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 official appreciate and support the library.

<u>Staff Survey (Appendix C)</u>

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.

<u>Statistical Data (Appendix D)</u>

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.

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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)

Appendix A
Public Survey Results

As part of the planning process, input was solicited from the general public via an online and in-house survey. The survey was conducted during the month of July 2010, and it was designed to assist in evaluating the library's current programs and services. There were 92 respondents who completed the survey. However, some questions were skipped by multiple respondents. Approximately 46% of the completed surveys were from paper copies that were distributed in the library, and the rest were completed online. The results of the survey are presented below.

When you visit the library are you able to find what you're looking for? (Please check only one response.)		
Answer Options	**Response Percent**	**Response Count**
Always	29.7%	27
Frequently	64.8%	59
Sometimes	5.5%	5
Seldom	0.0%	0
Never	0.0%	0
answered question		91
skipped question		1

How satisfied are you with the overall services of the library? (Please check only one response.)		
Answer Options	**Response Percent**	**Response Count**
Extremely	57.6%	53
Very	40.2%	37
Somewhat	2.2%	2
Not Very	0.0%	0
Not At All	0.0%	0
answered question		92
skipped question		0

How helpful is our staff? (Please check only one response.)		
Answer Options	**Response Percent**	**Response Count**
Extremely	75.0%	66
Very	22.7%	20
Somewhat	2.3%	2
Not Very	0.0%	0
Not At All	0.0%	0
answered question		88
skipped question		4

Please rate your satisfaction with each of the following services provided by the library. (Please check only one response for each service listed.)							
Answer Options	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Don't Know	Rating Average	Response Count
Collections (books, DVDs, magazines, audio, etc.)	39	49	2	0	2	3.41	92
Reference Service	29	40	1	0	19	3.40	89
Hours Open	22	53	15	0	0	3.08	90
Interlibrary Loan	60	21	0	0	7	3.74	88
Public Computers	15	29	0	0	44	3.34	88
Wireless Internet	11	24	0	0	49	3.31	84
Children's Programs	24	19	2	0	42	3.49	87
Adult Programs	12	28	2	1	43	3.19	86
Online Resources (website, InfoSoup, databases, etc.)	46	31	1	0	12	3.58	90
Comments							27
						answered question	92
						skipped question	0

Comments:
- A 9 a.m. opening time would be great.
- Could be open longer.
- Could have more available for the teens. More of a book club.
- Could stay open longer or have hours like Waupaca library
- Don't use computers so I could not make a comment on those services.
- For a small town, the Clintonville library is fantastic. I find more and get more help than when we lived in Ashwaubenon !!! It's just great.
- For many years, since childhood, the public library has been my family's #1 greatest resource of entertainment and knowledge. There is no better place to visit, or even stay awhile, and find exactly what you need for study, research, peace & quiet to read. And even maybe a movie you have never seen. Thank you very much.
- I am a regular visitor and user of the Clintonville Public Library. The staff is friendly and helpful. I especially enjoy having the OWLS www, and I often order my books and DVD's directly from there. When I have a spare half hour in town I often stop in at the library to read newspapers or just browse. The atmosphere is friendly, quiet and conducive to spending quiet time. Our library is outstanding in all ways --
- I am very happy when I come into this library.
- I enjoy the Library and make use of it often. I love to read and research! The Interlibrary Loan program is awesome when I need a book that our local Library doesn't have. Being able to access my Library account and place holds online is a great feature. But, I also research our family tree and am very appreciative that I can access HeritageQuest from the website, even at home. It minimizes the amount of time I need to use the Library computers, which I use often enough to access Ancestry.com! (Thank you so much for offering that subscription!!) I think our Library is great and couldn't imagine our community without it!
- I like that we can keep track of our library loans on the internet - renew items and also request items from other libraries. I also like the email notifications that items are either due soon or that items that we have requested are in.
- I love the library!

- I love the library. It is great to be connected to a larger system; you can get anything you want. Our library is such a lovely asset for our small community. The staff are familiar and so friendly. We have a comfortable library with a warm atmosphere. I only wish it could be open more hours!
- I love using our library. I use a power wheelchair to get around, and it is wonderful that the library has handicap access for me. Something else that is very important for me is that when the weather is bad, e.g. snowy and icy, or when my wheel chair is not usable due to needing repairs, there is a program for books to be brought to my home. Without this service I would not be able to have a good book to read. Everyone I have asked for help has always been wonderful and pleasant. The Clintonville library is a wonderful aspect of our town. Thank you
- I really love how I can get books from any other library in the system! And no matter where they are coming from the wait time is always very short. I also love how I can look up books on InfoSoup. What a great resource.
- I wish the library were open later on Friday at least during the school year. If you have to have a short day couldn't it be on Wed. when most people have church? I do appreciate it being open on Sat.
- I wish the summer story times would extend beyond summer school. Those who teach in the summer school program are UNABLE to attend the children's programs that go on while summer school is in session. For me, the weeks between the end of summer school and the start of the regular school year (mid-July to late August) are my ONLY chances to take my children to the library storytimes/programs.
- I would like to see longer hours
- Keep up the great work! Keep adding up-to-date books and collections. Keep wireless and internet at high quality levels. Even though I use my own @ home, I feel it is important that everyone regardless of economic status have access to online resources.
- Larissa is AWESOME.
- Love the children's programs and the children's librarian.
- Need more reference material. Need to be open longer on weekends. Need more adult programs. Need better way to notify sooner of late materials.
- The number of books I can reserve is too low for my needs. Interlibrary loan is super!
- The staff is always so kind and polite to everyone. Thanks for providing a great place to visit.
- The two young assistant clerks that work at the front desk are wonderful in assisting and are very polite
- There are things that are missing in the collection, but the interlibrary loan system makes most of those things accessible. I appreciate the helpfulness when things can not be found in the system, most of those things have been found and requested for me by the wonderfully helpful library staff, even one book from a private collection in Texas...Now how is THAT for service !!!!!!
- This is the only library I know of that HAS adult programs on a regular basis.
- Week days hours are excellent, but Saturday hours we would like extended to about 3:00p.m.
- Wish your Friday hours would be until 8 P.M.
- Would like to see complete series, not just one or two in the series. Hate when book 2 or 3 is available, but have to order from another library and wait for it to come in.

When I visit the library I find it to be clean and well maintained.

Answer Options	Response Percent	Response Count
Always	91.0%	81
Frequently	9.0%	8
Sometimes	0.0%	0
Seldom	0.0%	0
Never	0.0%	0
answered question		89
skipped question		3

It's easy to find the materials (books, DVDs, etc.) I'm looking for in the library.

