



# LIBRARY BOARD OF TRUSTEES MEETING

Mukwonago Community Library  
511 Division Street, Mukwonago, WI 53149  
and via Zoom  
January 8, 2026 at 6:00 PM

## AGENDA

### Zoom Login

<https://us02web.zoom.us/j/83588040138?pwd=EdIOxXCGXPfcBpNSzB0jJuavWW9Xdl.1>

**1. Call to Order**

**2. Roll Call and Introduction of Guests**

**3. Approval of Minutes**

3.1 Minutes from December 11, 2025

**4. Public Comment**

The Public Comment Session shall last no longer than fifteen (15) minutes and individual presentations are limited to three (3) minutes per speaker. These time limits may be extended at the discretion of the Chief Presiding Officer. The Village Board may have limited discussion on the information received, however, no action will be taken on issues raised during the Public Comment Session unless they are otherwise on the Agenda for that meeting. Public comments should be addressed to the Village Board as a body. Presentations shall not deal in personalities personal attacks on members of the Village Board, the applicant for any project or Village employees. Comments, questions and concerns should be presented in a respectful professional manner. Any questions to an individual member of the Commission or Staff will be deemed out of order by the Presiding Officer.

**5. Audit and Approval of Monthly Expenditures**

5.1 Invoices and Executive Summary for year-end December 2025 and January 2026

**6. Committee & Community Reports**

6.1 Village Board Representative Report

6.2 Friends of the Library Report

6.3 Building & Grounds Committee - next meets Thursday, February 19, 2026 @ 6:00pm

6.4 Finance Committee - next meets Tuesday, July 21, 2026 @ 6:00pm

6.5 Grutzmacher Collection Committee - next meets Thursday, April 16, 2026 @

6:00pm

6.6 Personnel Committee - next meets Thursday, January 15, 2026 @ 6:00pm

6.7 Policy Committee - next meets Tuesday, March 17, 2026 @ 6:00pm

6.8 Ad Hoc Capital Campaign Committee - last met December 10, 2025; next meets January 7, 2026 @ 7:00pm

## **7. Library Director Report**

7.1 Library Director Report - January 2026: Reflections on December 2025

## **8. Discussion/Action Items**

8.1 Strategic Plan 2023-2025 Updates - Discussion and possible action on updates on the implementation of the Strategic Plan 2023-2025.

8.2 Strategic Plan 2026-2028 - Discussion and possible action on the final draft of the Strategic Plan 2026-2028.

8.3 Capital Campaign - Discussion and possible action on the progress of the capital campaign including how gifts are handled in the new Capital Campaign Fund at the Waukesha County Community Foundation (WCCF).

## **9. Referral Items**

## **10. Confirm Next Meeting Date**

The next regular Library Board meeting is scheduled for Thursday, February 12, 2026, at 6:00pm.

## **11. Adjournment**

It is possible that a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Municipal Clerk's Office, (262) 363-6420.

Village of Mukwonago  
**DRAFT MINUTES OF THE LIBRARY BOARD MEETING**  
**Thursday, December 11, 2025**

Time: **6:00 pm**

Place: **Mukwonago Community Library, 511 Division St., Mukwonago, WI 53149  
and via Zoom**

**Call to Order**

The President H. Pringle called the meeting to order at 6:04 p.m. located in the Mukwonago Community Library Community Room, 511 Division St., Mukwonago, WI 53149.

**Roll Call and Introduction of Guests**

Board Members Present

M. Oberwise-Lacock  
E. Pautz (left at 7:01pm)  
S. Perkins  
H. Pringle  
K. Sperstad  
C. Stienstra  
D. Whalen

Excused

E. Brill  
A. Cooper  
L. Spielman  
J. Werner

Also Present

A. Armour, Library Director  
via Zoom: K. Rose and A. Hopkins, Library Strategies

**Approval of Minutes**

M. Oberwise-Lacock/S. Perkins motioned to approve the minutes from the Board of Trustees meeting on November 13, 2025. Unanimously carried.

**Comments from the Public**

None.

