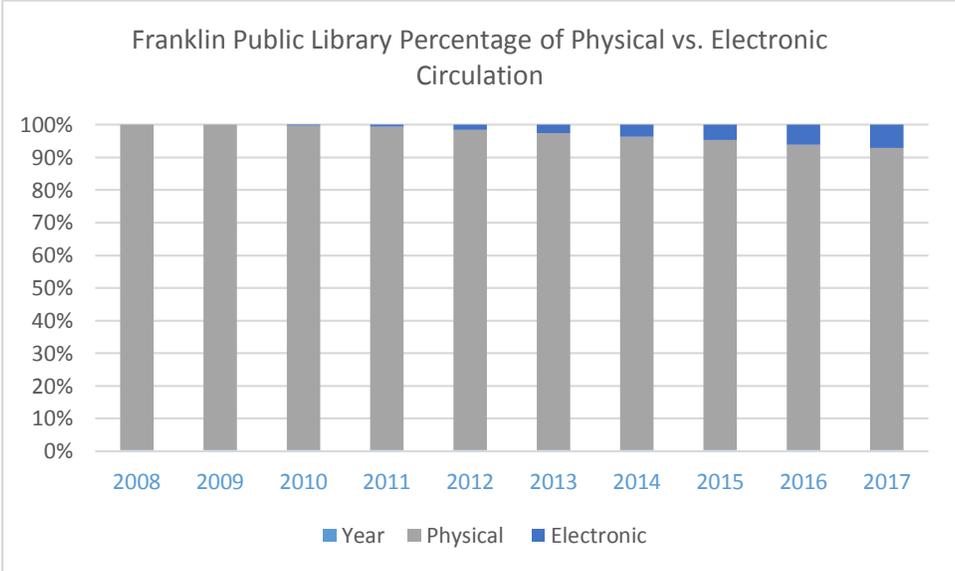
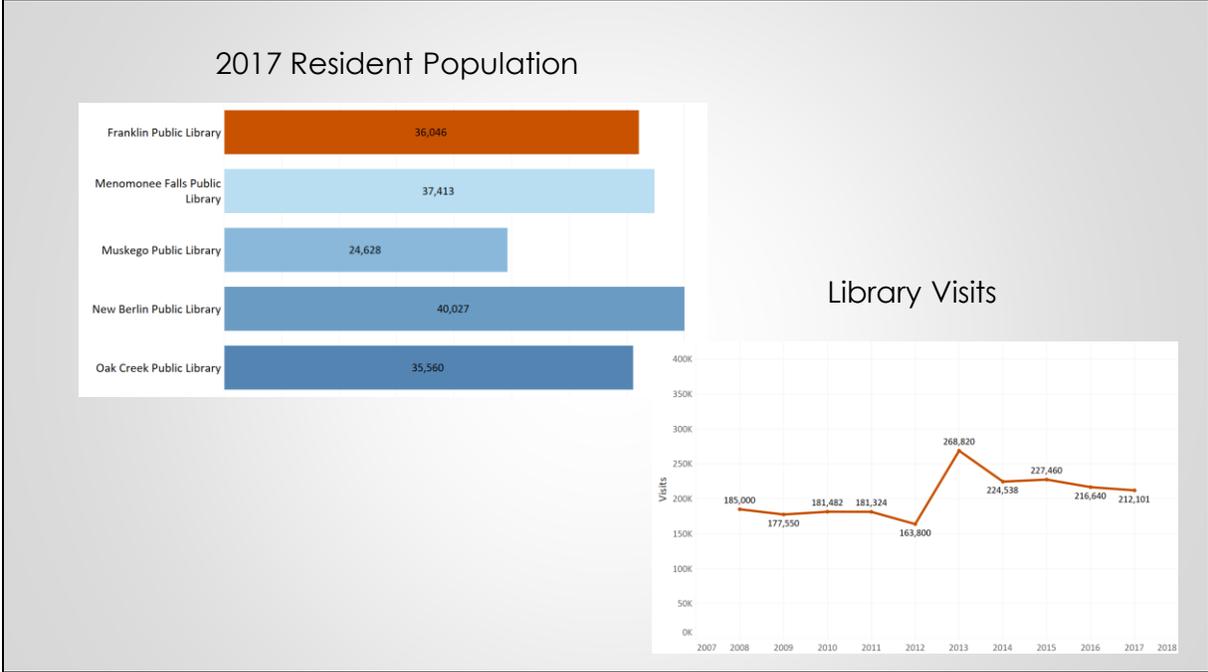


Below is a list of possible improvements to he library could do to change how they serve the public. Please indicate how important you think each improvement might be by choosing if it is a "high priority", "medium priority" or "low priority" improvement.

