

Strategic Plan Addendum: 2016-18

Goal 1: Facility

Complete renovation of Children's Room and Staff Lounge areas

These are our biggest initiatives for the next 18 months. There are smaller projects that will require relocation of materials and reorganization of library space, but not major construction.

Find additional space for ESOL and related programs (GED) to accommodate the growing demand for service.

Re-imagine Media Services, Public Computing and South Wing spaces and assign new or revised program and service roles for each area.

Goal 2: Succession Planning

Continue to mentor new Agency Heads to better prepare newer staff to assume leadership roles.

Working closely with new managers to develop a strong awareness of organizational culture and history is extremely important during this critical timeframe.

Goal 3: Evolving Services

Reconfigure/redefine library departments to reflect current services and resources. Be prepared to integrate technological advances into planning and services as they become apparent.

More effective delivery of services

Bring the two departments that now deal with materials management under one supervisor: Collection Management = Circulation Services; Technical Services = Acquisitions and Processing.

Learning through Making

Add labs or maker spaces that allow the public to create content. A Makerbot 3D printer will be purchased and placed in the South Wing.

Goal 4: Sustainability

Explore options for becoming part of a community wide micro-grid, which could operate in either connected or island mode. The library is part of an ongoing study to assess the feasibility of creating a local micro-grid.



2012: Plan for the Future **Learning, Community, Human Interaction**

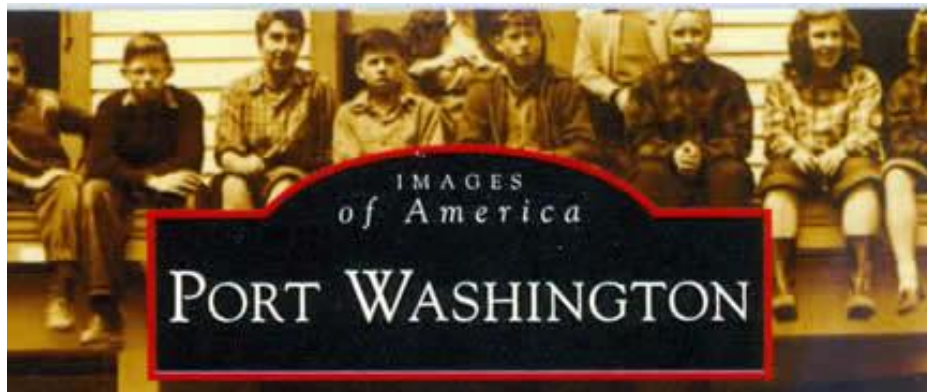
When the library began to develop the planning process in June 2011, we knew that we were at a unique point in time. It felt like we were on the brink of something, but we didn't quite know what. There were several questions that we asked ourselves:

- Will the economic situation improve in the next 10 years?
- Will public entities be pitted against each other for tax dollars?
- Is consolidation coming down the pike?
- How will technology continue to change the way we live?
- How fast will be the speed at which things change?

We knew that, even with these uncertainties, the library would have to look at:

- Increased efficiencies/economies, whether through automation, redesign, or redefinition
- Re-examining the idea of a public library, while remaining a vital and recognizable entity
- What the public wants and expects from a public library as we move through the decade

The Seattle Public Library, which had completed a strategic plan in February of 2012, was the model used for the Port Washington Public Library strategic planning process. We adapted that design to fit our needs.





View of Lower Main Street by Aida Whedon

Acknowledgements

Members of the Strategic Planning Committee:

- Library Project Management Team
 - Nancy Curtin, Library Director
 - Corinne Camarata, Assistant Director and team leader
 - Denise Anchico
 - Jonathan Guildroy
 - Jackie Kelly
 - Keith Klang
 - Jessica Ley
 - Kate Monsour
 - Fran Powell
- Port Washington Public Library Board of Trustees
- Staff of the Port Washington Public Library
- Strategic Plan Advisory Committee
 - Amy Bass
 - Patricia Bridges
 - Fern Cohen



Conversations with the Public

What we did...