Answer Options	Response Percent	Response Count
Always	63.3%	57
Frequently	34.4%	31
Sometimes	2.2%	2
Seldom	0.0%	0
Never	0.0%	0
answered question		90
skipped question		2

I can find a place to sit the library.

Answer Options	Response Percent	Response Count
Always	88.6%	78
Frequently	9.1%	8
Sometimes	0.0%	0
Seldom	1.1%	1
Never	1.1%	1
answered question		88
skipped question		4

How do you find out about the library's programs and services? (Please check all that apply.)		
Answer Options	Response Percent	Response Count
Newspaper	34.1%	30
Printed Materials (bookmarks, brochures,	53.4%	47
Library Website	42.0%	37
Library Staff	44.3%	39
Facebook	10.2%	9
Friends/Neighbors	27.3%	24
Other (please specify)	20.5%	18
answered question		88
skipped question		4

Other (please specify)
- Bulletins outside driving past excellent
- It was in our Clintonville utilities bill
- magazines
- movies on dvd
- postings at the library
- Radio
- School
- shoppers guide
- sign outside
- sign outside as I'm driving by, school newsletters
- Sign outside library
- Sign outside the library by the road.
- signs in library
- signs outside
- Teachers
- Teachers
- The sign out by the street
- walk in and just look around

How often do you visit the library? (Please check only one response.)		
Answer Options	Response Percent	Response Count
Weekly	64.4%	58
Monthly	30.0%	27
Few Times a Year	5.6%	5
Once a Year or Less	0.0%	0
answered question		90
skipped question		2

Do you attend programs at the library? (Please check only one response.)		
Answer Options	Response Percent	Response Count
Frequently	11.6%	10
Occasionally	23.3%	20
Rarely	45.3%	39
Never	19.8%	17
answered question		86
skipped question		6

How often do you request items from other libraries to be sent to Clintonville? (Please check only one response.)		
Answer Options	Response Percent	Response Count
Frequently	65.2%	58
Occasionally	18.0%	16
Rarely	10.1%	9
Never	6.7%	6
answered question		89
skipped question		3

Where do you use the library's online resources (website, InfoSoup, databases, etc.)? (Please check all that apply.)		
Answer Options	Response Percent	Response Count
I Don't Use the Library's Online Resources	12.2%	11
Home	67.8%	61
School	10.0%	9
Work	23.3%	21
Wireless Hotspot	2.2%	2
In the Library	52.2%	47
Other (please specify)	3.3%	3
answered question		90
skipped question		2

Other (please specify):
- Rarely use computers
- My computer doesn't integrate with libraries
- No computer at home

I feel genuinely welcomed when I come to the Library. (Please check only one response.)

Answer Options	Response Percent	Response Count
Always	79.1%	68
Frequently	16.3%	14
Sometimes	4.7%	4
Seldom	0.0%	0
Never	0.0%	0
answered question		86
skipped question		6

I have positive feelings about my experience after I've visited the Library. (Please check only one response.)

Answer Options	Response Percent	Response Count
Always	78.8%	67
Frequently	20.0%	17
Sometimes	1.2%	1
Seldom	0.0%	0
Never	0.0%	0
answered question		85
skipped question		7

Please indicate how likely you would be to visit the library at the following times. (Please check one response for each time period.)

Answer Options	Very Likely	Somewhat Likely	Not Likely	Response Count
Monday 9am-10am	19	14	46	79
Monday 6pm-8pm	35	29	21	85
Tuesday 9am-10am	23	12	44	79
Tuesday 6pm-8pm	36	27	21	84
Wednesday 9am-10am	22	14	43	79
Wednesday 6pm-8pm	35	27	23	85
Thursday 9am-10am	23	12	43	78
Thursday 6pm-8pm	37	30	18	85
Friday 9am-10am	23	15	42	80
Friday 6pm-8pm	31	26	26	83
Saturday 10am-12pm	38	31	14	83
Saturday 12pm-2pm	35	34	13	82
Sunday 11am-1pm	17	16	43	76
Sunday 1pm-3pm	24	21	37	82
answered question				87
skipped question				5

If there is one thing that you could change about the library, what would it be?	
Answer Options	**Response Count**
	49
answered question	49
skipped question	43

Answers:
- I find it very hard in my wheelchair to access the drinking fountain in the hall. It is just not easy to get close enough to manage a drink.
- 9 a.m. opening time
- Better surveillance of the public computer sign up. Some people over-extend their time, others start using the computer as soon as a chair is empty without signing in (when others are waiting)
- Coffee in the reading area!
- Computer sign-up system
- Curriculum for public school kids to learn more about how to use library resources.
- Don't know
- Earlier morning hours.
- Expand the playstation, xbox type games and get educational computer games.
- Extend the library hours on the weekend.
- Have a computer instructor on hand to help those without computer experience.
- Have a group with notices on Facebook to remind me of what is going on at the library, have invites for events sent that will be posted, hours open, new books available, etc.
- Have multiple copies of the newest hottest books for all readers. Wouldn't that be great?
- Have the book sale in a bigger space.
- How about continuing birth - 3 yr. old programming? Would parents come to hear a speaker discuss literary and how to get children off to a great start. Brain development of very young children.
- I know that you have to make good use of space, but for me it is very hard to access some of the books that are on a higher level. Perhaps something the library could have is a few tools for the public to use that would help get a book off of the higher shelves. I know at home I have some reachers that help me get to things that are on a higher shelve. Also it is hard if I drop something and cannot reach for it on the floor, a reacher would help in this also. I don't like asking for someone to pick up a glove or something. I know their time is better spent doing other things.
- I remember when the Library was a place to "be quiet". Far too often, patrons checking out books, children and others talk as if they are the only ones present. I don't expect the employees to serve as monitors of inappropriate behavior, but at the very least could ask people to speak a little more softly.
- I wish an interchange could be developed between Rexford/Longfellow Elementary and the Public Library. For teachers, this would save a trip to pick up/return books. I know you want people walking through your doors, but the reality is that I walk in, check out all that I've already had selected for me via the online service, and then I walk-out. Time is precious...that's why I LOVE the online request system. Delivery would make the system perfect for me!
- I would disallow patron's use of cellphones - I find this practice beyond annoying. It's rude - don't these fatuous people realize they are in a library? Cellphones outside of the building PLEASE.

