

MUSKEGO PUBLIC LIBRARY



Strategic Plan 2020 - 2023





Thank you to the efforts of the Muskego Library community, board, and staff for providing tireless time, expertise, and input into creating the 2020-2023 Strategic Plan.

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Introduction

In 2016, the Muskego Public Library adopted the 2017-2019 Strategic Plan (based on a calendar year) with collaboration from the Library Director, Library Staff, Library Board Strategic Planning Committee, and WiLS (a non-profit Library organization). The framework developed from this plan identified three focused strategic initiatives: Facilities, Services, and Communication/Outreach. Given their proven viability, the 2020-2023 Strategic Plan repeats the same framework. The Strategic Plan lists general goals and potential action items that could help achieve these goals, all derived from patron and staff feedback. Action items are not necessarily ranked in order of importance, and are subject to change.

Planning Process

The 2020-2023 Strategic Plan was developed through the following timeline:

- Development of 2020-2023 Strategic Planning Framework: Fall-Winter 2018
 - Data collection phase: Winter-Summer 2019
 - Data analysis and report composition phase: Fall 2019
 - Planning development meetings with Library Staff and Strategic Planning Committee: Fall 2019
 - Review of draft by full Library Board: Fall 2019
 - Approval of 2020-2023 Strategic Plan with full Library Board: Winter 2019
- Implementation start date of 2020-2023 Muskego Public Library Strategic Plan: January 1st, 2020

The data collection phase incorporated the following methods:

- Community Feedback Survey: 438 respondents. The Community Feedback Survey ran May-September 2019. It was available in electronic and print form.
- Teen Survey: 269 respondents. The Teen Survey was made available at the Muskego High School in print form during lunch periods.
- Interviews and Focus Groups: 23 discussions with 82 respondents. One-on-one interviews were carried out by the Library Director and targeted a variety of stakeholders. Focus groups were considered a group of two or more individuals and targeted the general public as well as focused community groups.
- Community Feedback Boards: 250 respondents. Community Feedback Boards posed questions with visual prompts and were installed in the Library for walk up feedback. Users were able to vote on their preferences.

- Testimonials: 457 respondents. Library patrons were handed a form at the service desks and asked to provide feedback about what they love about the Library.

Plan authors utilized the following resource documents for demographic, trend, and professional expertise analysis:

- 2017-2019 Muskego Public Library Strategic Plan
- Wisconsin Public Library Standards 6th Edition
- U.S. Census Quickfacts and American Community Survey for Muskego
- DPI Service Library Trends Reports
- DPI State Annual Reports (2016, 2017, 2018)
- 2016 Muskego Public Library Survey Data
- 2019 Muskego Public Library Accessibility Scan
- 2019 Muskego Public Library Security Assessment

Strategic Plan authors made every effort to ensure all community stakeholders were represented in the plan. The Muskego Public Library stakeholders identified for this strategic plan were:

Muskego Public Library Staff
Muskego Public Library Board
Friends of the Muskego Public Library
Adults
Teens (12-18)
Children (0-11)
Senior Citizens and Senior Living Residences
Muskego Businesses and Chamber of Commerce

Muskego-Norway School District
Community Daycares
City of Muskego Staff
Muskego Common Council
Bridges Library System Staff
Neighboring Libraries
Non-profit groups
Patrons with Special Needs

Strategic Statements

Library Mission Statement

Ideas. Information. Community.

Library Vision

The Muskego Public Library strives to retain its status as a community focal point for idea exchange, information access, and community gathering. The Library's collaborative team commits itself to ensuring availability of superior materials, services, and staff expertise.

Library Commitments & Values

We believe these values will drive our culture, priorities, and community-focused decisions.

- Service to community – We function to serve the needs of a strong and diverse community.
- Accessibility – Our materials and services are open and available to a diverse population.
- Positive user experience – We strive for patron enrichment through superior library materials and services, anticipating our patrons' current and future needs.
- Continuous improvement – We never stop looking for ways to innovate and adapt how the library delivers services to the community.

