

Charting a Course for the Future—PWPL Strategic Plan Report

The PWPL began its Strategic Planning process in the fall of 2005. This plan was developed as a five (5) year plan—2007-2012. Here is an update of where PWPL is in relationship to the PWPL Strategic Plan.

Top Ten Goals

Strengthen PWPL funding

This goal can be achieved by adding more townships/cities to the PWPL legal service area or by fund raising. Over the past three years, the PWPL goal for fund raising has increased by 241%. Fund raising revenues increased by 73% between 2005/2006 and 2006/2007. Between 2006/2007 and 2007/2008 they increased by 21% and for the 2007/2008 and 2008/2009 years the PWPL anticipates an increase of 63%.

Fund Raising Activities

Funding Source	2005/2006	2006/2007	2007/2008	2008/2009
Private Sources	\$5,683	\$23,406	\$17,820	\$25,000
CPMTF	\$26,900	\$28,500	\$18,000	\$42,000
Materials-Designated	\$7,172	\$2,526	\$7,677	\$00
Fund Raising/Events and Grants	\$5,028	\$22,963	\$50,150	\$85,900
Total	\$44,783	\$77,395	\$93,647	\$152,900
% of Budget	3.25%	5.45%	6.13%	9.29%

The Fund Raising program has been enhanced by consultation by J.D. Levy and Associates. This consultation was provided, in part by a matching grant from the Great Lakes Center for Youth Development. We plan to continue work with J.D. Levy over the 2008/2009 fiscal year.

Fund raising efforts have also been enhanced by the appointment of Claire Rose, Deputy Director and a stronger emphasis in fund raising activities in the job duties of the Administrative Assistant Heather Steltenpohl. Library Director Pam Christensen is also dedicated additional time to fund raising, donor relationships and recognition.

A Contract for Library Services was signed with Powell Township in January 2008. This Contract resulted in a payment from escrowed penal fines. The PWPL will receive penal fines and State Aid for the 724 residents of Powell Township for the next three years. In 2010, Powell Township will be asked to place a millage request on the ballot.

Establish a Friends of the PWPL group

A fledgling Friends of PWPL has been in existence since the summer of 2006. This group is being nurtured by a small group of dedicated volunteers and Claire Rose, Deputy Director. The group has donated a significant amount of money to PWPL for Summer Reading Club, special events/exhibits and bond retirement. We anticipate that the Friends of PWPL will continue to grow.

Hire a Deputy Director

Claire Rose was named Deputy Director in April 2006. Her efforts have been directed toward donor cultivation, grant writing, grant administration and fund raising. These efforts are resulting in grant income as well as additional gifts from established donors.

Designate 15% of the annual operating budget for materials

Category	2005/2006	2006/2007	2007/2008	2008/2009
Annual Budget	\$1,374,305	\$1,418,975	\$1,526,689	\$1,645,500
Materials Spent	\$114,084	\$135,944	\$146,021	\$169,100
% Spent Actual	8.3%	9.6%	9.6%	10.3%
15% Would Be	\$206,146	\$212,846	\$229,003	\$246,825
Difference	\$95,062	\$76,902	\$82,982	\$77,725

Escalating personnel and utility costs have negatively affected the percentage of the operating budget that can be used for materials. The Board and staff have tried for the past five years to increase the amount spent on materials, but this goal has not been met. Hopefully, the 10.3% of the operating budget that has been earmarked for materials will be spent and this will signal an upward trend in materials spending.

Conduct a space utilization study

The Strategic Planning Committee discussed additional need for parking at the PWPL. The current 86 spaces are not adequate to meet the need during peak attendance and programs and events that attract large numbers of attendees.

The Board has been challenged to discuss the need for additional space as a result of an opportunity the Library had in 2008 to purchase another historic building. This opportunity was not possible at the present time due to a lack of funding. This did point out the necessity of predicting what space and parking needs will be needed in the future. The Board and staff should begin discussions of future space needs during 2009/2010.

Hire a full-time Marketing/Programming Coordinator

The retirement of Bryn Smith, Arts and Programming Specialist in July 2007 resulted in a part-time vacancy that was filled by Margaret Boyle. Boyle worked 25 hours per week until April 2008, when the Arts and Programming Specialist position was made a full-time position. This action has been beneficial to the PWPL. Boyle has been instrumental in planning and implementing a variety of high quality programs that would have been impossible for a part-time employee to undertake.

Designate an established percentage for technology and technology enhancements

No action to date.

Improve the PWPL Website

The PWPL Website has become a more important marketing, information, and outreach tool as the community has become more accustomed to seeking information on the web. The PWPL website has been developed and updated by Vicki Mann, Library Assistant II, for many years. Vicki had a variety of other duties, and this limited her ability to update the website and give it a “contemporary” look.