The library held 3 community open houses in June 2011 (June 1, 7, 13), to get initial public input. Two of the sessions were open to the general public and one of the sessions was for the staff. Participants were asked to think big and use their imagination, considering new models, new services, and potentially new roles for the library.

Large boards were mounted and arranged into five “topic” stations in the Lapham Meeting Room. Participants responded to questions in two ways: making choices by placing dots along a spectrum, or writing responses on post-its and placing them on the appropriate board. All comments were collected, recorded and written up in a summary document.

What we found...

A total of 63 people participated.

Asked to describe the library in 2011, typical responses were:

- Changing
- Evolving
- Learning
- In flux
- Diverse
- Community center

In 2015:

- Community center
- Technology oriented
- Digital
- More interactive
- Human

Serving Individuals and Communities:

- The responses indicated that services to both communities and individuals were valued
- The majority indicated that spaces within the library that are “community-focused” should be a priority
- Respondents believe it is very important to gear content to the needs of individuals, implying the need for collections that are diverse

How Should the Library Provide Access to Content and Materials:

- The library should provide a balanced approach to the way in which it offers content:
 - physical items in a variety of formats, such as books, DVDs, cds, and audiobooks;
 - exhibits of art and photography
 - digital and downloadable formats accessed through the Internet.

What is the best role for the library in the age of streaming media, the Kindle, and the iphone:

- The library should maintain a balanced approach in allocating physical space for housing collections of “real” materials while offering spaces for the public to use
- The library needs to offer services in a wide variety of ways, including self-service, in-person assistance, and remote assistance

Specifically, people asked for more programs and classes, more outreach to underserved populations, and better evaluation of community needs when planning programs. There was a desire for more meeting space of all types, more comfortable work space, and a balance of quiet versus collaborative spaces. Respondents asked for more technical training for the public and staff, as well as more online offerings and “creation stations. Staffing must be more flexible, and more versatile. The library should partner with local schools, colleges, local businesses and volunteers.

Respondents asked for more and better-advertised digital content, as well as more training and the opportunity to create content. Job fairs, job counseling and job placement opportunities were all mentioned, along with better communication and community outreach, more foreign language classes, after school study programs, tutoring packages and more space for collaborative study.

When asked to name other places they liked, aside from the library, participants named stores where they felt comfortable and relaxed, did not have to necessarily spend money, and where staff was helpful, knowledgeable, courteous and welcoming.

Personal service, free materials and programs, kindness, calm, and a pleasant environment, were all valued commodities that respondents said they identified with the library.

Conclusion:

From their responses, it is clear that the participants agree that libraries, like the larger society, are in an evolving, transformative process. While they are not ready to leave older formats and solutions behind, they are embracing and recognizing the importance of the new.



Community Survey

What we did...

In August 2011 the library conducted a survey of the public, which was available both online and in paper format. The public was asked to complete a 31 question multiple-choice survey. Some questions allowed an opportunity to comment. The survey was advertised in the library newsletter, local news media and via the “This Just In” email blasts. 450 members of the public participated in the survey.

What we found...

- About 95% of survey respondents were library users, had used the library in the last six months and had an overall positive impression of the library, finding it a clean, safe environment.
- 64% had heard about the survey through email.
- Women made up slightly more than 70% of respondents, with men at almost 30%.
- The large majority said they held a college degree.
- Income levels crossed a wide spectrum, and 69% came from income brackets ranging from \$50,000 - \$150,000.
- Birth dates ranged from 1925 – 1994.
- Providing materials was still the most important service, with programs and events running second, and access to technology and promoting literacy coming in third. Many respondents (regular library users) were not aware of all the services the library currently provides. About half wanted more web-based content. Cultural events were rated as the most important program option.

Staff Survey

What we did...