Director's Note

The strategic statements were not targeted for revision as part of the 2019 strategic planning process. They will be reviewed in 2020 as part of the 2020 Action Plan

Strategic Narrative

Demographic and Trend Analysis

Context is essential when interpreting data. Historical usage and patron perceptions of the library helped ground the data the plan authors reviewed. Data analysis of key resource documents created the following observations:

- Muskego Public Library patron visits are trending up since 2014. In 2018, the Library enjoyed a nine year high.
- The 2018 circulation of physical materials recorded the highest number since 2009.
- Program attendance is trending up. In 2018, Muskego Public Library program visits topped those of almost a decade ago.
- Electronic content usage continues to increase every year.
- Surveyed patrons frequent the Muskego Public Library for many reasons. Checking out materials for entertainment and learning rated the highest.
- Surveyed patrons feel strongly that the Muskego Public Library is important, offers valuable services for children, provides access to needed information, and is effective at promoting literacy and a love of reading.

Plan Duration

As stated in the Introduction (page 3), the planning and execution phases of the entire strategic planning process began in Fall 2018 and will end January 1st, 2020. This process included over a year of planning, data collection, data analysis, and report building. At the end, over 1,400 interactions with community members were recorded. Because of the length of time necessary to run a strategic planning process, the onset began only two years after the last strategic planning period. Staff recognized the short window as too close of a turnaround time for staff efforts, for the age of the data, and for the feedback fatigue created from persistent inquiry into the community. As a result, the Library Director recommended that the next strategic plan be a four year plan instead of the previous three year plan to create adequate spacing and separation. Plan authors conducted a load balance to determine if there was sufficient strategic initiatives to sustain a four year plan and the results confirmed that a four year plan would be successful.

Plan Progress

Each year, an Action Plan will be created and approved by the Library Board. It will detail action items drawn from the strategic plan, with attention paid to balancing funding and staff capacity across the timeframe. Special prioritization will place time sensitive or high community interest initiatives earlier in the plan. At the end of each year, the Library Director will report on the status of the annual Action Plan's progress.

Strategic Initiative - Facility

In 2019, the Community Feedback Survey reported strong agreement from respondents that the Library provided clean and appealing facilities and represented a safe, community gathering place. Continual efforts must be made to manage and care for the building as it is a public space that is so heavily used (142,000 visitors in 2018). Facilities should be welcoming, well-maintained, and accessible to all, utilizing good quality resources to achieve these objectives.

The survey asked respondents to prioritize possible improvements to the Library's physical space. Updating the Young Adult area received the highest overall priority rating.

Goals and Potential Action Items

- **Update the Muskego Public Library facility to improve functionality for patrons and staff, by establishing ongoing maintenance directives for the building's interior and exterior.**

- Young Adult area redesign
- Offer a water filling station
- Construct outdoor storage shed for cold storage (2024)*
- Replace library roof (2025)
- Replace carpeting in the library proper (reference/computer area, Great Room, adult stacks)
- Replace carpeting in circulation area
- Reconstruct parking lot and improve entrance off Janesville (2024/2025)
- Library concrete repair to improve access (cracks and cross slope) (2024)
- Build an external maintenance door to connect rear interior HVAC controls to exterior units
- Maintenance on outdoor lampposts (2025)
- Investigate buckthorn eradication project along back fence (2025)
- Implement general landscaping renewal

*Action items with dates next to them fall outside of the Plan's 4-year timeframe. These projects were included as a planning reminder due to their logistics and/or cost significance.

- **Improve the quality and access to Muskego Public Library facilities to improve the patron experience. Consider aesthetic, comfort, and universal design.**

- Update all library restrooms (public and staff) to improve condition and accessibility
- Improve aesthetics, comfort, and access in library study rooms
- Improve lighting
- Continue replacement of furniture to improve comfort, accessibility, and electric needs (technology and lighting)
- Build a garden wall in the Great Room (2025)
- Investigate creation of more study rooms
- Replace Library Board room furniture
- Replace meeting room chairs
- Resolve 2019 Accessibility Scan non-capital action items

- **Introduce infrastructure changes leading to increased staff efficiencies and/or improved patron service levels.**

- Radio Frequency Identification (RFID) implementation
- Redesign Circulation desk to accommodate new technologies, products, modern work processes, and access
- Reference desk redesign to support superior customer service, security, and accessibility
- Investigate addition of drive-up book drop and holds window
- Implement improved wayfinding signage throughout the interior and exterior of the building

Strategic Initiative - Services

The Muskego Public Library provides a wide variety of services utilized by an equally wide variety of patrons. Patrons reported their top three service reasons for visiting the Muskego Public Library in the last six months: checking out materials for entertainment or to learn about a topic, attending a story time or family programming, and/or asking library staff an information question.

