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# City of West Allis Matter Summary

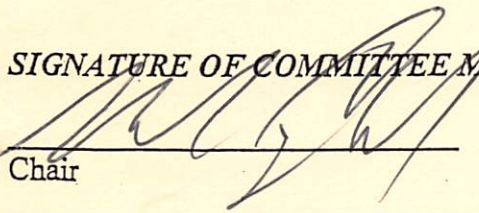
7525 W. Greenfield Ave.  
West Allis, WI 53214

File Number	Title	Status
2007-0341	Communication	In Committee
	Communication from Library Director submitting the library strategic plan for the years 2007-2009.	
	Introduced: 6/5/2007	Controlling Body: Administration & Finance Committee

COMMITTEE RECOMMENDATION Recommend to Place on File

ACTION DATE:	MOVER	SECONDER		AYE	NO	PRESENT	EXCUSED
<u>6/11/07</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Barczak	<input checked="" type="checkbox"/>			
	<input type="checkbox"/>	<input type="checkbox"/>	Czaplewski	<input checked="" type="checkbox"/>			
	<input type="checkbox"/>	<input type="checkbox"/>	Dobrowski				
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Kopplin				
	<input type="checkbox"/>	<input type="checkbox"/>	Lajsic	<input checked="" type="checkbox"/>			
	<input type="checkbox"/>	<input type="checkbox"/>	Narlock				
	<input type="checkbox"/>	<input type="checkbox"/>	Reinke				<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	Sengstock				
	<input type="checkbox"/>	<input type="checkbox"/>	Vitale				
	<input type="checkbox"/>	<input type="checkbox"/>	Weigel	<input checked="" type="checkbox"/>			
			TOTAL	<u>4</u>			<u>1</u>

SIGNATURE OF COMMITTEE MEMBER

 \_\_\_\_\_  
Chair

\_\_\_\_\_ Vice-Chair

\_\_\_\_\_ Member

COMMON COUNCIL ACTION place on file

ACTION DATE:	MOVER	SECONDER		AYE	NO	PRESENT	EXCUSED
<u>6/19/07</u>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Barczak	<input checked="" type="checkbox"/>			
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Czaplewski	<input checked="" type="checkbox"/>			
	<input type="checkbox"/>	<input type="checkbox"/>	Dobrowski	<input checked="" type="checkbox"/>			
	<input type="checkbox"/>	<input type="checkbox"/>	Kopplin	<input type="checkbox"/>			
	<input type="checkbox"/>	<input type="checkbox"/>	Lajsic	<input type="checkbox"/>			
	<input type="checkbox"/>	<input type="checkbox"/>	Narlock	<input type="checkbox"/>			
	<input type="checkbox"/>	<input type="checkbox"/>	Reinke <i>exc</i>				<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	Sengstock	<input type="checkbox"/>			
	<input type="checkbox"/>	<input type="checkbox"/>	Vitale	<input type="checkbox"/>			
	<input type="checkbox"/>	<input type="checkbox"/>	Weigel	<input type="checkbox"/>			
			TOTAL	<u>9</u>			<u>1</u>

unanimous

**STANDING COMMITTEES OF THE  
CITY OF WEST ALLIS COMMON COUNCIL  
2004**

**ADMINISTRATION & FINANCE**

Chair: Michael J. Czaplewski  
Vice-Chair: Martin J. Weigel  
Gary T. Barczak  
Thomas G. Lajsic  
Rosalie L. Reinke

**PUBLIC WORKS**

Chair: Richard F. Narlock  
Vice-Chair: Linda A. Dobrowski  
Kurt E. Kopplin  
Vincent Vitale  
James W. Sengstock

**SAFETY & DEVELOPMENT**

Chair: Thomas G. Lajsic  
Vice-Chair: Vincent Vitale  
Gary T. Barczak  
Martin J. Weigel  
Rosalie L. Reinke

**LICENSE & HEALTH**

Chair: Kurt E. Kopplin  
Vice-Chair: James W. Sengstock  
Linda A. Dobrowski  
Richard F. Narlock  
Michael J. Czaplewski

**ADVISORY**

Chair: Rosalie L. Reinke  
Vice-Chair: Gary T. Barczak  
Linda A. Dobrowski  
Vincent Vitale  
Martin J. Weigel



# CITY OF WEST ALLIS

WISCONSIN



Public Library

7421 West National Avenue  
West Allis, Wisconsin 53214-4699

May 23, 2007

Mayor Bell and Members of the Common Council  
7525 West Greenfield Avenue  
West Allis, WI 53214

Dear Honorable Mayor and Common Council Members:

On behalf of the West Allis Public Library Board of Trustees, we are happy to forward to Mayor Bell and the Council copies of the library strategic plan for the years 2007-2009.

The long-range plan has been approved by the library board and is being communicated as an informational package to the members of the Common Council and Mayor Bell as a point of record.

Since there has not been a similar strategic plan for the library in place since 1993-1995, it is with great pleasure that the long-range vision of the library is shared with members of the Council. We believe that you will find the plan to be ambitious, and wholly in standing with our goal to continue providing exceptional public library service to the citizens of West Allis.