In October 2011 the library conducted an online staff survey. Staff members were asked to respond to 9 questions about their vision of the library in the next five years. 32 staff completed the survey.

What we found...

- Staff feels that the library is most important as a *place*. They used words such as: a public space, a community center that welcomes all, an educational gathering place, interactive learning center, a meeting place, a community hub, refuge, and the main cultural arts center in the community.
- Physical collections will continue to diminish while online and mobile applications increase
- Programs, events and classes will become more customized (asynchronous, asymmetrical learning)
- Flexibility in use of physical space is key in adapting to new paradigms
- The library must improve communication to more successfully inform the public about what we offer

Guest Speakers

What we did...

The library invited two outstanding speakers to address the staff. Members of the Strategic Planning team were also invited to attend. Staff had the opportunity to hear possible scenarios suggesting where libraries may be headed, from two very different perspectives. Having all staff participate in the programs allowed for a common conversation about and further exploration of these ideas.

October 27, 2011 – Eli Neiburger, Associate Director of IT and Production, Ann Arbor District Library

November 16, 2011 – Nick Buron, Associate Director, Queens Public Library



Service Provider Focus Groups

What we did...

The library contacted service providers from other institutions and organizations in the Port Washington community and invited them to participate in small focus groups. A total of 23 service providers attended the focus groups:

Christie P. Mucci, Owner-Director, Friends Together Nursery and Enrichment Day Care; Donna Preminger, Director, Port Washington Children's Center; Shelley Roff, Director, The Community Synagogue ECC; Lynette Batts, Director, Littig House Community Center; Anita Sethi, Psychologist-Co-director, Happy Montessori School; Merrie Hines, Director, Child's World Nursery School; Craig Jennings, Small Business Coach and President, Caring for the Caregiver; Agnes Lasetchuk, Executive Director, Port Counseling Center; Sue Lucatore, Site Manager, EAC/PWSCSC; Debbie Greco, President, Integrated Communications, and Vice President, Port Washington Chamber of Commerce; Father Steve Peterson, Our Lady of Fatima Roman Catholic Church; Reverend Eldon J. Simpson, United Methodist Church; Sheila Goloboy, Rabbi, Port Jewish Center; Irwin Zepowitz, Rabbi, Community Synagogue; Ed Adler, Mayor, Village of Sands Point; Leonard Wurzel, former Mayor, Village of Sands Point; Amy Bass, President, Friends of the Port Washington Library, and President Emeritus, Port Washington Education Foundation; Sue Martin, Director, Temple Beth Israel Nursery School; Lisa Grossman, Director, Parent Resource Center; Dr. Nicholas A. Stirling, Assistant Superintendent for Curriculum, Instruction and Assessment, Port Washington UFSD; Christine Cralidis, Principal, Vincent Smith School; Bobbie Polay, Executive Director, Port Washington Chamber of Commerce; Roy Smitheimer, Executive Director, Greater Port Washington Business Improvement District

Participants were all asked the following:

- What needs do their clients' have?
- What other resources currently address these needs?
- How aware are clients of PWPL services and programs?
- Name an ideal service or program that PWPL could provide

What we found...

Certain key themes appeared repeatedly throughout the focus group process. They include:

- Provide literacy and English language support, particularly in the evening with babysitting provided
- Find other/better ways to inform all segments of the community and generate awareness of services the library offers
- Outreach to the community – go where they reside
- Offer more homework help, on weekends as well as during the week
- Provide seminars and/or other support for local small business
- Provide opportunities for book discussions, especially those that connect to topics of general or current interest
- People are looking for something to join and be a part of
- Library serves as the unifying piece for the community
- Serve as a repository for history of the community – both general and specific

The service providers interviewed felt that the library was already doing an excellent job, but that not everyone was aware of what we had to offer. In spite of the various ways that the library

advertises its services, people today are generally bombarded with information and find it difficult to absorb all of it. Participants felt that there are segments of the population that find it difficult to get to the library, either because of lack of transportation, or hours of service that are not always convenient for them. It was recognized that the library, like other institutions, is transitioning to a new and different model and that we needed to do more to overcome stereotypes as to what constitutes a public library in today's society. The library can continue to serve as a community center, in a newly defined and expanded role.