The survey asked respondents to prioritize possible service improvements for the Muskego Public Library. Expanding services to senior residences received the highest overall priority ranking.

GOALS AND POTENTIAL OBJECTIVES

- **Place a strong focus on programs and resources for children, especially related to early literacy.**

- Offer year-round story times for a variety of age groups
- Pilot an afternoon story time one day a week
- Provide programming for school-aged children with a focus on STEAM (Science, Technology, Engineering, Arts, Mathematics) concepts
- Investigate recording copyright and privacy friendly children's story times to post on Facebook
- Continue categorization of children's collection to align with school libraries

- **Provide engaging services and programming to attract young adults. Enhance Library potential as a study and collaborative learning center for teens.**

- Implement structured plan for continual young adult feedback
- Offer programming incorporating STEAM concepts for young adults

- **Develop innovative and appealing programming, plus enhance existing services, for a wide range of adults.**

- Explore new programming and outreach ideas for seniors
- Investigate bringing in a spotlight speaker annually (known locally)
- Increase the amount of hands-on adult programming offered (craft, arts, and activities)
- Investigate offering a Winter's Market (Indoor Farmer's Market)
- Work with community partners to consider offering a parent education workshop series
- Offer Saturday afternoon movie events (with food)
- Investigate developing a patron and staff skills program on Overdrive/Libby
- Create programming targeted towards patrons in their 20s-30s
- Investigate recording adult library programs and post on website/social media

- **Develop all staff by providing access to high-quality professional development and continuing education opportunities.**

- Reference staff receive expert training on Overdrive/Libby
- Establish proactive reference training for reference staff
- Introduce regular circulation staff meetings and training
- Provide annual staff training sessions
- Provide access to memberships in professional organizations
- Provide access to online and offsite training

Strategic Initiative - Services

- **Develop all staff by providing access to high-quality professional development and continuing education opportunities.**

- Provide annual staff training sessions
- Provide access to membership in professional organizations
- Provide access to online and off-site training
- Develop Muskego Public Library Board Trustee training module
- Build privacy and confidentiality training module for staff, volunteers, and trustees
- Develop an onboarding orientation program for new employees
- Build an inclusive services and ability awareness training module for staff

- **Engage well-trained staff to grow and maintain a balanced and relevant collection in a variety of formats, print and otherwise. An ever-evolving collection serves to educate, enrich, and entertain patrons of all ages. We consistently explore innovative materials to meet the need of the public.**

- Routinely assess and remove outdated materials to keep the collection up to date
- Utilize professional literature as purchasing aids to provide a well-rounded and current collection
- Research current and upcoming technology formats to provide the most up-to-date materials to reflect user needs
- Analyze circulation trends to identify borrowing habits and provide relevant collections
- Regularly update the online catalog through record creation from new purchases
- Process new materials to allow for shelf-ready status
- Reduce local holds by establishing purchasing thresholds for popular items
- Work on mobile app development planning with Bridges System
- Advocate at Bridges Library System level for expanding Wisconsin Public Library Collection holdings (Overdrive/Libby ebooks and audio books) and increasing funding to the Advantage program to reduce hold list at a local level

- **Analyze how Muskego Public Library services reach our patrons. Reduce or remove barriers to Muskego Public Library service access,**

- Investigate updating and expanding assistive technology offered
- Investigate making one study room available for reservations
- Review all Muskego Public Library fees
- Review Department of Public Instruction (DPI) WI Public Library Standards and work to meet relevant objectives
- Investigate offering online chat reference through instant messaging platform
- Explore creation of a Community Corner (drop off donation site for patrons)
- Evaluate Interlibrary Loan (ILL) processes
- Investigate in partnership with the Bridges Library System video tutorials on Overdrive, Libby, online catalog, online card account for patrons
- Review Muskego Public Library fine structure and loan periods
- Investigate grace period for fines and/or additional fine forgiveness days
- Investigate accepting credit card/debit cards for payment transactions at service desks

Strategic Initiative - Communication

Consistent and widespread communications and outreach remain essential to ensuring awareness of Muskego Public Library resources and services. The Communication and Marketing Plan is a supporting strategic document that provides a framework for this area. Community feedback and staff observations developed the below recommendations, to face the challenges of communicating to a wide variety of ever changing information platforms and perform outreach to an evolving community.