- I would like to have more privacy when working on the computers. Some kind of dividers between the computers would be nice, this would also help cut down on distractions from others enjoying the library.
- I'd love to have it open at 9 a.m. Other than that, it is excellent!!
- I'm working on my PhD, and I need it to be open more hours.
- Longer hours
- Longer hours during the school year, later in the evenings, longer on Saturdays, Sunday P.M.
- Longer time on the public computers to 60 minutes instead of the 30 minutes.
- Maybe the hours...Sunday hours. Otherwise it is great!
- More large print books available to the general public.
- More open hours on weekends
- More selection of classic children's movies.
- More teen/adult programs
- More usable info in Wisconsin room. More interesting magazines - "Archeology" "Smithsonian"
- New DVD's. Get rid of rated R and X movies.
- Nothing (5)
- Nothing. I really like the library just the way it is. I can't think of anything I would change.
- Nothing. It ROX my socks off!
- Nothing. Not sure.
- People regardlessly talking and laughing at full volume and extended cell phone calls above 3 minutes
- Sometimes I'd like my child to participate in the summer program but it's impossible because I work out of town and can't get her there, maybe have it in the early evening.
- That when someone requests a book, you look into it and not wait for anybody else to request it.
- The 1/2 hour limit on the computer access. I understand it's necessity, it's just so hard to research the family tree with that kind of a time limit, and although there is a computer in the Wisconsin Room that is designated to genealogy it sometimes is affected by the time factor also.
- The HOURS THEY ARE OPEN
- There is an insufficient collection of non-fiction American history books.
- To be open later on Friday night.
- User access to hold items and add self-checkout. This is helpful to users when staff is busy.
- Whenever I have trouble with what I am looking for the staff is more than willing to help. I do not think it can be any better. Thank you.
- Wish it would be open earlier in the mornings
- Would like to see the books shelved better. Hate when I'm looking for an author and another author with the same last name is mixed up with them.

Please tell us any other comments you would like to make about the library or about its staff, services, or programs.	
Answer Options	Response Count
	43
answered question	43
skipped question	49

Answers:
- All very good.
- Bath room light does not remain on long enough
- Be role model of the two young assistant that work at the front desk. Young lady with blonde hair and the young gentleman. Names? They are always polite, helpful, pleasant.
- Everyone there is VERY nice! I like very much the email reminders for due dates, for me, that is very helpful in not forgetting to return material. I love my library!
- Friendly staff.
- Great
- Great job, great building, great employees.
- Great staff - nice people. Always a smile. Always help me find what I'm looking for.
- Has any thought ever been given to charging for dvd use? Pretty nice freebie for folks. Free movies at the taxpayer expense.
- I could not be any happier with the staff at the Clintonville library, they are always so willing to help and gone out or there way many times to help me figure something out or find something. The best part is that they always do it with a smile.
- I have brought my children to story hour several times, but after having several unpleasant experiences I no longer bring my children. I am quite bummed about this because my children loved going to the story hour times. The problem I had was with all of the sick children that were attending the story hour. Without fail, every time I brought my children, there were kids coughing horribly in the small little closed-in room. And big surprise the next day or two all of my children were sick. Now you might say that they picked it up somewhere else, but I know for fact that it was there because I teach my children at home and they hadn't been anywhere besides the library when they became ill. This is quite frustrating for me especially when the flu had been going around so terribly. I don't know if there is anything you can do about this or not, but I think that children who are coughing or have a runny nose etc. should not be allowed to attend until they are no longer contagious. There are restrictions for sick children many other places; I don't see why this can't be enforced at the library as well. Just my opinion....but I know that until there is some sort of change in this policy I will not be bringing my children back. Other than that, I am quite pleased with the library and will continue to use this great establishment!
- I love having the interlibrary loan service and availability of the digital audiobooks for downloading to my MP3.
- I love infosoup.com! It is so much easier sometimes instead of going to the library!
- I love that they often have children's art displayed in the library, I remember as a child how special it made me feel when something I had made was put on display somewhere.
- I think it's a first-class resource.
- I think you guys and ladies covered everything. I'm extremely satisfied.
- I would also like to mention what a wonderful job they do transforming the library into something so fun and exciting for their summer programs (makes me want to be a kid again) I know that this does not just happen, it takes a lot of time, hard work and dedication. Keep up the hard work I'm sure the children of Clintonville appreciate it.
- I would like to see the meeting room being available for small group meetings, even if for a fee if necessary, and possibly a notice board for local businesses to post events, possibly outside in the entryway? From what I understand the current board is for non-profit groups only.
- Infrequent problems with loud, unruly children. People using cellphones or mobile devices in a loud manner.
- It is really nice that some of the computers that are in the main area of the library are a bit higher and easier for me to use when I am in my wheel chair.

- It's a great place and programs are fantastic!
- Keep up the good work in the children's department.
- Keep up the good work.
- Keep up the great work you do!! The staff is always very friendly and welcoming.
- My child has done the page turners program after school, has really enjoyed that.
- None
- Not advertising through the school is a missed opportunity. Many times I'll find out about something for students because I was at the library, not because the library found me or my students. I'm sure a library staffer would be more than welcome to come to the classrooms and promote the various programs such as Page Turners. I think investigating what is preventing teachers at the elementary school from using the library on a more regular basis would be worth the time and work. I really think teachers just don't think about it. Our teaching staff K-12 is more than half out-of-town people. Promoting the library and making the connection in person is probably the only way to get those people to use our library, especially with our students.
- Services are great and the staff is fantastic!
- Staff is always friendly and helpful. A great group.
- Staff is excellent. Clarissa, Consuelo, Jamie are a breath of fresh air. Always helpful. Always friendly. I don't want to leave anyone out, but they deserve special recognition. Thank you for the opportunity to express my opinions.
- Staff is wonderful! Always helpful & friendly. Always willing to recommend new books & to ask what you have been reading.
- The library is doing a great job. It doesn't seem like there are many users. I mainly use the library to pick up books that I have on hold. The services are great if I ever need them. I have used other libraries in the surrounding area and Clintonville is comparable to other libraries I have used.
- The staff is incredible, helpful & friendly in the library or on the phone.
- The staff is very nice whenever I come in.
- The staff is wonderful!
- They are all very helpful and very friendly!
- They are excellent
- They're doing great
- Very pleased.
- We are very proud of our library and our family uses it a lot. Keep up the great work. I believe it is extremely important to keep resources available so ALL people in our area have access to information. Not all people in our area have money for books, computers, and internet. I noticed the programs Diane had with infants. I feel young parents in our area need help with supporting their birth - 3 children to start on the literacy path. Sometimes parents are more receptive when information comes from other than school.
- Wonderful for a small town. Not sure what "adult" programs means? I see a lot offered for kids.
- Wonderful people!
- You have the greatest staff. I've always been an avid library user no matter where we lived, large city or smaller, and your staff is the best by far.
- Your staff is always eager, prompt and willing to help in any way they can. They are a staff that is genuinely friendly and courteous.
- Your staff is the greatest!
- Your staff is wonderful!