Port Washington Public Library

2012 Plan for the Future

Goal 1

Provide an environment that offers the entire community access to lifelong, ongoing personal enrichment.

- Promote a culture of literacy and learning for all ages
- Offer opportunities to learn and grow in a variety of formats and settings that suit different individual needs

Goal 2

Empower and serve all of Port Washington's distinct and diverse communities, groups and neighborhoods.

- Find new ways to bring the library to where people are
- Benefit all residents by promoting a greater understanding of the value and impact of library services.

Goal 3

Promote innovation...

- Encourage and empower institutional innovation throughout the library
- Reconfigure organizational structure to define and emphasize best user experience
- Strive for improved energy efficiency and green initiatives

Goal 4

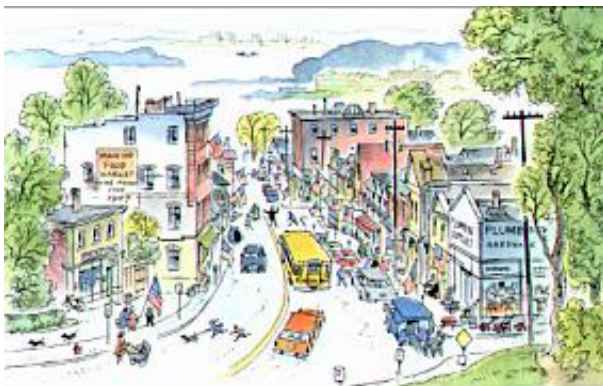
Continue to foster partnerships to better serve and improve the lives of our residents.

- Work with other community and government groups to maximize the impact of programs and services
- Use teamwork to create more efficient and effective service delivery options

Goal 5

Continue to tell and preserve Port Washington's unique story

- Procure and maintain collections of local origins and interest
- Continue to make local collections widely available through digitization
- Educate the larger community through exhibits, programs and resource sharing



Star Spangled Banner by Peter Spier

Guiding Statements

The public library has long been one of the hallmarks of our American democracy. It is unique today in welcoming any citizen to enter through its doors, without special permission or a fee, without a specific task in mind, and share in the wealth of resources and programs and the free exchange of ideas that the library offers.

Where does the library stand in 2012? Today libraries are in a state of flux. Everybody is giving their best guesses and projections, but we don't really know exactly where we are going or what we will look like when we get there. Yet, most people over the age of two still know what a library is, so keeping the Library Brand front and center is one of our most important jobs during this time of rapid change.

Today people are looking for mobility, customization, and collaboration. The library is already reaching out to the community in new ways, using social networking to get to people where they are.

“Libraries are well past the tipping point when providing a comfy chair or a big table for spreading out books and newspapers could fulfill patron needs for using library spaces. Ubiquitous computing, the mobility of data and devices, pervasive media, the desire for customization and personalization, and a significant shift towards participatory learning and collaboration are driving the necessity to transform not only our library spaces, but the services that we provide within them. Today's library patrons are focused not simply on finding and absorbing information, but on creating content.” Maurice York, North Carolina State University

The library will become more like the kitchen and less like the pantry; or more like a laboratory, where things are concocted and created collaboratively, both with and without the help of a librarian. This could mean the addition of a Digital Media Lab, a Community Publishing Center or a Maker Space. The library will also continue to offer something not readily available elsewhere – if at all: history and documents unique to our own community.

The library will be housing fewer traditional materials, and will be creating space for new, perhaps yet unimagined services and programs. People come to the library for a sense of community, learning, and human interaction. The library will endeavor to remain a vital component and focal point for our community; and will be flexible in the use of physical and virtual space, and in developing service models that are responsive to the needs of the public as they continue to evolve.