Respondents in focus groups placed great value in the specialized print calendars designed each month. Texting and email notifications were also considered priority methods of communication.

Goals and Potential Action Items

- **Increase awareness and communication regarding Library resources, services, programs, and opportunities.**

- Implement a welcome package for new Muskego Public Library card holders with potential tour
- Increase awareness and visibility of Muskego Public Library email communications
- Update Communication and Marketing Plan to support the 2020-2023 Strategic Plan
- Explore cost and potential effectiveness of a library oriented mailer
- Investigate creating library commercials for airing at high school events as well as on social media
- Create library advertising corners within each public meeting room
- Implement texting for library communications where possible
- Investigate smartphone calendar and text reminder features
- Revise Muskego Public Library brochure
- Investigate Muskego Magazine advertising and other external print advertising opportunities
- Evaluate quality of overdue notices in all formats (print, email, and recordings)
- Strategize new ways to increase visibility of databases and other online resources
- Review all Muskego Public Library Board Policies and Bylaws and identify gaps
- Review, update, and train on all Muskego Public Library emergency procedures

and Outreach

- Identify community events to promote Muskego Public Library services
- Improve patron feedback processes (i.e. upgrade comment card box, create online forms for feedback and meeting room requests)
- Review records retention schedule
- Adopt a technology plan
- Investigate what website analytics are available to better support patrons
- Collect data and develop 2024-2027 Strategic Plan

- **Collaborate and build partnerships with schools, non-profits, businesses, organizations, and community groups to expand service to capacities and increase engagement with the Library.**

- Evaluate reach and service of deposit collections
- Offer staff training series with availability to local businesses and non-profits
- Review data from 2035 City of Muskego Comprehensive Plan and evaluate Library intersection points
- Continue school visits at public and parochial schools
- Promote Muskego Public Library services through collaboration with community businesses such as daycare centers, medical providers, and senior living facilities
- Collect data and develop 2024-2027 Strategic Plan

- **Increase Muskego Public Library advocacy and secure funding resources to maintain desired service levels.**

- Support Friends in developing a Membership Campaign
- Support Friends in developing fundraiser planning
- Create a recognition platform for local businesses who donate
- Build a grant/donor spreadsheet tracker
- Communicate the value and needs of the Muskego Public Library to the Muskego Common Council, other elected officials, and the public
- Encourage Muskego Public Library staff and Muskego Public Library Board Trustees participate in legislative advocacy events
- Continue to apply for grants to support additional services and programs
- Explore the possibility of a library foundation structure to support the Muskego Public Library

Index A: Ownership and Timeframe 1

Ownership and Timeframe Tables are grouped by the three strategic initiatives of Facilities, Services, and Communication/Outreach. The tables were meant as a planning tool to help ensure that it was feasible to run a four year plan based on the feedback and data collected. They are not organized by goal or in order of importance, but instead by potential year of implementation. The timeframes are estimates and subject to change based on funding, staff time, feasibility, and other external factors.

Table 1: Ownership and Timeframe Table – Facility

Action Item	Action Owner	Timeframe
Improve aesthetics, comfort, and access in library study rooms	Library Director, Administrative Services Assistant	2020
Improve lighting	Library Director, Administrative Services Assistant	2020
Investigate creation of more study rooms	Library Director, Administrative Services Assistant	2021
Implement general landscaping renewal	Library Director, Administrative Services Assistant	2021
Resolve 2019 Accessibility Scan non-capital action items	Library Director	2020
Logistics planning for main area recarpeting (quotes, project timeline, staff needs, collection relocation)	Library Director, Administrative Services Assistant; Head of Reference	2020
Logistics planning for reference desk redesign (design, company selection, quotes, project timeline)	Head of Reference, Library Director	2020
Logistics planning for RFID implementation (project timeline, staff needs, quotes)	Library Director, Circulation Supervisor	2020
Logistics planning of Young Adult Area redesign (design, company selection, quotes, project timeline)	Young Adult & Marketing Librarian	2020
Investigate initial estimates and design for library restroom renovations and water filling stations	Library Director, Administrative Services Assistant	2020
Logistics planning of external maintenance door to connect access to rear interior HVAC controls to exterior units (quotes, feasibility)	Library Director, Administrative Services Assistant	2020
Investigate addition of drive-up book drop and holds window	Library Director, Administrative Services Assistant	2021
Replace carpeting in library proper (reference/computer area, Great Room, adult stacks)	Library Director, Administrative Services Assistant	2021
Young Adult area redesign	Young Adult & Marketing Librarian	2021