Respectfully yours,

*Sister Mary Ellen Paulson, O.P.*

Sister Mary Ellen Paulson  
Library Board President

*Michael Koszalka*

Michael Koszalka  
Library Director

cc: Paul Ziehler



# **WEST ALLIS PUBLIC LIBRARY**

## **STRATEGIC PLAN**

**2007 - 2009**

# **West Allis Public Library Strategic Plan 2007-2009**

## **Section 1: Summary and Background**

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- Key Objectives and Conclusions

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- Library Strengths
- Library Weaknesses
- Challenges
- Opportunities
- Mission Statement
- Library Values
- Public Library Service Roles
- Stakeholders

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- Goal Two: Collection Development
- Goal Three: Public Services
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- Goal Six: Programming
- Goal Seven: Publicity and Marketing
- Goal Eight: Administration

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- Circulation

## **Section 5: Appendix Documents**

- Staff, Stakeholder, and Citizen Survey
- SWOT Analysis

## **Section 1: Summary and Background**

### **Acknowledgements:**

#### **Library Board:**

- Sr. Mary Ellen Paulson, O.P., President
- Karen Mikolajewski, Vice President
- Alderperson Kurt E. Kopplin, Secretary
- Carol Garrison
- Ellen Karrels
- Albert Muchka
- Donna F. Olson
- Ted Toerpe, Financial Secretary
- Ronald Valona

#### **City of West Allis Common Council Members:**

- Mayor Jeannette Bell
- Alderperson Gary T. Barczak
- Alderperson Michael J. Czaplewski
- Alderperson Linda A. Dobrowski
- Alderperson Kurt E. Kopplin
- Alderperson Thomas G. Lajsic
- Alderperson Richard F. Narlock
- Alderperson Rosalie L. Reinke
- Alderperson James W. Sengstock
- Alderperson Vincent Vitale
- Alderperson Martin J. Weigel

#### **Library Long-Range Planning Committee:**

- Karen Mikolajewski
- Pat Campbell
- Ellen Karrels
- Ellen Dobrogowski
- Kurt Kopplin
- Sandy Grams
- Ron Valona
- Gail Sopa
- Jan Narlow
- Michael Koszalka

**Summary:**

On October 20, 2005, the West Allis Public Library Long-Range Planning Committee met to discuss the process necessary to create and implement a library strategic plan. It had long been a goal of the West Allis Public Library Board of Trustees to formulate such a plan for the library as there had not been any such formal planning in place since 1995. Progress toward completing a long-range plan had been made by previous library directors over that period of time, but a planning document had not been accomplished. It is integral that a strong strategic plan be drafted and facilitated if the West Allis Public Library is to remain strong and successfully face future challenges.

The Long-Range Planning Committee met nine additional times until the Library Board of Trustees approved a final strategic plan. The methodology included surveys of key stakeholders and library staff, as well as an expansive month-long survey of the citizens of West Allis. Almost 60% of city households received surveys asking for input into what future types of library service they expected from the public library. Additionally, surveys were made available at other city departments.

The West Allis Public Library provides excellent service to the community and benefits from strong support from the City of West Allis and its citizens, as well as the West Allis Public Library Board of Trustees.

The West Allis Public Library offers a wide-range of materials, programming, and overall library services to its citizens. It continues to thrive despite facing recent budgetary challenges that resulted in a reduction of operating hours on Tuesday and Thursday mornings beginning in 2004, and an equally difficult loss of staff positions through attrition.

The West Allis Public Library remains a member of the Milwaukee County Federated Library System (MCFLS) and is one of the most popular public libraries in the county library system, exemplified by 44% non-resident use. However, the degradation of equitable, contracted reciprocity remains a serious threat to the library and its ability to adequately serve the citizens of West Allis.

The challenge for the West Allis Public Library will be to maintain a continued level of excellence in a community that demands high quality services in the midst of continuing technological, fiscal, and political issues.

A library long-range plan will strengthen the West Allis Public Library's ability to meet all challenges and help to continue its high reputation to meet the needs of the citizens of West Allis.

**Key Objectives:**

1. ***Provide ease of use and convenience to library patrons.*** Develop efficient and innovative means of serving the citizens of West Allis with a focused eye towards improved technology and check-in, check-out capabilities.
2. ***Maintain sufficient operating hours, quality materials and services, and adequate staffing.*** Work toward increased efficiency, purchase relevant library materials for citizens, present educational and entertaining programs for library patrons, and migrate to increased services to better meet evolving expectations.
3. ***Implement innovative technology to supplement traditional library services.*** The plan will help address the following:
  - A) Upgrade and improve public library computers so that the multi-tasking needs and expectations of library patrons are properly met.
  - B) Improve the Children's Department public computers to allow for increased access including updated "edutainment" type software and continue to maintain a safe cyber environment for children.
  - C) Research, plan and implement Radio Frequency Identification (RFID) technology in the library to help promote efficiency, austerity, and convenience for the library user and to empower the patrons of the West Allis Public Library.
4. ***Establish a plan to best utilize the Irv H. Terchak Endowment Fund for the West Allis Public Library.*** Establish a strategy to advantageously use the Terchak Endowment Fund to help library services and programming for the citizens of West Allis.