Please give us an indication of your general age. (Please check only one response.)		
Answer Options	Response Percent	Response Count
Child (0-12)	2.4%	2
Teen (13-19)	3.6%	3
Adult (20-35)	19.0%	16
Adult (36-64)	58.3%	49
Senior (65+)	16.7%	14
answered question		84
skipped question		8

Please tell us where you live. (Please check only one response.)		
Answer Options	Response Percent	Response Count
City of Clintonville	59.1%	52
Another City or Village in Waupaca County	11.4%	10
Rural Waupaca County	13.6%	12
Shawano County	13.6%	12
Another Wisconsin County	2.3%	2
Out of State	0.0%	0
answered question		88
skipped question		4

As part of planning for the library, input was gathered from library board members. Questionnaires were completed by board members and compiled by OWLS in order to protect the anonymity of respondents.

Section 1

		Strongly Disagree	Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Count
	Scale:	1	2	3	4	5		
1.	The library building is well maintained.	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	**100.0% (6)**	5.00	6
2.	Area residents appreciate and support the library.	0.0% (0)	0.0% (0)	33.3% (2)	0.0% (0)	**66.7% (4)**	4.33	6
3.	The library is a safe place to work and visit.	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	**100.0% (6)**	5.00	6
4.	The entire library staff works hard to provide the best possible library service to patrons.	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	**100.0% (6)**	5.00	6
5.	The library director values my participation on the library board.	0.0% (0)	0.0% (0)	0.0% (0)	16.7% (1)	**83.3% (5)**	4.83	6
6.	Library employees are fairly compensated for their work.	0.0% (0)	**33.3% (2)**	16.7% (1)	16.7% (1)	**33.3% (2)**	3.50	6
7.	Library employees communicate effectively with each other.	0.0% (0)	0.0% (0)	16.7% (1)	16.7% (1)	**66.7% (4)**	4.50	6
8.	The library is administered efficiently and effectively.	0.0% (0)	0.0% (0)	0.0% (0)	16.7% (1)	**83.3% (5)**	4.83	6
9.	The library is adequately funded.	16.7% (1)	0.0% (0)	**33.3% (2)**	**33.3% (2)**	16.7% (1)	3.33	6
10.	The library board is in touch with what goes on at the library.	0.0% (0)	0.0% (0)	0.0% (0)	16.7% (1)	**83.3% (5)**	4.83	6
11.	Patrons have access to a strong collection of library materials.	0.0% (0)	0.0% (0)	0.0% (0)	16.7% (1)	**83.3% (5)**	4.83	6
12.	The library has adequate parking for patrons.	0.0% (0)	0.0% (0)	16.7% (1)	16.7% (1)	**66.7% (4)**	4.50	6
13.	City officials appreciate and support the library.	0.0% (0)	16.7% (1)	0.0% (0)	33.3% (2)	**50.0% (3)**	4.17	6
14.	When I have an idea other board members listen.	0.0% (0)	0.0% (0)	0.0% (0)	16.7% (1)	**83.3% (5)**	4.83	6
15.	The building has adequate space for library operations.	0.0% (0)	0.0% (0)	16.7% (1)	33.3% (2)	**50.0% (3)**	4.33	6
16.	The library director is supportive of employees.	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	**100.0% (6)**	5.00	6

Section 2

In this section, please respond to each question with a word, a phrase, a sentence or several sentences. Please be assured that your answers will remain confidential.

1. What are the biggest challenges that the library has faced in the past two or three years? (6 respondents)
    - Adequate space
    - Balancing our budget between needed expenditures and revenues
    - Budget cuts or no increase in funds when costs have increased
    - Funding
    - Funding – therefore maintaining hours of operation
    - To provide more services with less money

2. What are the biggest improvements that the library has made in the past two or three years? (6 respondents)
    - Carpet
    - Having an excellent maintenance person. Does great work!
    - Improve computers and internet access
    - Knowledge of technical materials
    - Library keeps up-to-date with technology
    - Managed times on computer stations
    - Rearrangement of materials
    - Self-checkout stations (2)

3. What is the most common complaint you hear from library patrons? (5 respondents)
    - I hear no complaints
    - I really don't hear any
    - Longer hours
    - Not open as many hours as in the past
    - Wish there were more hours available

4. What do patrons seem to like best about the library? (6 respondents)
    - Appearance of the library
    - Computer stations and internet access
    - Friendly
    - Friendly and helpful staff
    - Materials
    - Technology
    - Welcoming attitudes of employees
    - Willingness of staff to help
    - Willingness to order materials

5. Which of your responsibilities as a board member would benefit or improve with some training? (2 respondents)
    - Keeping informed about library affairs in the region and statewide. I know there are workshops for board members, but haven't attended many because of time conflicts.
    - Taking advantage of alternate long-term sources of funding

6. What are the biggest challenges the library will face in the next five years? (6 respondents)
    - Budget
    - Budgetary issues
    - Funding(2)
    - Seeking a new director after Kathy's retirement. The beginning of a new era for the library and board.
    - Space (2)
    - Technology advances

7. What are your hopes and dreams for the library's future? (6 respondents)
    - Continue to friendly, welcoming place with up to date materials
    - Continued excellent staff!
    - It would be nice to have an historic wing (addition) containing historic artifacts
    - Keep the exciting programs
    - Maintain a strong presence in the community and serve our patrons well
    - Maintain hours
    - To keep pace with technology services, yet to keep the cozy neighborhood feel of a library

8. Is there anything else that you'd like say about the library or your service on the board? (1 respondents)
    - I enjoy it because it fills an important part of our community

Section 3

In these difficult times, it's important to think about ideas for improving productivity and customer service.