**Audit and Approval of Monthly Expenditures**

D. Whalen/M. Oberwise-Lacock motioned to approve the monthly expenditures. Unanimously carried.

**Committee Reports** *Committee chairperson will report on any recent committee activity. There will be no discussion or action on anything reported out.*

Village Board Representative Report - E. Brill was excused from this meeting.

Friends of the Library Report - Director Armour shared the update on behalf of M. Isley, Acting President of the Friends. The cookie sale was a great success with sales and donations totaling \$4,927.54. Some additional fundraising opportunities are in the future to include the Native Plant Sale potentially in February as well as Pi Days 3/13 and 3/14. The Friends would also like to extend well wishes for a happy holiday season as well as a thank you for the continued support to the Library Board.

Building & Grounds Committee - last met November 17, 2025- items related to that meeting are on the agenda. The committee next meets Thursday, February 19, 2026 at 6:00pm

Finance Committee - next meets Tuesday, July 21, 2026 at 6:00pm

Grutzmacher Collection Committee - last met November 20, 2025 - The draft meeting minutes are included. Additional information was shared regarding the preliminary planning and coordinating with D. Benden of Driftless Pathways. It is the Committee's hope to reconnect in spring of 2026 (either in person or via Zoom) to analyze the proposed space and have D. Benden visualize the additional Collection housed at MCL. The committee next meets Thursday, April 16, 2026 at 6:00pm

Personnel Committee - next meets Thursday January 15, 2026 at 6pm - At that meeting the committee will be reviewing the Director's progress on goals.

Policy Committee - next meets Tuesday March 17, 2026 at 6:00pm

Ad Hoc Capital Campaign Committee - last met December 10, 2025 - Items related to that meeting are on the agenda. The Committee had a very productive meeting. Topics at the meeting included the case study review, the gift chart, naming opportunities, donor giving cycle, roles and responsibilities, solicitation training, and donor identification and evaluation. The next meeting will take place in early January prior to the launching of the campaign and subsequent meetings will be monthly.

**Library Director Report** - *The Library Director Report is for information only.*

Director Armour shared additional information about the Act 150 Library Planning Committee to which she has been appointed. All counties by state statute have to have a library plan in place for serving True Non-Resident patrons including a formula and equity of distribution. Further information will be coming in the next year as the Committee sends the plan to all Waukesha county libraries to approve the Minimums to Exempt standards before sending to the County Board of Supervisors.

## **Discussion/Action Items**

Library Board Capital Campaign Preparation

Karen Rose of Library Strategies will Zoom in to train the Board on their role in the upcoming capital campaign.

K. Rose and A. Hopkins revisited where MCL is with the capital campaign and explained what the Ad Hoc Capital Campaign Committee will be working towards during the next month as well as what the Board's role is during the campaign.

### Capital Campaign Naming Rights Considerations

Discussion and possible action on approving naming rights and accompanying gift levels for the upcoming capital campaign.

Director Armour noted that this was initially discussed at the Building and Grounds Committee meeting, then the Committee's questions were brought to Library Strategies and fine-tuned with input from Trustee Pautz and Director Armour, and finally at the Capital Campaign Committee's meeting yesterday it was again examined. Board discussion centered around how these numbers were chosen and a possible revision to the top gift.

K. Sperstad/S. Perkins motioned to approve the naming rights and accompanying gift levels for the upcoming capital campaign, but to include the discussed adjustment of moving the MetaSpace 511 naming right to a \$225,000 donation. Unanimously carried.

### Strategic Plan 2023-2025 Updates

Discussion and possible action on updates on the implementation of the Strategic Plan 2023-2025

Nothing new to note regarding the document provided in the packet.

### Strategic Plan 2026-2028

Discussion and possible action on the draft of the Strategic Plan 2026-2028.

H. Pringle noted that this plan will be further adapted by staff if approved by the Board this evening. Discussion continued with how the information from the Staff SWOT was incorporated and if staff had been involved in the creation of this document. It was noted that both Associate Directors as well as Business Manager C. Kim were involved and the input from the staff SWOT was included in the Strategic Plan 2026-2028. Director Armour also highlighted that the potential renovation during this timeframe has played a significant role in the number of objectives and types of initiatives chosen.