**Key Conclusions:**

1. ***Excellence.*** The West Allis Public Library possesses a reputation of providing excellent service that is underscored by the consistent high circulation statistics and heavy daily use.
2. ***Books vs. Bytes.*** It is a continuing goal of the library to address the needs of traditional print users of the library while remaining at the forefront of providing new technology in order to meet the rising expectation of library users.
3. ***Policies.*** Most library policies are up to date with the exception of the Collection Development Policy and the Library Computer Policy. Both of these will be addressed and revised during the course of the strategic plan.



4. **Collection Size.** The materials collection of the West Allis Public Library remains healthy. The collection currently meets Wisconsin Public Library Standards at the moderate level, and focus should be made to raise that to enhanced or excellent over the life of the plan.

5. **Building.** The library's 47,000 square footage and two floors serve the City of West Allis well. This attractive building, which also includes an abundance of parking, has aged well over the past 17 years. A new roof was installed during the summer of 2005, and the property is attractively landscaped. Like most libraries, space constraints are evident and a plan to revamp the layout of shelving and materials may be in order. Additionally, refurbishing the public circulation desk has been budgeted and will be implemented.

6. **Staffing.** The West Allis Public Library is staffed at a level of basic to moderate in comparison to Wisconsin Public Library Standards. It will be a major challenge for the library to properly and adequately redeploy library staff to reflect the changing nature of public library services. RFID and evolving expectations will make it imperative that staff is appropriately utilized.

7. **Technology.** The library has increased the number of public computer workstations over the past several years. However, it is important that the expectations of library patrons be met in this area of library service. Work towards widening accessibility on the computers to include Office applications, Internet, and increased data storage options must be met. Additionally, the most efficient use of the SAM Internet Access Program must be ascertained and adhered to. With additional public access computers, an increase in the daily-allotted time limit for patron use will be realized.

8. **Marketing.** All supporters of the West Allis Public Library must work as active advocates. Library Administration must work to publicize and inform the general public about the services and resources offered at the library, and cooperative ventures with the local schools, businesses, and community organizations must be developed to help "get the word out" about the West Allis Public Library.

## **Section 2: Planning Process**

### **Community Background:**

The City of West Allis has a proud history of skilled workmanship, taking its name from what was once its major employer, the Allis Chalmers Manufacturing Company. When the company suspended operations during the 1970s, thousands of jobs were lost, but the city avoided rust-belt decline, largely due to the industry and resourcefulness of its citizens combined with intelligent planning and responsible government, and now enjoys a thriving, diversified economy.

West Allis is a city physically located in the virtual center of the Milwaukee Metropolitan Area. It is bounded on the north by the city of Wauwatosa, on the west by New Berlin, on the south by Greenfield, and on the east by West Milwaukee. The city's locale is instrumental in the increasingly diverse population that is reflective of its citizens, as well as the growing commercial and residential redevelopment that continues to inject vitality into the community.

The library is cognizant and proud of the diverse population that it serves. The building was completed in 1989 with a total size of 47,000 square feet, as it replaced a three-branch library system. The popularity of the library became immediately evident and remains so for both residents of West Allis and non-residents alike. Almost 45% of the patrons utilizing the services reside outside the city limits, with Milwaukee residents accounting for almost 30% of that figure.

### **Library Strengths:**

During the planning process, surveys were sent out to close to 60% of City of West Allis households. All areas of the city were canvassed and sampled. Additionally, surveys were made available at the West Allis City Hall, Senior Center, Health Department, and Library. Key stakeholders and all library staff were asked to cooperate in a critical and honest assessment of the library's strengths and weaknesses as well as the challenges and opportunities that face it.

The library serves the needs of the community well, and the materials and programs available to the users are diverse, relevant, and current. The library has dedicated staff and a city that remains supportive of its mission. Although nearly eighteen years old, the building remains modern in appearance, is generally well maintained, and is able to serve the library service needs of users.

By most objective measures of library services, the West Allis Public Library rates good marks. Circulation remains steady with a high usage rate by both residents and non-residents. Despite the loss of morning hours of operation in 2004 on Tuesdays and Thursdays, the facility is consistently busy throughout the day.

**Library Weaknesses:**

While the library remains a vital component of services to the residents of the city, there are evident areas of weakness that must be identified, acknowledged, and improved upon. Though the building is in good condition, it is in need of refurbishing – particularly its original furnishings; outdated, and in some sections of the library, inadequate lighting; circulation desk layout; and shelving configuration.

Additionally, the reduction in library operating hours experienced in January 2004 is not acceptable for a facility serving the population residing in the City of West Allis. Ongoing contentious contractual negotiations with the Milwaukee County Federated Library System (MCFLS) over the issue of equitable and fair reciprocity for net lending system libraries continues to place in peril retention of the library as a system member in good standing.

The library collection overall remains strong, but a solid Collection Development Policy must be revised and adhered to in order to move with the purpose of meeting the library service needs of the community rather than that of Milwaukee County.

Library staffing must be reassessed on a regular basis with a practical eye towards attaining the most efficient and professional standards possible. The number of professional librarians on staff is inadequate, while other positions have become antiquated and no longer relevant to a modern, medium-sized public library serving a changing population.