Please tell us two ideas for how the library could improve productivity. (5 respondents)

- I really feel our service is excellent and so is the staff. I don't know how Kathy does it all!
- More advertisement of great programs – via email?
- See if more volunteers would be available to assist patrons
- That's difficult for me because I don't "see" the daily routine. I rely on the director to feel the need to be aware of this issue and make recommendations.
- To enable patrons to perform more tasks on their own for themselves
- To work on a network of volunteers who could do tasks to free employees for more "technical" services
- Without seeing day to day operations it's difficult to offer suggestions

Please tell us two ideas for how the library could improve customer service. (3 respondents)

- Add hours (but that takes money)
- Keep patrons informed of new things available to them
- The director is always thinking of ways to improve service and I appreciate that very much. Good leadership!
- This is an ironic problem! To make improvements in library service generally creates a need for more revenue which we do not have.
- To investigate new sources of grants and funding to make new services available

Appendix C
Staff Survey

As part of planning for the library, input was gathered from library staff. Individual questionnaires were completed by employees and compiled by OWLS in order to protect the anonymity of respondents.

Section 1

1. Please indicate your level of agreement with each statement below.	Strongly Disagree	Disagree	Neutral	Somewhat Agree	Strongly Agree	Rating Average	Count
Scale:	1	2	3	4	5		
1. The library building is well maintained.	0.0% (0)	0.0% (0)	0.0% (0)	16.7% (2)	**83.3% (10)**	4.83	12
2. The library has adequate parking for patrons.	0.0% (0)	0.0% (0)	8.3% (1)	25.0% (3)	**66.7% (8)**	4.58	12
3. The library is a safe place to work and visit.	0.0% (0)	0.0% (0)	0.0% (0)	8.3% (1)	**91.7% (11)**	4.92	12
4. The whole library staff works hard to provide the best possible library service to patrons.	0.0% (0)	0.0% (0)	0.0% (0)	16.7% (2)	**83.3% (10)**	4.83	12
5. Library employees are fairly compensated for their work.	0.0% (0)	9.1% (1)	18.2% (2)	18.2% (2)	**54.5% (6)**	4.18	11
6. Library employees communicate effectively with each other.	0.0% (0)	0.0% (0)	0.0% (0)	41.7% (5)	**58.3% (7)**	4.58	12
7. The library is administered efficiently and effectively.	0.0% (0)	0.0% (0)	8.3% (1)	33.3% (4)	**58.3% (7)**	4.5	12
8. The library board is in touch with what goes on at the library.	0.0% (0)	0.0% (0)	**41.7% (5)**	25.0% (3)	33.3% (4)	3.92	12
9. The library administration is supportive of library employees.	0.0% (0)	0.0% (0)	8.3% (1)	16.7% (2)	**75.0% (9)**	4.67	12
10. I have received the tools and training needed to do a good job.	0.0% (0)	0.0% (0)	16.7% (2)	8.3% (1)	**75.0% (9)**	4.58	12
11. City officials appreciate and support the library.	0.0% (0)	8.3% (1)	**50.0% (6)**	8.3% (1)	33.3% (4)	3.67	12
12. When I have an idea, I can talk to someone and be heard.	0.0% (0)	0.0% (0)	0.0% (0)	41.7% (5)	**58.3% (7)**	4.58	12
13. The library is a good place to work.	0.0% (0)	0.0% (0)	0.0% (0)	8.3% (1)	**91.7% (11)**	4.92	12

Section 2

In this section, please respond to each question with a word, a phrase, a sentence or several sentences. Please be assured that your answers will remain confidential.

1. What do you find most satisfying about working at the library? (12 respondents)

- A clean and nice place to work
- Being able to use my talents every day
- Being part of the <u>best</u> of our community
- Collection that meets public demand
- Environment
- Excellent director
- Flexible
- Good hours
- Good people
- Good people
- Helping patrons find information they are looking for.
- Helping people
- Helping people find what they want or need
- I like that I am able to work around books
- I love working at CPL because it is an excellent library in all the ways that matter
- Learning about different items and authors or series of book
- Never a dull moment
- Patrons
- Skilled staff and friendly
- That it's a great place to work and I always feel welcomed.
- The variety of people
- The variety of work
- Type of work
- Using CONTENTdm to put up historic pieces for the public to view.
- Very good physical organization of materials and of space

2. What do you find most frustrating about working at the library? (11 respondents)

- Dealing with patrons who become upset over fines.
- Destructive kids
- Folks who abuse the system – owe <u>many</u> $ but then get a card for a child and go on to owe even more!
- Not having enough work to do
- Rowdy kids
- Sometimes work doesn't go fast, and that's the only frustrating thing, which isn't even that frustrating.
- The hours I can be there to do my work.
- The noise issue. Telling young children/teens to be quiet more than once.
- There is no feedback about how I do my work.
- Very busy front desk – could at times use more help
- When internet computers are all used up

3. What are the biggest challenges that the library has faced in the past year? (9 respondents)

- Budget (2)
- Express checkout (see next question)
- Funding – there seem to be fewer new books and staffing is lighter
- Having enough Internet computers
- Keeping up with new material
- Money
- Noisy kids
- Not having enough money
- There are so many books and not enough space to put these books on.
- To continue to improve customer service with increased patron use, budget constraints, and somewhat smaller staff.

4. What are the biggest improvements that the library has made in the past year? (10 respondents)

- Computer programs
- Computers
- Continuous evaluation and new arrangement of materials to make them accessible and interesting.
- Express Checkout
- Express checkout
- Gathering new books and having lots of variety.
- Keeping up with the demands of patrons
- SAM (5)
- SAM – computerized management of computer use
- Self-check out
- The way patrons sign in on the internet
- Upgrades
- WiFi

5. What is the most important thing the library could do to help you enjoy your job? (8 respondents)

- A bit more pay
- Benefits for part-time employees
- Continue the way it is
- I enjoy my job now, it's the best job in the world.
- I'm good
- Keep me busy with work that actually is needed
- More $ for materials
- More work
- Tell me what I do well and what areas need improvement in my work

6. What is the most common complaint you hear from library patrons? (11 respondents)

- (Some) people do not like to pay for anything at the library (no late fees, no damage to materials, no printing fees). They are a minority.
- Can't find what they want
- Computer problems.
- Fines (on videos being $1 a day)
- Fines for movies ($1/day overdue)
- Internet computers
- Items not being checked in that end up on our shelves.
- Not enough internet computers (3)

- Sometimes the children's programs maybe could be at more evening times in summer.
- Stuff they have returned that didn't get checked in.
- That we don't have something they want