D. Whalen/C. Stienstra motioned to approve the Strategic Plan 2026-2028. Unanimously carried.

### HVAC Contracts

Discussion and possible action on the Building & Grounds Committee's recommendation to approve the Illingworth-Kilgust/Emcor mechanical and controls maintenance contracts for 2026.

H. Pringle noted that this is a recommendation from the Building and Grounds Committee and would renew the existing contract.

C. Stienstra/K. Sperstad motioned to approve Illingworth-Kilgust/Emcor mechanical and controls maintenance contracts for 2026. Unanimously carried.

### Fire Safety System Contract

Discussion and possible action on the Building & Grounds Committee's recommendation to approve the USA Fire Protection inspection and monitoring contract for 2026-2027.

H. Pringle noted that this is also coming from the Building and Grounds Committee. This is a known vendor and the pricing is competitive.

K. Spearstad/C. Stienstra motioned to approve the USA Fire Protection inspection and monitoring contract for 2026-2027. Unanimously carried.

### Hours and Closures for 2026

Discussion and possible action on approving hours and closure dates for 2026.

Director Armour noted that one Staff Development Day was moved a week to ensure the Library is open during the scheduled days off for MASD. Also as noted, the teen advisory board was consulted regarding the summer hours change and if it would affect studying for finals.

S. Perkins/M. Oberwise-Lacock motioned to approve hours and closure dates for 2026. Unanimously carried.

### Resolution 2025-07

Discussion and possible action on approving Resolution 2025-07 2026 Wage Ranges.

Director Armour noted that the wage range minimums and maximums are adjusted by the COLA each year to ensure wages keep up with inflation, and this year that adjustment was 3%.

D. Whalen/K. Sperstad motioned to approve Resolution 2025-07 2026 Wage Ranges. Unanimously carried.

### Resolution 2025-08

Discussion and possible action on approving Resolution 2025-08 Funding Transfer For Library Strategies Capital Campaign Development.

M. Oberwise-Lacock/S. Perkins motioned to approve 2025-08 Funding Transfer For Library Strategies Capital Campaign Development. Unanimously carried.

### Resolution 2025-09

Discussion and possible action on approving Resolution 2025-09 Funding Transfer For Engberg Anderson Design Services.

K. Sperstad/ M. Oberwise-Lacock motioned to approve Resolution 2025-09 Funding Transfer For Engberg Anderson Design Services. Unanimously carried.

### Resolution 2025-10

Discussion and possible action on approving Resolution 2025-10 Funding Transfer For Bernstein And Associates.

H. Pringle/C. Stienstra motioned to approve Resolution 2025-10 Funding Transfer For Bernstein And Associates. Unanimously carried.

**Referral Items**

Further information to be presented at the January 8, 2026, meeting regarding how the Library Board will be able to give to the capital campaign.