**Challenges:**

The library service expectations of residents are very high and will remain so. Meanwhile, library services in general are rapidly changing to strive to meet the technological and self-service oriented potential that library users are demanding. At the same time, the funding difficulties experienced at the state level have visibly impacted the local municipalities, and budget reductions and challenges have resulted. It will behoove the library and its staff to work towards greater efficiency, a different level of quality service, and remain on the technological “cutting edge” in order to best serve patrons.

The demographics of the populace are changing and will continue to do so. Various housing options, continued healthy redevelopment of a city once known only for its manufacturing prowess, and the aging of long-term residents will impact the type of library patron that the facility exists to serve. As a result, there will be more groups needing more specific services than the library has offered in the past. The focus of library services of the past (on children and “traditional families”) will transition to include more elderly patrons, a more ethnically diverse library user, more single adults, as well as single-parent families.

It is essential that the library meets such challenges in a proactive manner and continues to evolve to meet the library service needs of the community.

### **Opportunities:**

The West Allis Public Library must lead with a purpose as it serves as the intellectual, educational, entertainment, cultural and informational center of the city. There is, as well, a need for a gathering place with a sense of community that the library exists to fulfill.

In late 2005, the library was greatly blessed by the generous bequest of Irv H. Terchak, a long-time library patron and city resident. With Mr. Terchak's donation, a library endowment was created through a cooperative venture with the Greater Milwaukee Foundation (GMF). The endowment will help secure a long-term funding source for the library to help supplement library programs and services. With that financial base in place, an opportunity exists for other citizens to consider the library as a strong option for future planned giving to assist in the ever-changing library needs of the community. The library can help build community in the City of West Allis, and in turn communities can help retain a healthy public library. Such an opportunity exists, and the results benefit all citizens.

### **Mission Statement:**

*"The West Allis Public Library is committed to providing the members of its community with access to materials and services that can actively support lifelong learning and enrich their personal and professional lives."*

### **Library Values:**

- The West Allis Public Library is committed to providing ***quality library services*** to the community. Staff is dedicated to assisting and educating library patrons in using the resources available in a friendly, honest and fair manner. The staff works to provide popular materials and sources relevant to the community needs and strives to make the experience of patrons a pleasant one.
- The West Allis Public Library is committed to ***intellectual freedom*** and a collection policy that includes a diverse and open perspective that is representative of many points of view. Selection of materials will be based on the obligation of the library to present divergent views and not attempt to impose any single standard of taste and opinion upon the patrons of the library. It is the further obligation of the library to provide resources that enrich the quality of thought and expression by attempting to provide the best materials in various fields.
- The West Allis Public Library is committed to ***education***. A goal of the library is to facilitate self-education of all people in the community, and to enrich, expand,

and supplement the subjects on which individuals are undertaking formal education.

- The West Allis Public Library approaches *technology as a means to improved and more comprehensive library service*. Staff is dedicated to offering the best and most up-to-date library technology to assist patrons in using the library.
- The West Allis Public Library respects *diversity and equality* and strives to implement both in its programs, materials, and services.

### **Public Library Service Roles:**

1. **General Information.** The West Allis Public Library offers general information that helps meet the need for answers to questions on a broad array of topics related to work, school, and personal life. Assistance in ascertaining information for patrons will be rendered in a friendly and professional manner by staff. The goal of the library is to provide to the citizens of West Allis timely, accurate, and useful information. For example:

- Improved and enhanced reference collection and services including “Ready Reference” telephone service and related online electronic resources.
- Increased access to a diverse number of online resources both in-house and remote.
- Additional public PC’s and faster Internet access.
- Skilled, professional, and approachable staff.

2. **Lifelong Learning.** The West Allis Public Library strongly endorses and promotes the idea that learning is a continuous, lifelong process. To that end, the library will provide a wide number of materials that span the interests and educational levels of all citizens. The library helps address the desire for self-directed personal growth and development opportunities.

3. **Preschooler’s door to learning.** Children are the backbone to the future of the community, and each generation becomes the next adult users of the library. It is incumbent upon the West Allis Public Library that the children of the city are encouraged to develop and sustain an interest in reading and learning. The library will provide services and programs for parents, caregivers, and children that promote these goals. For example:

- Provide educational and stimulating programming that includes story times, school class visits, and other opportunities for children to experience what the library has to offer.

- Special “Family Sunday” programs between October and April will be offered that advocate family activities and opportunities at the library.
- Lapsit story times continue to promote parents’ active participation in early development of reading to their infants and toddlers. The programs also teach parents techniques to employ while interacting with their children.
- Supplemental book lists for parents and caregivers to encourage reading for children.
- Cooperative ventures with local schools that link the educational structure of both.
- Internet access and public access computers.

### **Stakeholders:**

It is imperative that key stakeholders interact cooperatively so that a vital, responsive, and strong public library exists in the City of West Allis.

***Residents of West Allis and the local service area.*** Patrons expect a high level of access to a wide array of materials, services, programs, resources, and technologies in a cost-effective way. Exceptional customer service is expected from qualified, professional, and trained staff.