- Video fines are too high (I disagree)
- Wait – on holds

7. What do patrons seem to like best about the library? (12 respondents)

- Books
- Catalog computers/home page
- Copy machine
- Friendly staff
- Good place for children
- Movies and books, etc.
- New books
- Our friendly faces!
- People compliment us a lot on what a nice library we have and that all the employees are super nice and helpful.
- Public internet, wifi
- Quiet
- Staff available to help them if they need it (and very willing).
- That there is a place to read, go on the computer, check out materials, and basically be in an environment that is welcoming.
- The ability to get items from other libraries, which makes our small library seem much bigger
- The help and information they can receive.
- There is much satisfaction with being able to find/get what they came to the library for.
- They LOVE the internet computers.
- They love the staff
- Variety of services we provide either free or at a low cost
- Wifi

8. Which of your job duties or tasks would benefit or improve with more training? (8 respondents)

- Computer training
- Get to know InfoSoup more
- I'd like to know a bit more about using Excel and databases (Office for Windows)
- Making cards
- Micro Film
- More training in using Windows programs would help me give help when patrons ask for it.
- The Dewey Decimal system. I know it, it just takes a minute to refresh my memory.
- Where the books are
- Word and Excel

9. What are the biggest challenges the library will face in the next five years? (11 respondents)

- Budget
- Dealing with the lack of space that will probably become more apparent
- Funding!
- Getting enough funding
- I think the biggest challenges for CPL will be maintaining the high level of service to patrons and the wonderful supply of materials and programs with less money to do it with.
- In five years, a majority of our staff will probably retire.
- Kids
- Money (3)
- Not enough room
- Staff changes
- The space issue.

10. What are your hopes and dreams for the library's future? (10 respondents)

- Bigger
- Get more funding/donations so we can offer even more up-to-date stuff.
- Get more people to use the library (especially city officials!!!)
- Have children area larger
- I hope CPL will continue to be an amazingly beautiful and well-run facility for the size of the community it serves.
- I think we have a pretty good system now.
- More selection on Christianity books
- Separate YA area
- That it becomes even more the heart of our community
- That more people will find out how much our library has to offer.
- That the library can maintain the level of service they provide
- That there will be more variety--like now but expand minds of all ages.
- To get bigger and add on

11. Is there anything else that you'd like to say about the library or your employment with the library? (7 respondents)

- I absolutely love working at the Clintonville Library!
- I feel very lucky to be able to work here.
- I still love this job! It's part-time, fairly flexible, and I feel useful and needed— when a patron needs help finding things or just keeping things neat so they can be found!
- It's a good deal -- Thanx
- It's a great place to work.
- It's a beautiful library and I'm glad to have had the opportunity to work here.
- Kathy Mitchell is the greatest boss ever and my co-workers are awesome too!
- Love my job (most of the time)
- The only thing I don't like is when work is slow and we run out of books to cover. We end up having to dust or something and that feels like a waste of time (because we just dusted a couple days ago!)
- The staff is caring.

Section 3

In these difficult times when use of the library is increasing and resources are likely to decrease, we're very interested in hearing your ideas about improving productivity and customer service.

Please tell us two ideas for how the library could improve productivity.

Productivity Improvement Ideas (4 respondents):

- Automated calls to let patrons know about holds
- Continue with fun events throughout the winter.
- Raises in pay based on merit; excellence in productivity and contribution that is recognized.
- Regular evaluation of staff to give each employee a sure sense of their strong abilities and areas of their performance that need work.
- Where we are now I'm pretty sure we can't handle more on the desk during the summer.

Please tell us two ideas for how the library could improve customer service.

Customer Service Ideas (5 respondents):

- Have training manual
- I don't like getting an answering machine even when the library is Open.
- I think each patron gets great service now
- No improvement needed when dealing with patrons.
- Presentation of a work plan with goals like Stephen Covey's "Fast, Friendly, Focused, and Flexible" to examine how our work fits into a system like this (informal and fun).
- Regular discussions at staff meetings with input from everyone about what they see, hear, and feel is excellent at CPL.
- When someone starts working, having good training. I have noticed each person has trained me differently, not sure what the correct way should be.

Appendix D

Statistical Data

Annual Report Data

The table below presents selected service measures from the library's state annual reports from 2005 through 2009. This data is presented in order to view how the library's service measures have changed over the past five years.

Clintonville Public Library Data 2005 – 2009*

Service Measure	2005	2006	2007	2008	2009
Books & Serial Vols. Owned	57,020	59,969	61,286	61,825	60,866
Audio Materials	3,019	3,202	3,257	3,404	3,355
Video Materials	3,382	3,754	4,167	4,496	4,559
Electronic Books	10,428	13,396	13,605	13,261	12,160
Electronic Audio Materials	-	-	2,163	3,316	4,056
Subscriptions	148	152	173	171	162
Circulation	106,559	115,317	119,209	135,590	134,886
ILL Items Loaned	11,769	17,266	22,088	24,927	27,581
ILL Items Received	12,107	14,867	19,782	25,590	24,381
Library Visits	88,821	91,827	97,067	99,092	98,861
Programs	300	338	304	307	330
Program Attendance	6,440	8,702	7,704	7,235	7,002
Public Use Computers	15	15	15	15	16
Public Internet Computers	12	12	12	12	13

*Data from Public Library Annual Reports 2005-2009

Comparisons with Peer Libraries

In the next three tables, service measures for the library are compared with average service measures for peer libraries, based on a particular measure. For example, the measures listed in the column labeled Municipal Population are the average measures for a group of fourteen libraries located in municipalities with populations that range from slightly smaller to slightly larger than Clintonville's population. The average population for these seventeen municipalities is 4,603, which is very similar to Clintonville's population of 4,641. Comparing the service measures in the Municipal Population column with Clintonville's measures gives an indication of how the Clintonville library compares to libraries in similar sized communities.

This comparison uses data compiled by the Department of Public Instruction from 2008 public library annual reports. Data from 2008 was the most current data available at the time this report was compiled.

Comparison with Peer Libraries
Based on 2008 WI Public Library Annual Report Data

Service Measure	Clintonville	Municipal Population N=14	Service Population N=23	Square Footage N=14	Hours Open N=21
Municipal Population	4,641	4,603	4,297	12,833	4,395
Service Population[1]	8,409	10,974	8,366	17,364	7,932
Square Footage	14,124	9,855	8,473	14,289	8,734
Hours Open (Annual)	2,626	2,657	2,732	3,107	2,624
Library Visits	99,092	58,037	55,651	133,454	54,295
Circulation	135,590	101,694	90,370	184,237	85,370
Program Attendance	7,235	3,205	3,610	5,732	3,114
Public Computers	15	12	11	18	12
Materials Owned[2]	69,725	37,518	39,227	73,108	40,326
Staff FTEs	6.88	5.12	4.77	9.93	4.19
Wages & Benefits	$269,363	$196,615	$175,947	$433,225	$153,930
Operating Expenditures	$400,322	$304,600	$271,224	$614,011	$236,659

[1]State assigned service population using county nonresident circulation methodology.
[2]Materials owned includes books, serial volumes, audio materials, and video materials.