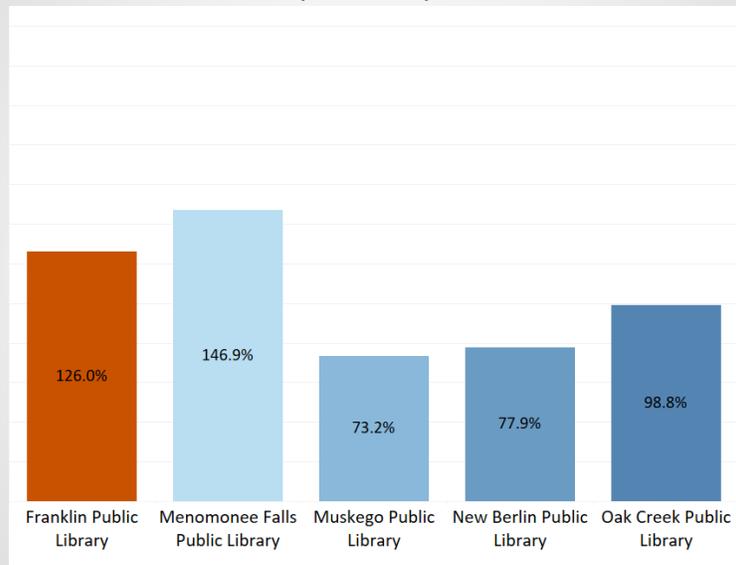


Supporting Data

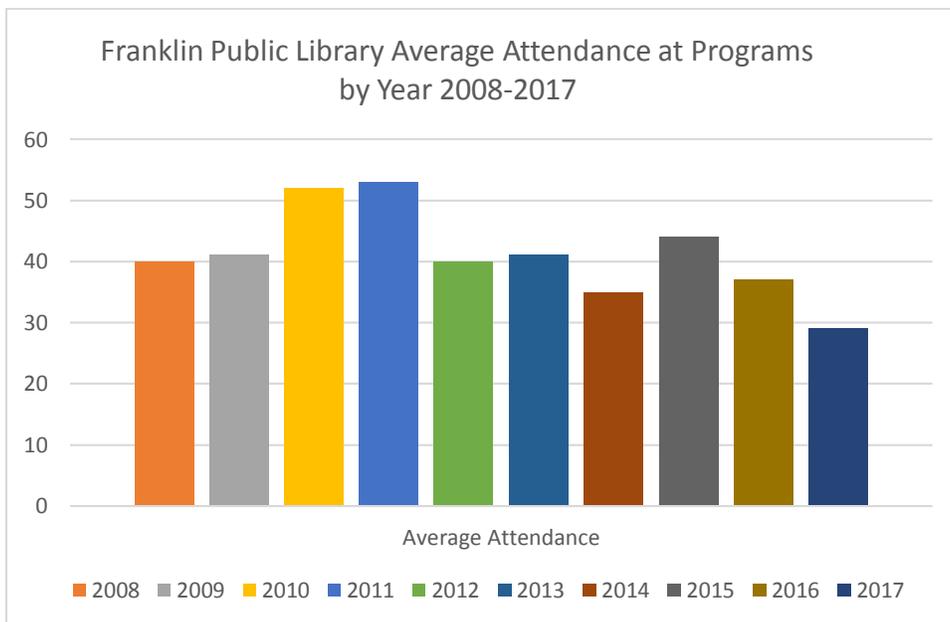
Department of Public Instruction Annual Library Report Data

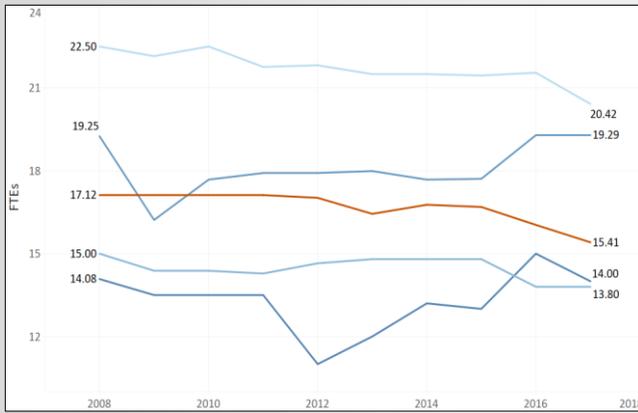


Five Year Percent Change in e-uses
(2013-17)



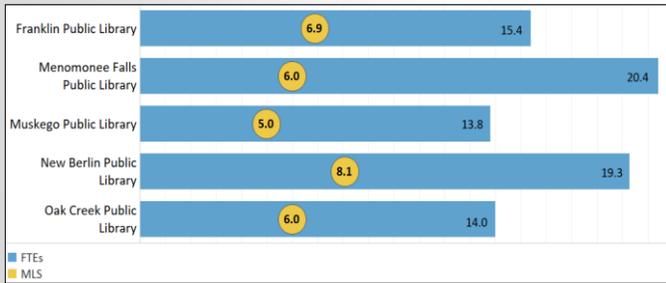
Franklin Public Library Average Attendance at Programs
by Year 2008-2017





FTEs by Library, 2008-2017

- Primary Library + Comps
- Franklin Public Library
 - Menomonee Falls Public Library
 - Muskego Public Library
 - New Berlin Public Library
 - Oak Creek Public Library



FTEs, 2017 by Library