***Library Staff.*** Library staff are essential resources. They are dedicated to quality service and act as an important bridge between the library user and other stakeholders.

***Mayor and Common Council.*** City administrators expect the library to participate in and adhere to the overall vision and master plan for the City of West Allis. There are high expectations for competent administration of the facility, its staff, and the budget. High-quality, enhanced services, provided in the most cost-effective and efficient manner, are valued.

***Other City Departments.*** The library interacts with a variety of other city departments to ensure that the facility is maintained, staff are hired and trained, technology is updated and working, and policies and procedures are properly crafted and addressed.

***West Allis Public Library Board of Trustees.*** Chapter 43 of the Wisconsin Statutes gives control of library funds, property, and expenditures to the board of trustees. The board works cooperatively with the library director and staff to make informed decisions on the strategic direction and focus of administration and operating activities for the facility.

### **Section 3: Goals and Objectives**

#### **Goal One - Staffing, Personnel and Training:**

*Goal:*

**Library staffing should be reflective of the changing need for organizational efficiency and effectiveness that best serves the City of West Allis.**

*Objectives:*

- In 2007, 2008 and 2009, library administration, in conjunction with the City of West Allis Human Resources Department, should reassess job descriptions and duties with an eye on providing the best and most efficient possible library service for citizens of the community.
- Ongoing in-service and continuing education programs should be offered to library staff annually.

*Goal:*

**Identify staff training needs and implement them.**

*Objectives:*

- A staff technology assessment survey will be completed by June 2007.
- A training plan will be formulated based on survey results by September 2007.

#### **Goal Two - Collection Development:**

*Goal:*

**The West Allis Public Library should offer popular print and audiovisual materials in sufficient quantities as to serve the citizens of the City of West Allis.**

*Objectives:*

- Library reference staff will complete revising and updating the Collection Development Policy and have it prepared for presentation to the Library Board for approval by January 2007. This policy will include specific materials purchasing and weeding guidelines.
- The library staff should work towards reducing the waiting list for West Allis patrons for popular titles.
- Library reference staff will work to increase the number of audiovisual materials available to the citizens of West Allis, particularly in the area of DVD's and Books on CD.
- Staff will identify and strengthen weak areas in the collection and continually deselect out-of-date materials.
- During the length of the plan, staff will explore the need to expand the scope of the library collection by monitoring and responding to the diverse citizenry of the city and the possible need for bilingual materials.

- Between January 1, 2007 and January 1, 2008, the adult reference staff will continue working towards judiciously weeding the video and Books on Tape formats while transitioning that part of the collection to DVD and Books on CD.
- The library will continue its primary role of providing high demand and high interest materials in a variety of formats for patrons of all ages.
- In 2007, the library director and the supervisor of the Adult Reference Department will work to reevaluate and condense and/or eliminate the pamphlet and picture files.

### **Goal Three - Public Services:**

*Goal:*

**The West Allis Public Library will promote and strengthen the young adult area of the collection.**

*Objectives:*

- The librarian(s) responsible for young adult services will continue to increase the fiction and non-fiction materials.
- The young adult librarian will continue to work to expand programming such as the Milwaukee Bucks "Read To Succeed" programming and begin promoting Teen Read Week in October of every year.

*Goal:*

**Explore the feasibility and benefits of creating a separate YA space where teens can have their own area in the library.**

*Objectives:*

- By December 2007, the library director will name a staff committee formed to research the funding, space options, and practical goals necessary to furnish and facilitate such an area.
- By February 2008, that committee will report its recommendations to the library director.
- If such a project is recommended as feasible, implementation will be completed by December 2008.

*Goal:*

**The supervisor and staff of the Adult Reference Department will work to maintain effective internal communication within the department.**

*Objectives:*

- The supervisor of the Adult Reference Department will conduct regular quarterly meetings.
- At these meetings, and on a rotating basis, a staff person will be assigned (by the supervisor of the Adult Reference Department) the responsibility of reporting or teaching/reviewing a library resource to the rest of the staff.
- By March 2007, the supervisor of the Adult Reference Department - with assistance from the Adult Reference Department staff - will develop a Reference



Services Policy so that all members of the department will be directed by specific guidelines in providing service and conducting business.

#### **Goal Four - Technology:**

*Goal:*

**The West Allis Public Library will work to offer and provide the most updated technology that assists the library service needs of West Allis citizens.**

*Objectives:*

- Explore implementing “thin client” technology to provide “edutainment” type in-house computer games for the Children’s Department.
- By January 1, 2008, implement radio frequency identification technology (RFID) at the library to promote better general library efficiency, greater self-service options for patrons, and improved organization and security aspects for the library collection.
- Work cooperatively with the City of West Allis Information Technology Department to provide more expansive, thorough, and versatile options for West Allis Public Library patrons using library computers and related equipment. This should include, but not be limited to, more accessibility by patrons to necessary options such as uploading resumes from storage devices to web sites, and making available simultaneous word processing applications and internet access services for patrons.
- In 2007, the library liaison to the City of West Allis Information Technology (IT) Department, will work with the appropriate representative from IT to revamp the library section of the city website so that it more accurately reflects the needs of those accessing library information through the internet.
- During the term of the plan, library staff will work to study the feasibility and cost effectiveness of an automated method of charging for print copies for patrons using library computers.
- By January 2008, library administration will explore the need for and cost to implement public FAX machines in the facility.
- In conjunction with the City of West Allis Information Technology Department, the library will annually review the software needs of the staff and public.
- By July 2008, additional public internet workstations will be deployed in both the Children’s Department as well as the Adult Reference Department.
- By January 2008, “thin client,” web-based computers will replace most, if not all, online public access computer terminals.
- By January 2007, the library director will meet with the technology librarian and the Children’s Department supervisor to revise the Library Computer Policy.
- By January 31, 2007, the supervisor of Adult Reference Department will work with the technology librarian to submit plans to best utilize the SAM Time Management software and determine policy regarding how it can best serve library patrons.