**Confirm Next Meeting Date**

Regular Library Board on January 8, 2026 at 6pm

**Adjournment**

D. Whalen/K. Sperstad motioned to adjourn the meeting. Unanimously carried. Meeting was adjourned at 7:03pm.

Minutes prepared by Secretary Pautz and Director Armour

# Mukwonago Community Library Executive Summary 2025

End of 2025 As of 1/8/26

Account	Budget	Amount Used	Account Balance	% of Budget Used
5110 - Salaries & Wages	737,688.00	713,739.02	23,948.98	96.8%
5112 - Social Security	55,244.00	54,681.19	562.81	99.0%
5152 - Retirement	39,735.00	38,373.65	1,361.35	96.6%
5152-10 Deferred Comp. ICMA	10,812.00	11,060.79	(248.79)	102.3%
5154 - Health	61,089.00	55,773.00	5,316.00	91.3%
5158- OPEB Payout	-	0.00	0.00	
5159 - Other Fringe Benefits	3,500.00	3,441.37	58.63	98.3%
5219 - Professional Services	4,500.00	8,556.35	(4,056.35)	190.1%
5220 - Contractual Services	32,500.00	32,660.66	(160.66)	100.5%
5221 - Water & Sewer	3,000.00	3,163.73	(163.73)	105.5%
5222 - Electric	34,500.00	33,529.08	970.92	97.2%
5224 - Gas	12,500.00	2,992.67	9,507.33	23.9%
5225 - Telephone	10,700.00	7,918.42	2,781.58	74.0%
5226 - Insurance	10,000.00	16,880.92	(6,880.92)	168.8%
5310 - Outside Services	17,500.00	16,125.82	1,374.18	92.1%
5311 - Operational Supplies	11,500.00	11,836.27	(336.27)	102.9%
5312 - Printing	1,600.00	1,719.61	(119.61)	107.5%
5314 - MetaSpace 511 Equip & Fixtures	2,000.00	2,347.59	(347.59)	117.4%
5315 - Postage	1,200.00	1,073.03	126.97	89.4%
5316 - Collection Maintenance & Repair	6,500.00	6,369.25	130.75	98.0%
5317 - MetaSpace Maintenance	7,000.00	6,684.00	316.00	95.5%
5318 - Thingery Maintenance	2,500.00	3,078.58	(578.58)	123.1%
5326 - Periodicals	1,000.00	733.17	266.83	73.3%
5327 - Newspapers	2,000.00	1,884.52	115.48	94.2%
5328 - Books	80,000.00	80,677.07	(677.07)	100.8%
5329 - AV Materials	7,000.00	6,854.19	145.81	97.9%
5330- Thingery Collection	3,500.00	3,454.60	45.40	98.7%
5331 - Programming	11,000.00	12,762.93	(1,762.93)	116.0%
5332 - Mileage	500.00	239.35	260.65	47.9%
5333 - Outreach	3,000.00	7,114.79	(4,114.79)	237.2%
5335 - Training & Travel	7,000.00	6,671.08	328.92	95.3%
5340 - Electronic Tools & Services	10,500.00	12,108.66	(1,608.66)	115.3%
5341 - Cafe	26,951.00	26,951.00	0.00	100.0%
5343 - Data Lines	1,200.00	1,200.00	0.00	100.0%
5344 - Shared County Databases	1,275.00	1,275.00	0.00	100.0%
5349 - Digital Collections	19,441.00	16,151.44	3,289.56	83.1%
5395 - Repairs & Maintenance	13,000.00	24,289.60	(11,289.60)	186.8%
5399 - Other	500.00	491.85	8.15	98.4%
5810 - Furniture & Fixtures	2,000.00	1,706.68	293.32	85.3%
581100 - Equipment<\$5,000	9,659.00	6,186.81	3,472.19	64.1%
511105 - Equipment >\$5,000	-	0.00	0.00	
<b>TOTAL Budget Accounts</b>	<b>1,265,094.00</b>	<b>1,242,757.74</b>	<b>22,336.26</b>	<b>98.2%</b>
<i>Donation Accounts</i>				

Balance from 2024(verified)	24,412.34		
4890 - Donations Revenue 2025			138,495.46
5806 - Donation Expenditures 2025			(166,512.81)
<b>TOTAL Donation Accounts</b>	<b>(3,605.01)</b>		<b>(28,017.35)</b>
OVERALL TOTAL	Awaiting WCCF checks		<b>(5,681.09)</b>

**Mukwonago Community Library**

**REVENUE 2025**

<b>Department Name</b>	<b>2025 Budget</b>	<b>12/31/2025</b>	
Property tax	585,180	585,180	100%
Inter Gov Revenue	644,914	644,964	100%
Copies & Faxes	5,500	8,201	149%
Material Replacement	1,000	2,592	259%
Book Sale Revenue	3,500	5,672	162%
Fines	13,000	14,338	110%
Misc. Revenue	0	1,987	
Interest Revenue	12,000	19,169	160%
Total Revenue	<b>1,265,094</b>	<b>1,282,103</b>	<b>101.3%</b>
Over/Short		<b>17,009</b>	