Comparison with Peer Libraries
Based on 2008 WI Public Library Annual Report Data

Service Measure	Clintonville	Library Visits N=12	Circulation N=8	Program Attendance N=13
Municipal Population	4,641	7,564	6,938	15,728
Service Population[1]	8,409	11,312	12,203	21,477
Square Footage	14,124	13,989	12,692	18,745
Hours Open (Annual)	2,626	3,023	2,839	3,245
Library Visits	99,092	98,483	89,606	143,683
Circulation	135,590	136,599	133,474	242,557
Program Attendance	7,235	4,524	5,172	7,233
Public Computers	15	15	12	20
Materials Owned[2]	69,725	58,580	53,241	86,157
Staff FTEs	6.88	7.30	6.58	11.84
Wages & Benefits	$269,363	$308,627	$280,415	$538,258
Operating Expenditure	$400,322	$463,827	$416,456	$770,590

[1]State assigned service population using county nonresident circulation methodology.
[2]Materials owned includes books, serial volumes, audio materials, and video materials.

Comparison with Peer Libraries
Based on 2008 WI Public Library Annual Report Data

Service Measure	Clintonville	Materials Owned N=22	Staff FTEs N=14	Operating Expenditures N=12
Municipal Population	4,641	11,607	6,893	6,746
Service Population[1]	8,409	17,229	12,574	11,081
Square Footage	14,124	16,317	13,922	11,518
Hours Open (Annual)	2,626	3,177	3,017	3,019
Library Visits	99,092	109,820	81,575	79,459
Circulation	135,590	211,402	124,058	110,763
Program Attendance	7,235	5,780	3,937	4,128
Public Computers	15	18	15	11
Materials Owned[2]	69,725	68,626	54,970	51,583
Staff FTEs	6.88	9.82	6.84	6.14
Wages & Benefits	$269,363	$423,830	$282,177	$267,207
Operating Expenditures	$400,322	$622,905	$436,412	$398,146

[1]State assigned service population using county nonresident circulation methodology.
[2]Materials owned includes books, serial volumes, audio materials, and video materials.

The tables above compare Clintonville's service measures with those of many different Wisconsin public libraries. In fact, measures from ninety different libraries were used. The table below indicates the number of times a particular library was included in one of the ten peer groups. For example, New London was included in four of the ten peer groups, but there were sixty-four different libraries that were included in only one peer group.

Libraries in Multiple Peer Groups

Number of Service Measures as Peer	Library Locations
4 of 10	New London, North Lake (2 libraries)
3 of 10	Baraboo, Brillion, Columbus, Hales Corners, Ladysmith, Lake Geneva, Medford, Richland Center, Sparta (9 libraries)
2 of 10	27 additional Wisconsin libraries
1 of 10	64 additional Wisconsin libraries

Appendix E
Wisconsin Public Library Standards
Quantitative Service Targets

The service targets listed below are based on quantitative standards included in the Wisconsin Public Library Standards. Reported for each measure is the effort required to achieve basic, moderate, enhanced, or excellent levels of service. Service targets are based on municipal population, and service targets for a municipality of Clintonville's size are reported in the table below. Also reported are Clintonville's actual 2009 service data. By comparing the library's service data with the targets, the library can determine the levels of service it provides based on state standards.

Based on Municipal Population of 4,624

Service Measure	Basic Level	Moderate Level	Enhanced Level	Excellent Level	Clintonville Measure	Clintonville Level
Staff FTE	4.16	5.09	6.01	6.94	6.63	Enhanced
Volumes Held (Print)	32,368	37,454	45,778	57,338	60,866	Excellent
Periodical Titles	85	113	140	174	162	Enhanced
Audio Recordings Held	1,665	2,312	2,821	4,023	3,355	Enhanced
Video Recordings Held	2,913	3,653	4,578	5,456	4,559	Moderate
Public Internet Computers	8	11	13	18	13	Enhanced
Hours Open per Week	44	50	53	58	51	Moderate
Materials Expenditures	$32,276	$41,431	$54,794	$69,545	$56,499	Enhanced
Collection Size	38,379	43,928	53,176	66,123	68,780	Excellent

The Clintonville Public Library exceeds the basic service levels of the Wisconsin Public Library Standards on all measures.

Appendix F
Library Board Planning Retreat

As part of the library's planning process, the Library Board held a planning session August 18, 2010 to discuss community issues and library priorities. In attendance at the meeting were library board members Catherine Belliveau, Virginia Federwitz, Thomas O'Toole, Joan Paulson, and Jerald Schoenike. Mayor Judith Magee, Library Director Kathy Mitchell, and OWLS Director Rick Krumwiede were also in attendance. City Administrator, Lisa Kuss, was unable to attend the retreat. Krumwiede interviewed her on August 26th, and her responses have been incorporated into this report.

Krumwiede started the session by summarizing the planning process and the results of the evaluation of current programs and services. It is clear from the evaluation that the community very much likes and appreciates the library, especially the library staff. The library board and staff also have overwhelmingly positive opinions about the library, and there is strong support for the administration. The library generally provides a higher level of services and experiences greater use than do libraries in communities of similar size. This is especially true of the library's programming, as program attendance is exceptional when compared to similar libraries. The biggest complaint about the library is that it should be open more hours.

The group then began discussing the community and the issues it is experiencing in order to help determine what the nature of the community might mean for library services in the future. To facilitate the discussion attendees responded to several questions, and demographic information was presented.

Exercise 1

What are three words that you would use to describe Clintonville to someone not familiar with the community?

- Active (2)
- Athletic
- Business and industrial base
- Christian community (2)
- Clean
- Conservative
- Disadvantaged economically
- Friendly (2)
- Hard working people
- Nice place to live and raise kids
- Not diverse
- Peaceful
- Picturesque
- Politically contentious at times
- Pride
- Progressive
- Resourceful
- Rural
- Safe
- Schools
- Small
- Strong government services
- Struggling
- Welcoming
- Working class people

Exercise 2

What is the best thing about living in the Clintonville area?