*Goal:*

**Migrate towards digitalization of library collections and records.**

*Objectives:*

- By January 1, 2008, purchase a scanner to digitalize library records, collections, and other relevant matter in order to increase efficient retention of pertinent information.

**Goal Five - Access and Facilities:**

*Goal:*

**Update the Circulation Services Department public service desk to promote greater efficiency, empower patron services, and work efficiently with RFID technology.**

*Objectives:*

- By January 1, 2008, redesign and install a new circulation desk area in conjunction with the RFID system.
- By December 31, 2008, complete refurbishing the Circulation Services Department to reflect transition towards a more self-service philosophy to better meet the needs of library patrons, while restructuring the tasks of the circulation staff to facilitate efficient service for a modern public library.

*Goal:*

**Patrons and staff should find the library to be a comfortable and maintained facility.**

*Objectives:*

- By January 2009, the carpeting in both public and staff areas should be replaced.
- By January 1, 2008, the library reading garden should be updated and deteriorating benches and tables replaced.
- By July 1, 2008, lighting throughout the library should be properly assessed, updated, and improved making for increased functionality and a welcoming environment.
- By December 31, 2009, efforts should be made to explore the feasibility and practicality of expanding meeting room facilities at the library.
- By July 1, 2008, new computer furniture should be purchased and employed in the Children's Department.

*Goal:*

**Library space and staff should be effectively utilized.**

*Objectives:*

- By January 1, 2009, consider feasibility of hiring consultants to study how the library can best address the use of available space as well as a workflow study for staff efficiency.

*Goal:*

**The library should be a safe environment for both staff and patrons.**

*Objectives:*

- By September 2007, work to revise the contract with security guard firm so that adequate policing of the building will run from September through May, or year-round.
- By July 2008, assess and implement video cameras with web access and potential to digitally record incidents inside and outside the library.
- By January 2008, as part of the RFID implementation, install a reliable and accurate security gate system at library entrance/exit.

*Goal:*

**To study options and potentially implement plans to create a separate, centralized Friends of the West Allis Public Library area.**

*Objectives:*

- By June 30, 2007, library administration will study and prepare possible options for a centralized area in the library that will house the work done by the Friends of the Library.
- By October 31, 2007, library administration will work with the Friends' Board to discuss the feasibility of implementing a plan.
- By July 1, 2008, library administration will work with both the Friends of the West Allis Public Library and, if necessary, the City of West Allis Public Works Department to place in motion completion of a projected separate office/storage area for the Friends.

**Goal Six - Programming:***Goal:*

**Expand programming for adults and children.**

*Objectives:*

- By January 2009, expand adult programming offered at the library to possibly include author visits, various computer-training sessions for residents, and community information.
- Children's Department will continue to explore and implement innovative programming for the children of the community and their parents.

**Goal Seven - Publicity and Marketing:***Goal:*

**The West Allis Public Library will work to promote, inform, and educate patrons about library resources and services.**

*Objectives:*

- The library will continue to provide brochures and bookmarks, advertise on the local City of West Allis Cable Channel, and post on the library web page

information regarding materials, services, and policies at the West Allis Public Library.

- The library director will take advantage of meetings and speaking engagements in an effort to make the community aware of resources available at the library.
- Staff will continue to work with local news media to announce and promote library programs.

**Goal Eight - Administration:**

*Goal:*

**Library administration will outline a plan to effectively use the Irv H. Terchak Endowment Fund for the West Allis Public Library as expressed by the donor.**

*Objectives:*

- A portion of the endowment fund will be allocated to support the West Allis Public Library's transition to RFID implementation.
- By January 2009, staff will assess and plan to utilize a portion of the endowment fund to upgrade and increase the library's special needs services, as well as review the effectiveness and efficiency of the Services to Adult Readers with Special Needs (STARS) Program.
- By December 2008, staff will purchase shelving units, public computer printers, and an upgraded projection unit for the West Allis Public Library Constitution Room.
- By July 2009, a portion of the endowment fund will be allocated for the expansion of library programming.

