

Oshkosh Public Library  
2019 Strategic Action Plan  
December 2019 Update

Description	Project Leader	Project Duration	Comments
<b>Goal: Refresh Oshkosh Public Library Strategic Plan</b>	Director	2020	Latest progress: agreed upon a memo of understanding with WiLS for facilitating a strategic plan refresh beginning in spring 2020;  Next steps: Recruit a staff planning team.
<b>Goal: A library card in every hand.</b>			
<b>Strategy: Increase awareness of the library's collections, programs, and services; emphasize the library card as passport to all that the library offers.</b>			
<u>Tactic: Update the library's brand, focusing on its place in the community as a neighbor who energizes and inspires exploration and discovery.</u>			
Project: Define the nature and scope of the brand update needed by OPL; create a timetable and assemble a project team.	Asst Director for Library Development	2019	Latest progress: Marketing team held planning session in August, at which this and other projects were discussed; decided to focus on studying analytics for web site to surface data-driven opportunities for improvement.  Next steps: Compile web site analytics; study and recommend improvements based on data.
<u>Tactic: Develop a new card holder welcome program.</u>			
Project: Design and implement new card registration / welcoming program.	Asst Director for Public Services	2019	Latest Progress: Project team is meeting weekly, examining current practices;  Next steps: Updating library card application procedures.
<u>Tactic: Conduct promotional outreach activities in the community.</u>			
Project: Create a promotional outreach plan that defines the objectives of these activities.	Asst Director for Library Development	2019	Latest progress: Analyzing cardholder and community data;  Next steps: Will use data analysis to identify target marketing opportunities.
Project: Employ the library's "book bike" as a tool in furthering promotional outreach objectives.	Asst Director for Library Development	2019	Latest progress: None  Next steps: project on hold.
<b>Strategy: Engage in marketing, outreach and service development to identified target populations.</b>			
<u>Tactic: Conduct an outreach campaign to first grade students and their families.</u>			
Project: Develop the "Sky Hero League" program, building toward the goal of connecting with every Oshkosh first grader every school year.	CFOS Head	2019	Latest Progress: Year three saw setback in that only three schools chose to participate, compared with eight schools in 2018-19;  Next Steps: Reached out to OASD; exploring ways to partner more effectively with OASD
<u>Tactic: Connect elementary and secondary school students with public library services.</u>			
Project: Explore a "virtual card" program for students, modeled on that offered by Mead Public Library in Sheboygan and other public libraries.	Asst Director for Public Services	2019	Latest Progress: No progress to report  Next Step: TBD
Project: Explore elimination of fines for overdue library materials	Asst Director for Public Services	2019	Latest Progress: Research completed;  Next Step: Consult with library board Finance Committee

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**Strategy: Look for ways to increase the perceived value of being a library cardholder.**

Tactic: Explore opportunities for library cardholders to receive benefits beyond library use privileges (e.g., goods, services, discounts).

Project: Run the "Libraries Build Strong Communities" National Library Week promotion in April 2019	Asst Director for Library Development	DONE 2019	Latest progress: Conducted NLW Campaign in April with 68 businesses participating and 484 prize slips returned by library users who took advantage of discounts. Next step: Re-evaluate NLW to determine if it will continue in 2020.
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**Goal: A recognized downtown anchor destination.**

**Strategy: Redefine the library as a neighbor who inspires exploration and discovery.**

Tactic: Develop the capacity of the library's employees to help patrons explore, discover, and learn.

Project: Create and begin to implement a plan to increase employee engagement with the library's strategic vision, mission, values and goals.	Asst Director for Library Development	2019	Latest progress: Staff focus group gathered to discuss library's guiding principles (values) and employee motivations for their work; Project leader and Library Director agreed upon a plan and timetable for this project;  Next steps: Repeat focus group activity with management team; marketing team develop drafts of a "Why" statement that unifies library mission and employee motivation.
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**Strategy: Identify the reasons people come downtown and persuade them to add a visit to the library.**

Tactic: Develop partnership opportunities with Oshkosh's neighborhood associations.

Project: Partner with River East Neighborhood Assoc, City of Oshkosh Community Development Department, and Oshkosh Community Foundation to advance plans to renovate William Waters Plaza, located across Washington Avenue from the library building.	Director / Asst Director for Library Development	2019	Latest Progress: City staff seeking design work for plaza amenities; Next steps: TBD
Project: Create a plan for further engagement with neighborhood associations.	Asst Director for Development	2019	Latest Progress: No progress to report; Next steps: TBD

**Strategy: Create public programming that encourages growth of the "library habit."**

Tactic: Ensure that public programs support the library's strategic vision and goals.

Project: Create a public programming plan	Project Team Leaders: Head of CFOS; Head of Info Svcs	2019	Latest progress: Project on hold until Head of Info Svcs hired
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**Strategy: Make a visit to the library a convenient, comfortable and fun experience.**

Tactic: Improve the library environment through proactive relationship-building with all visitors.

Project: Refine ideas and techniques learned from the PBIS initiative and other training opportunities to improve staff interaction with adult visitors to the library.	Head of FFPS / Head of RASD	2019	Latest Progress: incentives (coupons for coffee or ice cream at New Moon Café) used to recognize good behavior in patrons of all ages;  Next steps: TBD
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Tactic: Align library facilities with expected future uses, particularly a shifting emphasis toward experiences and away from collections.

Project: Create a library facility development master plan	Director	2019	Latest Progress: Floor plans with current use labels and square footage completed and delivered to architecture planning consultant;  Next Step: discuss facility planning process with consultant; get quote for planning support services
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Tactic: Offer convenience services to library users.

Project: Put staffing of notary public services on a sustainable footing.	Director	2019	Latest Progress: No progress to report;  Next Step: TBD
Project: Explore provision of additional convenience services to library visitors.	Assistant Director for Public Services	2019	Latest Progress: No progress to report;  Next Step: TBD in 2020

Tactic: : Create an interior design plan that embodies the concept of the library as a "third place."

Project: Develop themed, attractive, interactive installation/activities in the children's area.	Head of CFOS	DONE 2019	Explorer's Grove opened in January 2019. Rotating themes so far have included: Wisconsin Woodland Animals, Hospital, and Space. This Fall will be Farmer's Market.
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**Goal: A provider of trusted "go-to" online resources.**

**Strategy: Create and promote local online content.**

Tactic: Explore creation of local content for online distribution.

Project: Explore and evaluate idea of library creating a calendar of events for the community.	Asst Director for Development	2019	Latest progress: Project on hold.
Project: Launch and promote a self-guided audio-visual walking tour centered on the history and architecture of the 100-200 blocks of Washington Avenue; form a collaboration to build upon the library's work.	Local History & Genealogy Librarian / Marketing Team	DONE 2019	Next steps: ongoing promotion of walking tour app

**Goal: A community institution with widespread public and private support.**

**Strategy: Be an active partner in building community capacity.**

Tactic: Identify elements of community capacity to which library efforts contribute and use these as the basis for outcome measurement.

Project: List and characterize library partnerships and collaborative relationships; clarify the nature and level of library resources required to make those relationships effective; assign roles and responsibilities for carrying those relationships forward.	TBD	2019	Next steps: Project to be led by Community Engagement Librarian in 2020
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