- School systems, public and non-public, are good
    - ACT scores are up
    - good job and career counseling
- Good municipal services – full service community
- Rural location
    - Close to the country with many outdoor activities possible
    - Nice pace of life – not too rapid
    - Geographically small, convenient to get around
- Good people who embrace the small town feeling
    - Everyone is known
    - Safe
    - Friendly
    - Safety net for kids
    - Many civic projects
    - Visitors notice the city is clean, nice looking, and has impressive facilities
    - Business community works together
    - Community pride
    - People pull together to accomplish things, e.g., library, high school
- Good strategic location
    - Within one hour of larger cities and their amenities
- Good industrial base
    - Walker Forge
    - Jepson Transport is expanding

Demographics

Krumwiede presented information about community demographics. 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. 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. Currently, 52% of students are male, and male students have constituted more than 50% of the student population since 98-99.

Currently, 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. Ninety-eight percent (98%) of students are proficient in English, and Spanish is the primary language of those not proficient in English.

Further discussion about community demographics yielded the following information:

- There are 121 vacant houses in the city.
- DPI school demographics don't include parochial schools. Enrollment is up at St. Martins.
- Unemployment in Clintonville may be less than average.
- Many people commute both to and from Clintonville for employment.
- There may be many underemployed people in the city.

Exercise 3

What are the 3 most significant challenges facing the community and/or its residents in the next five years?

- Appealing to professionals
- Bringing in additional industry (4)
- Economy (2)
- Intergovernmental cooperation and regional development
- Keeping or increasing young families
- Maintaining community pride and a positive self-image
- Maintaining local and small businesses (2)
- Maintaining/funding the current level of city and school services (6)
- Providing services for the maturing population (2)
- Reversing declining population trend
- Taxes

Exercise 4

Are there groups in the community whose needs are not being met?

- Minority populations
- Non-English speaking adults
- People living in poverty, the extremely poor
- Professionals
- Small businesses
- Younger/active senior citizens

Exercise 5

Keeping in mind the challenges and unmet needs you've identified: Which community needs do you believe are most important for the library to help address?

- Active/younger seniors
    - More programming
    - Intergenerational programming, mentoring programs
    - Partner with senior center
- Poor people
    - Free of charge programming
    - Computer access
        - Computer instruction needed
- Professionals
    - Bring them together, e.g., book clubs
    - Create a mailing list
    - Do they live in community?
- Teachers
    - Outreach to teachers so they all know what's available
    - Consider hosting webinars or videocasts
- Younger adults
    - Online or remote technology based services

The final activity of the day was to review the Public Library Association's library service responses and pick those that are most important for the library to address. Below is the list of the highest priority service responses and the number of attendees who selected each response:

- **Create Young Readers:** Early Literacy (5)
- **Satisfy Curiosity:** Lifelong Learning (4)
- **Connect to the Online World:** Public Internet Access (4)
- **Visit a Comfortable Place:** Physical and Virtual Spaces (4)
- **Know Your Community:** Community Resources and Services (3)
- **Stimulate Imagination:** Reading, Viewing and Listening for Pleasure (3)

Appendix G
Library Staff Meeting – Values Brainstorming

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, Krumwiede summarized the planning process for the staff. First, he shared the results of the evaluation of programs and services, including findings from the examination of statistical data, quantitative standards, and surveys. Three themes emerged from the evaluation of current programs and services:

- The Clintonville Public Library and its staff are well liked by members of the community.
- The Library compares very favorably to other libraries in similar sized communities. Compared to its peer libraries, the Clintonville Public Library offers a high level of services and activities that are very well used by the community.
- While the community is very satisfied with the services that the Library provides, library users would like the Library to be open more hours each week. They would especially like more weekend hours.

He then described the process used to explore the community's needs. This process resulted in the Library Board selecting the following service responses as most important for the library to pursue over the next five years:

- Create Young Readers: Early Literacy (Highest Priority)
- Satisfy Curiosity: Lifelong Learning (Second Priority)
- Connect to the Online World: Public Internet Access (Second Priority)
- Visit a Comfortable Place: Physical and Virtual Spaces (Second Priority)
- Know Your Community: Community Resources and Services (Third Priority)
- Stimulate Imagination: Reading, Viewing and Listening for Pleasure (Third Priority)

The staff then engaged in an exercise to brainstorm ideas for the Library's value statement.

Library Values Statement Exercise

Values represent the core priorities in an organization's culture – what the organization believes. A values statement, which is often a statement of guiding principles, defines and shapes a library's culture and climate. It establishes the standards upon which the library operates and those values against which employee performance can be measured. In short, a values statement provides a gauge for measuring the library's performance and success.

A values statement is also about the nature of the organization's character, as compared to a mission statement that declares why the organization exists or goals and objectives that declare what the organization plans to do.

Every organization should be guided by an articulated set of values that provide an underlying framework for making decisions. Values are often rooted in ethical themes, such as equality, honesty, trust, integrity, respect, fairness, and social and environmental consciousness, and they are intended to be applicable across the entire organization. Krumwiede shared sample values statements from several other libraries.

Staff members were then asked to brainstorm possible values for the Clintonville Public Library from three different points of view: employees/library board, customers/users, and city/community. Krumwiede facilitated the discussion, and Library Director Kathy Mitchell listed the staff's suggestions on flip charts. What follows are the ideas generated by the staff.

Important values from an employee or board perspective:

- Respect and fairness, including fair compensation
- Variety of tasks
- Interesting and enjoyable work
- Work that is challenging

- Efficiency and neatness
- Safe environment
- Friendly co-workers
- Ability to laugh

Important values from a library user perspective:

- Organized
- Freedom of information
- Safe environment for children
- Approachable, friendly staff providing personal service
- Current, up-to-date materials collection
- Availability of up-to-date technology
- Resource sharing, interlibrary loan
- Accessibility (ADA)
- Clean, attractive, beautiful space

- Family friendly
- Respect everyone and treat everyone fairly
- Quiet areas
- Virtual/electronic access to materials and services
- Open as many hours as possible
- Efficiently run organization
- An organization and staff that is passionate about what it does

Important values from a City or community perspective:

- Having an attractive/beautiful library building
- Central location
- Enhances educational opportunity
- Good steward of tax dollars
- A source of pride; a community asset
- High quality library services
- Meeting space

- Knowledgeable and responsive staff
- Social center or gathering place
- Good selection of library materials
- Services and programs are free
- Welcoming staff and building
- Personal service, including live people on the telephone