*Goal:*

**The library director and other key personnel will work to foster library objectives within and in service to the community.**

*Objectives:*

- Library administration will continue to work with the Friends of the West Allis Public Library to raise funds for projects, services, and programming.
- The library director will work to maintain a good relationship between the library, its Board of Trustees, and City Hall.
- The library director will continue to work with other city departments as well as city organizations to promote and strengthen the West Allis Public Library's profile and standing within the community.
- Library administration will seek to increase financial support for the library and actively pursue grant opportunities.
- By January 2009, the library director will work with the City of West Allis and the Library Board of Trustees to increase the number of hours of operation for the facility.
- In 2007, 2008, and 2009, library policies and procedures will be reviewed, revised (if necessary) and brought before the Library Board of Trustees for consideration of approval.

*Goal:*

**Continue to assess particular aspects of library system membership with an eye towards equity and efficiency.**

*Objectives:*

- The library director and Circulation Services supervisory staff will address and work to revise the flow of library delivery so that the inequitable volume experienced by the West Allis Public Library is decreased.
- In 2007, the library director will work closely with the Library Board of Trustees towards negotiating an equitable reciprocity rate so that the labor cost relating to the delivery work is adequately covered.
- In 2007, the library director will work with the Library Board, City of West Allis officials, and MCFLS representatives to negotiate a fair and equitable MCFLS member contract.
- In 2007, the library director will prepare cost and technology options for the Library Board, the City, and the citizens of West Allis in the event that a fair and equitable contract cannot be negotiated by December 31, 2007, and the West Allis Public Library ceases to remain a member of MCFLS.

## Section 4: Demographics and Statistics

### Population:

#### City of West Allis Demographic Data

### Population:

\*Source: U.S. Census Data 2000

#### 1990

Total	63,221
Male	29,908
Female	33,313

#### 2000

Total	61,254
Male	29,519
Female	31,735

#### 2000 breakdown of City population by age:

0 - 5 years	3,560	5.8%
5 - 9 years	3,600	5.9%
10-14 years	3,689	6.0%
15-19 years	3,718	6.0%
20-24 years	3,773	6.1%
25-34 years	9,399	15.3%
35-44 years	10,378	16.9%
45-54 years	7,872	12.8%
55-59 years	2,565	4.2%
60-64 years	2,136	3.5%
65-74 years	4,580	7.5%
75-84 years	4,339	7.1%
85 years or older	1,645	2.9%

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Total	61,254	100%
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#### 2000 breakdown of City population by racial makeup:

White	93%
African American	1.3%
Native American	0.7%
Asian	1.3%
Hispanic	3.5%
Other	0.2%

**West Allis Public Library Service Data ( as reported in 2004)****Data**

Municipal Population	60,607
Hours of Operation	64.0 (Oct.-Apr) 60.0 (May-Sept)
Square Footage of Library	47,000
Total Operating Budget	\$2,033,763

**Collection**

Materials Budget	\$278,000
Total Volumes Owned	242,420
Books	215,767
CD's/Cassettes	12,634
DVD/Videos	12,993
Periodical Titles	372
Electronic Databases	38
Other	616

**Computers (Public)**

Public Use Internet	18
Standalone	8
Terminals	20

**Circulation****(excluding renewals)**

Total	734,253
Adult	461,125
Children's	273,128
Library Visits	349,544
Reference Questions	58,845
Total Nonresident	288,599

**Programming**

Total Programs	303
Total Attendance	9,466
Adult Programs	22
Adult Attendance	377
Children's Programs	281
Children's Attendance	9,089

**Staff**

Staff Full-Time Equivalents	32.80
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**Circulation Statistical breakdown (based on 2004 totals):**

• Total items checked out by the West Allis Public Library	768,838
• Total items checked out to City of Milwaukee residents	223,514
• Total items checked out to City of Wauwatosa residents	40,017
• Total items checked out to City of Greenfield residents	20,435
• Total items checked out to West Milwaukee residents	17,248
• Total items checked out to all other County residents	38,890
• 44.2% of total circulation at the West Allis Public Library is by non-residents	
• Total items checked out by West Allis residents	428,634
• 55.8% of the total circulation at the West Allis Public Library is by residents of the city	
• Total number of items checked out by West Allis residents at other MCFLS libraries	104,000

**Summary:**

Library planners must continue to adapt to a community that is rapidly transitioning in terms of diversity of the population it serves. Library services must continue to evolve in order to meet the expectations of its patrons including greater access to the most updated technology, more convenience for library users in terms of expanded self-service options, as well as excellent customer service so that the needs of patrons are met.



## **Section 5: Appendix Documents**

### **Staff, Stakeholder and Citizen Surveys:**

#### **Library Staff Long-Range Planning Survey**

1. What do you think are important priorities that need to be accomplished in the library department that you work for the next three to five years? How should they be accomplished?

2. What do you think the library should accomplish in the next three to five years? How should they be accomplished?

3. What key issues do you think the library will be faced with in the next three to five years? How do you suggest the library best confront those issues?

4. What should be phased out over the next 3-5 years?

5. Is there anything we should continue to do, but do in a different way over the next 3-5 years?

**Library Strategic Planning Questions for Elected, Business, Educational, and Other  
Community Leaders in West Allis**

1. Does the West Allis Public Library play an important and vital role in the community?  
How?

2. What does the library need to do to become more effective in serving the community?  
What should it stop doing?

3. Based on your experience what are specific suggestions that the library can do to  
improve services to the community?