**MUKWONAGO COMMUNITY LIBRARY**  
**ACCOUNT #440-5511 LIBRARY**  
**1/8/2026 2025 Expenses**

<b>Account</b>	<b>Vendor</b>	<b>Description</b>	<b>Amount</b>
5220 Contracted Services	Impact	9/10/25-12/9/25 copies	306.86
5221 Water-Sewer	Village Of Mukwonago	9/3/25-12/31/2025	788.09
5222 Electric	WE Energies	11/20/25-12/20/25	2536.72
5224 Gas	We Energies	11/20/25-12/20/25	1475.03
5225 Telephone	Spectrum Business/ Charter	11/28/25-12/27/25	152.05
5225 Telephone	Vonnage- Village Charge	12/11/25-1/10/26	423.30
5310 Outside Services	AlSCO	Mats & dusters	119.50
5310 Outside Services	America In-Home Premium Aquatics	December Fish tank Maintenanc	114.99
5310 Outside Services	Credit Card Monthly Service Fee	Elavon December	73.24
5310 Outside Services	Credit Card Processing Fees	12/5/25-12/12/25	4.09
5310 Outside Services	Credit Card Processing Fees	Seedlive 12/12/25-12/19/25	4.52
5310 Outside Services	Credit Card Monthly Service Fee	Seedlive 12/18/25-1/2/26	9.95
5310 Outside Services	Credit Card Processing Fees	Seedlive 12/18/25-1/2/26	3.00
5310 Outside Services	Klassy Kleaners	Weekend Cleaning/December	960.00
5310 Outside Services	Unique Management Services	Placements	78.80
5311 Operational Supplies	Amazon Business	General supplies	72.45
5311 Operational Supplies	Complete Office	Copy paper	110.98
5311 Operational Supplies	Home Depot- Village Charge	Hardware	137.20
5311 Operational Supplies	OfficePro- Village Charge	Copy paper/	8.89
5312 Printing	Gordon Fleisch- Village Charge	Lease 12/20/25-1/19/26	18.48
5312 Printing	Gordon Fleisch- Village Charge	Copies 10/15/25-11/19/25	24.88
5312 Printing	James Imaging- Village Charge	Lease 11/15/25-12/14/25	44.54
5312 Printing	Postage Used	November	21.46
5315 Postage	USPS- Village Credit Card	Stamps	78.00
5316 Collection Maintenance &	Amazon Business	Processing supplies	204.78
5316 Collection Maintenance &	Demco	processing supplies	171.20
5318 Thingery Maintenance	Disney + -Village Credit Card	December Bundle	21.08
5328-5700 Books	Amazon Business	Books	236.20
5328-5700 Books	Amazon Business	Books	123.69
5328-5700 Books	Amazon Business	Books	66.10
5328-5700 Books	Ingram	Books	207.01
5328-5700 Books	Ingram	Books	145.34
5328-5700 Books	Ingram	Books	132.41
5328-5700 Books	Ingram	Books	657.32
5328-5700 Books	Ingram	Books	38.40
5328-5700 Books	Ingram	books	621.41
5328-5700 Books	Ingram	books	589.97
5328-5700 Books	Ingram	Freight adjustment	-6.00
5328-5700 Books	Thrift Books- Village Credit Card	Tax refund	-0.47
5328-5700 Books	Thrift Books- Village Credit Card	Tax refund	-0.26
5328-5700 Books	Thrift Books- Village Credit Card	Tax refund	-0.77
5329-5700 AV Material	Midwest Tape	DVD	56.98
5329-5700 AV Material	Midwest Tape	DVD	48.43
5331 Programming	Amazon Business	YS Program supplies	72.60
5331 Programming	Amazon Business	YS Program supplies	74.41
5333 Outreach	Bitly- Village Credit Card	QR code for mailer	120.00