Tables

Action Item	Action Owner	Timeframe
Redesign circulation desk to accommodate new technologies, products, modern work processes, and access	Circulation Supervisor	2022
Replace carpeting in circulation area	Library Director, Administrative Services Assistant	2022
Update all library restrooms (public and staff) to improve condition and accessibility	Library Director, Administrative Services Assistant	2023
Offer a water filling station	Library Director, Administrative Services Assistant	2023
Continue replacement of furniture to improve comfort, accessibility, and electric needs (technology and lighting)	Adult Services Librarian	2023
Build an external maintenance door to connect rear interior HVAC controls to exterior units	Library Director, Maintenance	2023
Replace meeting room chairs	Adult Services Librarian	2023
Replace Library Board room furniture	Adult Services Librarian	2023
Implement improved wayfinding signage throughout the Library interior and exterior	Library Director, Administrative Services Assistant	2024
Construct outdoor storage shed for cold storage	Library Director, Maintenance	2024
Library concrete repair to improve access (cracks and cross slope)	Library Director, DPW	2024
Reconstruct parking lot and improve entrance off Janesville	Library Director, DPW	2024 / 2025
Replace library roof	Library Director, Maintenance	2025
Build a garden wall in the Great Room	Library Director, Administrative Services Assistant	2025
Maintenance on outdoor lampposts	Library Director, Administrative Services Assistant	2025
Investigate buckthorn eradication project along back fence	Library Director, Administrative Services Assistant	2025

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Table 2: Ownership and Timeframe Table – Services

Action Item	Action Owner	Timeframe
Increase the amount of hands-on adult programming offered (craft, arts, and activities)	Head of Reference	2020
Investigate making one study room available for reservations	Head of Reference	2020
Reduce local holds by establishing purchasing thresholds for popular items	Adult Services Librarian	2020
Investigate developing a patron and staff skills program on Overdrive/Libby	Adult Services Librarian	2020
Reference staff receive expert training on Overdrive/Libby	Adult Services Librarian, all Reference Staff	2020
Implement structured plan for continual young adult feedback	Young Adult & Marketing Librarian	2020
Investigate offering online chat reference through instant messaging platform	Head of Reference	2020
Explore creation of a Community Corner (drop off donation site for patrons)	Reference Assistant (FT)	2020
Investigate in partnership with the Bridges Library System video tutorials on Overdrive, Libby, online catalog, online card account for patrons	Adult Services Librarian, Young Adult & Marketing Librarian	2020
Introduce regular circulation staff meetings and training	Circulation Supervisor	2020
Work on mobile app development planning with Bridges System	Library Director	2020
Investigate grace period for fines and/or additional fine forgiveness days	Circulation Supervisor	2020
Investigate recording copyright and privacy friendly children's story times to post on Facebook	Children's Librarian, Children's Assistants	2021
Investigate accepting credit card/debit cards for payment transactions at service desks	Library Director, Administrative Services Assistant	2020
Investigate updating and expanding assistive technology offered	Adult Services Librarian	2021
Pilot an afternoon story time one day a week	Children's Librarian, Children's Assistants	2021