## West Allis Public Library User Survey

1. Where do you live?
2. What is your age group?
  - A. Under 13
  - B. 13-17
  - C. 18-24
  - D. 25-45
  - E. 46-64
  - F. 65 or up
3. Are you: Female or Male
4. Do you have a Milwaukee County public library card?  
Yes or No
5. During the last 12 months, how often were you at the West Allis Public Library?
  - A. Never
  - B. 1 -5 times
  - C. 6-10 times
  - D. 11-15 times
  - E. Over 20 times
6. When you used the West Allis Public Library during the last 12 months, which of the following did you use? (More than one response possible.)
  - A. Take out books or books on tape/books on CD
  - B. Use reference materials, like the encyclopedia
  - C. Bring a child to a program
  - D. Read newspapers or magazines
  - E. Connect to the internet
  - F. Take out CDs, videos/DVDs, or computer software
  - G. Attend a special program
  - H. Other
7. Did you contact the West Allis Public Library by phone during the last 12 months?  
No or Yes
8. Did you contact the West Allis Public Library by computer during the last 12 months?  
Yes or No

9. If you contacted the West Allis Public Library by phone or computer, which of the following did you use? (More than one response possible.)

- A. Computerized Library Catalog
- B. Spoke to a staff person
- C. Resources on web
- D. Book renewal
- E. Other

10. Do you ever use the computers in the West Allis Public Library? No or Yes

11. How do you use the West Allis Public Library computer(s)? (Multiple answers possible.)

- A. Internet Access
- B. Word Processing/Microsoft Office
- C. Computerized Library Catalog
- D. Magazine/Database Access

12. Do you ever visit the West Allis Public Library with your child? Yes or No

13. Overall, how satisfied are you with the West Allis Public Library? (Please circle.)

Not at all satisfied			Less satisfied		More satisfied		Completely satisfied		
1	2	3	4	5	6	7	8	9	10

Please explain:

14. Please rate the library staff at the West Allis Public Library. (Please circle.)

Poor			Average		Good		Excellent		
1	2	3	4	5	6	7	8	9	10

Please explain:

15. Did you find what you were looking for at the West Allis Public Library? Yes or No

If you answered "No" to the above did you reserve materials to be delivered from another library? Yes or No

Did you seek assistance from staff at the library? Yes or No

16. Please rate (circle) the following items. (Skip the ones that are not applicable to you).

	<i>Poor</i>					<i>Excellent</i>				
	1	2	3	4	5	6	7	8	9	10
Adult Books	1	2	3	4	5	6	7	8	9	10
Children's Books	1	2	3	4	5	6	7	8	9	10
Periodicals	1	2	3	4	5	6	7	8	9	10
Reference Materials	1	2	3	4	5	6	7	8	9	10
Online Databases	1	2	3	4	5	6	7	8	9	10
Videos/DVD's	1	2	3	4	5	6	7	8	9	10
CD's	1	2	3	4	5	6	7	8	9	10
Books on Tape/CD	1	2	3	4	5	6	7	8	9	10
Children's Programs	1	2	3	4	5	6	7	8	9	10
Adult Programs	1	2	3	4	5	6	7	8	9	10
Circulation Desk	1	2	3	4	5	6	7	8	9	10
Adult Information Desk	1	2	3	4	5	6	7	8	9	10
Children's Information Desk	1	2	3	4	5	6	7	8	9	10
Computer Technology	1	2	3	4	5	6	7	8	9	10
Internet Access	1	2	3	4	5	6	7	8	9	10

17. If you do not use the West Allis Public Library what is the reason(s)?

- A. Buy own materials at bookstores or online**
- B. Library hours are not convenient**
- C. Do not have transportation to the library**
- D. Use the internet at home or business to find information**
- E. Other – Please explain**

18. Please comment on suggestions on how the West Allis Public Library can improve library services. If you are not a library user please suggest ways in which the library may improve services so that you will be more likely to visit the library in the future.

19. Please provide any other comments or suggestions you may have.

**There is a convenient survey return drop off box located in the main entrance atrium area of the library located at 7421 West National Ave. Additional drop off sites include the Health Department, Senior Center, and West Allis City Hall.**

**The deadline for returning completed forms is April 30, 2006.**

**You may also mail to:**

**West Allis Public Library  
7421 W. National Ave.  
West Allis, WI 53214  
Attention: Library Director**

**An online version of the survey may also be accessed at:  
[http://www.ci.west-allis.wi.us/library/library\\_services.htm](http://www.ci.west-allis.wi.us/library/library_services.htm)**

**Thank you for your assistance.**

In the boxes below please briefly identify some specific strengths, weaknesses, opportunities, and threats that pertain to library services at the West Allis Public Library.

<b>SWOT Analysis Worksheet</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>Threats</b>

\* Note: The strengths and weaknesses analysis typically refers to existing conditions. For example – educational and economic environment variables. Opportunities and threats usually refer to potential or future possibilities. For example, opportunities may refer to non-traditional funding sources, or new city/county initiatives. Threats may involve national, state or county issues such as legislation, economic factors such as system aid or reciprocal borrowing.

The purpose of the SWOT process is for committee members to try and come to consensus regarding important issues in the library planning process.