NMU art and graphic design students developed a template for the PWPL website, but a lack of time kept this updated page from being instituted for several years.

In June 2008, Lynette Suckow of the PWPL Youth Services staff became the PWPL Webmaster. Her dedication to the webpage has made it attractive, newsworthy and usable. She has done a wonderful job creating on-line forms, helpful links and a comprehensive PWPL calendar. The website is flourishing under Lynette’s attention.

We are now assessing how we might use My Space, FaceBook, Blogs and WIKIs to improve our website.

Library open seven days per week year around

No action to date.

The cost to remain open on Sundays during June, July and August would be above our budget.

Increase number of MLS degreed staff

The retirement of Circulation Services Supervisor Carol Watt in April 2007 allowed the PWPL to rewrite the Job Description for the Circulation Services Supervisor position to require an MLS for the position. Bruce MacDonald joined the staff in July 2007. This brings the PWPL staff with MLS degrees to 5.5 FTEs.

In the future, PWPL would like to add a full-time Reference Librarian to the staff.

PWPL Mission Statement

The Strategic Planning focus groups and committee discussed changing the PWPL Mission Statement. To date, no changes have been made to the Mission Statement.

Current Peter White Public Library Mission Statement

The mission of the Peter White Public Library is to make informational, educational, cultural and recreational materials and programs available and accessible to all Library users. The staff will provide prompt, accurate information and guidance to our patrons in a welcoming and business-like atmosphere.

Alternative Peter White Public Library Mission Statement

The mission of the Peter White Public Library is to provide our community with materials, services and programs that promote life-long learning, freedom of expression, intellectual growth, recreational enjoyment and cultural awareness.

Library Goals and Objectives as Identified by Strategic Planning Focus Groups

Strengthen and diversify Library funding and financial support

- Achieve an annual operating budget of \$2,000,000. (2006 operating budget is \$1.4 million). 2008 operating budget is \$1,645,500.
- Develop a plan to grow the PWPL Development Fund at the Marquette Community Foundation to \$1,000,000. (Fund is currently (2006) valued at \$86,540.35). Value as of June 2008 is \$84,905.25.
- Develop a donor recognition mechanism for Development Fund contributions.
- Develop a plan to grow Carroll Paul Memorial Trust Fund to \$1,000,000. (Current 2006 market value is \$802,862). 2008 market value is \$728,943.
- Develop a comprehensive fund raising plan for the PWPL
- Appoint a PWPL Development Committee to assist with fund raising activities
- Educate Library Board and staff members of the importance of financially supporting PWPL.
- Establish a goal of 100% participation for Board and staff members to contribute once per year to the PWPL.

Improve library advocacy on State, County, Township and City levels

- Establish a Friends of the Peter White Public Library organization
- Develop the knowledge and support of Township Advisory Council members
- Keep Board of Trustees, Township Advisory Council members and staff aware of issues affecting Library funding.

- Develop a comprehensive Communications Plan to address advertising, publicity, etc.
- Encourage Board members and staff members to take advantage of conferences, workshops and skill development opportunities related to Library administration, operations, advocacy, law, etc.

Provide the Marquette community with knowledgeable, skilled and enthusiastic staff

- Recruit, train and retain qualified staff members
- Increase the number of MLS-degreed staff
- Encourage PWPL staff to actively participate in local, regional, state and national professional organizations.
- Provide adequate budget to allow staff members, at all levels, to participate in professional development activities.
- Hold at least one all-staff in-service per year.

Operate the PWPL facility so that it is a clean, safe and welcoming environment for people of all ages and abilities

- Operate the PWPL seven days per week all year long (currently just September-May)
- Provide adequate staff, equipment and supplies to maintain the facility
- Improve the HVAC system and explore alternative energy sources to lower operational costs
- Conduct space utilization study to address concerns related to teen area, café, storage space and parking.

Assure adequate funding for staff, materials, programming, equipment and service to meet the needs of the community

- Designate a minimum % of expenditures for library materials and technology.
- Establish mechanisms to collect and evaluate patron satisfaction with staff, materials, programs, equipment and services to assure that the Library is meeting community needs.
- Develop partnerships with individuals, businesses, organizations and agencies to develop special collection and augment Library funding for materials.

Programming, Outreach, Collaboration and Partnerships

- Partner with the City of Marquette to ensure continuation of the Marquette Arts and Culture Center
- Create a Deputy Director position to enhance partnerships, outreach, collaboration, marketing and fund raising.
- Enhance the PWPL website