5333 Outreach	Burton & Mayer Inc- Village Credit Card	Mailing	2276.05
5333 Outreach	Burton & Mayer Inc.	Mailing	1867.90
5335 Training & Travel	Cousins- Village Credit Card	Capital Campaign Committee	99.74
5335 Training & Travel	Metro Market- Village Credit Card	Capital Campaign Committee	43.14
5340 Electronic Tools & Service	UKG- Village Charge	November Payroll Processing	393.57
5340 Electronic Tools & Service	Velocity	End Point Security 10/1/25-12/31/25	36.00
5343 Data Lines	State Of Wisconsin/ Dept Of Admin	TEACH service 7/1/25-12/31/25	600.00
5395 Repairs & Maintenance	Carlson Racine Roofing	Roof leak investigate	1675.00
5395 Repairs & Maintenance	O'Leary Plumbing	Replace 4 Point of Use heaters	5361.00
5395 Repairs & Maintenance	Roman Electric	Replace 7 drivers	1647.88
581100 Equipment > \$5,000	Amazon Business	Computers	2905.00

**TOTAL REGULAR ACCOUNTS**

**28,052.13**

5806 Donation Expense Design Betty Brinn - Village Credit Card	Explore Pass/ PD by Friends	500.00
5806 Donation Expense Design Bernstein & Associates	NAGPRA Consult	200.00

**Total Donation Expenses 700.00**

<b>Director</b>	<b>Treasurer</b>	To Be Reimbursed	700.00
		Regular Donation Expenses	-

**Secretary** **Total Expenses 28,752.13**

# Mukwonago Community Library Executive Summary 2026

As of 1/8/2026

Account	Budget	Amount Used	Account Balance	% of Budget Used
5110 - Salaries & Wages	785,456.00	0.00	785,456.00	0.0%
5112 - Social Security	60,990.00	0.00	60,990.00	0.0%
5152 - Retirement	41,274.00	0.00	41,274.00	0.0%
5152-10 Deferred Comp. ICMA	10,616.00	1,750.00	8,866.00	16.5%
5154 - Health	39,599.00	5,025.05	34,573.95	12.7%
5158- OPEB Payout	-	0.00		
5159 - Other Fringe Benefits	3,127.00	750.00	2,377.00	24.0%
5219 - Professional Services	5,000.00	0.00	5,000.00	0.0%
5220 - Contractual Services	35,500.00	460.74	35,039.26	1.3%
5221 - Water & Sewer	3,100.00	0.00	3,100.00	0.0%
5222 - Electric	35,000.00	0.00	35,000.00	0.0%
5224 - Gas	12,500.00	0.00	12,500.00	0.0%
5225 - Telephone	6,850.00	0.00	6,850.00	0.0%
5226 - Insurance	17,000.00	0.00	17,000.00	0.0%
5310 - Outside Services	17,500.00	0.00	17,500.00	0.0%
5311 - Operational Supplies	12,000.00	0.00	12,000.00	0.0%
5312 - Printing	2,000.00	0.00	2,000.00	0.0%
5314 - MetaSpace 511 Equip & Fixtures	2,000.00	0.00	2,000.00	0.0%
5315 - Postage	1,200.00	0.00	1,200.00	0.0%
5316 - Collection Maintenance & Repair	7,500.00	0.00	7,500.00	0.0%
5317 - MetaSpace Maintenance	9,000.00	0.00	9,000.00	0.0%
5318 - Thingery Maintenance	6,000.00	24.99	5,975.01	0.4%
5326 - Periodicals	1,000.00	0.00	1,000.00	0.0%
5327 - Newspapers	2,000.00	0.00	2,000.00	0.0%
5328 - Books	85,000.00	0.00	85,000.00	0.0%
5329 - AV Materials	9,000.00	0.00	9,000.00	0.0%
5330- Thingery Collection	6,000.00	0.00	6,000.00	0.0%
5331 - Programming	15,000.00	0.00	15,000.00	0.0%
5332 - Mileage	1,000.00	0.00	1,000.00	0.0%
5333 - Outreach	6,000.00	0.00	6,000.00	0.0%
5335 - Training & Travel	8,000.00	0.00	8,000.00	0.0%
5340 - Electronic Tools & Services	16,000.00	826.20	15,173.80	5.2%
5341 - Cafe	26,830.00	0.00	26,830.00	0.0%
5343 - Data Lines	1,200.00	0.00	1,200.00	0.0%
5344 - Shared County Databases	1,282.00	0.00	1,282.00	0.0%
5349 - Digital Collections	9,502.00	0.00	9,502.00	0.0%
5395 - Repairs & Maintenance	15,000.00	0.00	15,000.00	0.0%
5399 - Other	500.00	0.00	500.00	0.0%
5810 - Furniture & Fixtures	2,500.00	0.00	2,500.00	0.0%
581100 - Equipment<\$5,000	5,000.00	0.00	5,000.00	0.0%
511105 - Equipment >\$5,000	-	0.00	0.00	
<b>TOTAL Budget Accounts</b>	<b>1,324,026.00</b>	<b>8,836.98</b>	<b>1,315,189.02</b>	<b>0.7%</b>