Tables Continued

Action Item	Action Owner	Timeframe
Offer Saturday afternoon movie events (with food)	Adult Services Librarian	2021
Review all Muskego Public Library fees	Library Director	2021
Evaluate Interlibrary Loan (ILL) processes	Reference Assistant (FT)	2021
Review Muskego Public Library fine structure and loan periods	Circulation Supervisor	2021
Investigate bringing in a spotlight speaker annually (known locally)	Head of Reference	2022
Investigate offering a Winter's Market (Indoor Farmer's Market)	Head of Reference, Adult Services Librarian	2022
Explore new programming and outreach ideas for seniors	Adult Services Librarian	2022
Work with community partners to consider offering a parent education workshop series	Head of Reference	2023
Review Department of Public Instruction (DPI) WI Public Library Standards and work to meet relevant objectives	Library Director	2023
Establish proactive reference training for reference staff	Head of Reference	2023
Develop Muskego Public Library Board Trustee training module	Library Director	2023
Investigate recording adult library programs and post on website/social media	Head of Reference, Adult Services Librarian	2023
Build privacy and confidentiality training module for staff, volunteers, and trustees	Library Director, Head of Reference, Circulation Supervisor	2023
Develop an onboarding orientation program for new employees	Library Director, Head of Reference, Circulation Supervisor	2023
Build an inclusive services and ability awareness training module for staff	Library Director, Head of Reference, Circulation Supervisor	2023

Index A: Ownership and Timeframe 1

Table 3: Ownership and Timeframe Table – Communication/Outreach

Action Item	Action Owner	Timeframe
Update Communication and Marketing Plan to support the 2020-2023 Strategic Plan	Library Director, Young Adult and Marketing Librarian	2020
Increase awareness and visibility of Muskego Public Library email communications	Circulation Supervisor	2020
Evaluate reach and service of deposit collections	Reference Assistant (PT)	2020
Implement texting for library communications where possible	Library Director	2020
Review all Muskego Public Library Board Policies and Bylaws and identify gaps	Library Director; Library Board	2020
Review, update, and train on all Muskego Public Library emergency procedures	Library Director	2020
Build a grant/donor spreadsheet tracker	Administrative Services Assistant	2020
Support Friends in developing fundraiser planning	Library Staff	2020
Improve patron feedback processes (i.e. upgrade comment card box, create online forms for feedback and meeting room requests)	Administrative Services Assistant	2020
Review records retention schedule	Administrative Services Assistant	2020
Review strategic statements for improvement: mission, vision, values	Library Director	2020
Implement a welcome package for new Muskego Public Library card holders with potential tour	Circulation Supervisor	2021
Create library advertising corners within each public meeting room	Administrative Services Assistant	2021
Evaluate quality of overdue notices in all formats (print, email, and recordings)	Circulation Supervisor	2021
Support Friends in developing Membership Campaign	Library Director	2021
Review data from 2035 City of Muskego Comprehensive Plan and evaluate Library intersection points	Library Director	2021
Explore cost and potential effectiveness of a library oriented mailer	Administrative Services Assistant	2022

Tables Continued

Action Item	Action Owner	Timeframe
Investigate smartphone calendar and text reminder features	Library Director	2022
Revise Muskego Public Library Brochure	Young Adult & Marketing Librarian	2022
Create a recognition platform for local businesses who donate	Library Director	2022
Investigate creating library commercials for airing at high school events as well as on social media	Young Adult & Marketing Librarian	2023
Investigate Muskego Magazine advertising and other external print advertising opportunities	Administrative Services Assistant	2023
Strategize new ways to increase visibility of databases and other online resources	Head of Reference	2023
Offer staff training series with availability to local businesses and non-profits	Administrative Services Assistant, Chamber	2022
Adopt a technology plan	Library Director	2023
Collect data and develop 2024-2027 Strategic Plan	Library Director, Administrative Services Assistant	2023
Explore the possibility of a library foundation structure to support the Muskego Public Library	Library Director	2023
Communicate the value and needs of the Muskego Public Library to the Muskego Common Council, other elected officials, and the public	Library Director	2023
Encourage Muskego Public Library staff and Muskego Public Library Board Trustees participate in legislative advocacy events	Library Director, Library Board	2023
Continue to apply for grants to support additional services and programs	Library Staff; Friends of the Library	2023
Continue school visits at public and parochial schools	Young Adult & Marketing Librarian, Children's Librarian, Children's Assistants	2023
Promote library services through collaboration with community businesses such as daycare centers, medical providers, and senior living facilities	Library Staff	2023
Identify community events to promote Muskego Public Library services	Library Staff	Ongoing



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