<i>Donation Accounts</i>	<i>Donation Revenue</i>	<i>Donation Expense</i>	<i>Balance</i>	
Designated WCCF			0.00	
Designated Other			0.00	
Donation General			0.00	
Donation SLP			0.00	
<b>TOTAL Donation Accounts</b>	-	<b>0.00</b>	<b>0.00</b>	

**Beginning balance will be verified once 2025 financials are closed out**

<b>Mukwonago Community Library</b>				
<b>REVENUE 2026</b>				
<b>Department Name</b>	<b>2026 Budget</b>	<b>January 2026</b>		
Property tax	602,180	0	0%	
Inter Gov Revenue	699,846	0	0%	
Copies & Faxes	5,500	-	0%	
Material Replacement	1,000	0	0%	
Book Sale Revenue	3,500	0	0%	
Fines	0	0		
Misc. Revenue	0	0		
Interest Revenue	12,000	0	0%	
<b>Total Revenue</b>	<b>1,324,026</b>	<b>0</b>	<b>0.0%</b>	

**MUKWONAGO COMMUNITY LIBRARY**  
**ACCOUNT #440-5511 LIBRARY**  
**January 8, 2026**

<b>Account</b>	<b>Vendor</b>	<b>Description</b>	<b>Amount</b>
5220 Contracted Services	Great America Financial	2/10/26-3/9/26	460.74
5318 Thingery Maintenance	Netflix- Village Credit Card	1/1/26-1/31/26 Streaming Service	24.99
5340 Electronic tools & Services	Sling- Village Credit Card	27 employees	826.20

**TOTAL REGULAR ACCOUNTS** **\$ 1,311.93**

<b>Donations</b>			
5890 Donation- SLP	Cattail Critters	Downpayment on summer program	395.00
<b>Total Donation Expenses</b>			<b>395.00</b>
<b>Director</b>	<b>Treasurer</b>	To Be Reimbursed	395.00
		Regular Donation Expenses	<b>0.00</b>
<b>Secretary</b>		<b>Total Expenses</b>	<b>\$ 1,706.93</b>

Village of Mukwonago  
**DRAFT MINUTES OF THE MUKWONAGO COMMUNITY LIBRARY  
BOARD'S AD HOC CAPITAL CAMPAIGN COMMITTEE**  
**Wednesday, December 10, 2025**

Time: **5:30 pm**

Place: **Mukwonago Community Library, 511 Division Street, Mukwonago, WI,  
53149**

**1. Call to Order**

Chairperson K. Johnson called the meeting to order at 5:30 pm.

**2. Roll Call and Introduction of Guests**

Committee Members Present

Kay Johnson, Chairperson  
Abby Armour, Library Director  
Jill Adler  
Katie Baker (left at 6:30 pm)  
Julie Felicilda  
Erin Klumb-Diedrich  
Patrick Diedrich  
Ashley Flatland  
Nikki Verheyden

Excused

Joanne Himebauch

Also Present

Eliza Pautz, Library Board Trustee  
Donna Whalen, Library Board Trustee  
Sue Perkins, Library Board Trustee  
Karen Rose, Library Strategies

**3. Discussion/Action Items**

Capital Campaign Training - Library Strategies will train the Committee on how to manage a capital campaign.

Karen Rose of Library Strategies led the group through several exercises related to launching this Committee. Topics included reviewing the architectural and fundraising work conducted thus far, reviewing the case statement, reviewing the gift chart and naming opportunities, training on the donor stewardship cycle, training on soliciting gifts, and identifying potential donors to add to the donor list started in the feasibility study.

**4. Referral Items – none**

**5. Confirm Next Meeting Date** – Director Armour will confer with Chairperson K. Johnson to select potential dates, then send a poll to the Committee members.

**6. Adjourn**

Chairperson K. Johnson adjourned the meeting at 8:55 pm.

Minutes submitted by Abby Armour

DRAFT

# THE DIRECTOR'S REPORT

JANUARY 2026 MUKWONAGO COMMUNITY LIBRARY

*reflections on December*

*from the desk of  
Abby Armour*

## NEWS YOU CAN USE

**Website Development** - Our weekly meetings with Library Market continued throughout December and proceeded on schedule. We wrapped up these sessions on December 17, and Library Market is now building the most complex pages while staff create content for the remaining pages. Library Market will provide website building training during Staff Development Day on January 16, and we remain on track for our mid-February launch.

**Capital Campaign** - We made significant progress on the administrative framework this month, including building a donor CRM on Monday.com to track donors and donations while developing sustainable stewardship workflows. President Pringle and I met with Melissa and Ben at WCCF to learn the specifics of the new Capital Campaign Fund for sharing with the Board and Committee. We're excited to begin donor conversations in the new year!

**Midnight Magic Parade** - We participated in the Midnight Magic Parade as a dignitary invited by the Chamber of Commerce. Lynch provided cars and drivers, and I rode in the car distributing candy while Associate Director Pride walked alongside handing out stickers and bookmarks promoting our fine-free policy. This was a wonderful opportunity to share information about our new fine-free policy directly with hundreds of residents.

## ADVOCACY

Advocating for the library means seizing opportunities to showcase our value to the community. In December, we became the first library in the Bridges Library System to participate in a new **Fox 6 live desk segment**, where I shared how the library can support New Year's resolutions through reduced screen time, financial savings, and hobby resources. Thanks to the Bridges' Public Communications Coordinator for bringing this opportunity to us and to Associate Director Pride for assisting with preparations.

This live, podcast-style format required quick thinking and unscripted responses.



Additionally, the library was selected for the **Village's first promotional video** alongside community icons like The Elegant Farmer and Red Brick Museum—a tremendous honor reflecting how highly the Village values our Library. See if you can spot Library staff and Friends in the video!

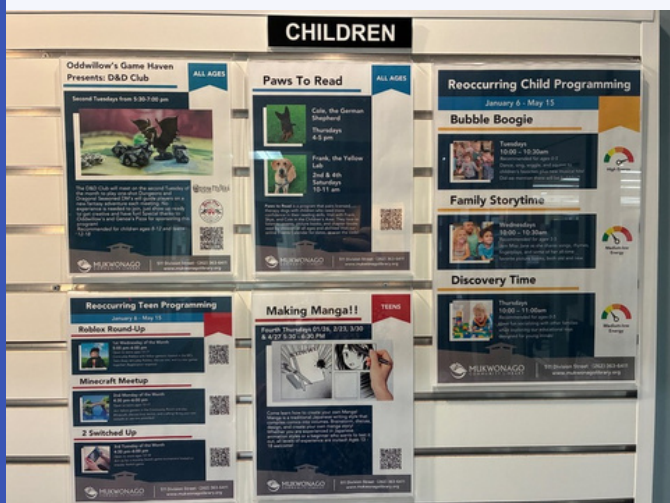
Scan the QR code to view the 90-second video



## CIRCULATION & CUSTOMER EXPERIENCE TEAM

Effective marketing ensures our community knows about and can access the valuable resources and services we provide. This is how we advanced our efforts in December:

**Poster Templates** - We developed new templates for our recurring programs that improve the customer experience through consistency and accessibility. These templates place key information like date and time in the same location for every program while meeting ADA accessibility standards by eliminating decorative fonts and ensuring text isn't overlaid on images.



It's easier to find an interesting program when perusing our slatwall.

**Strategic Direct Mail Campaign** - Working with Marketing Outreach Specialist Emma Pnitzner, we partnered with Burton and Mayer to deploy a holiday mailer to approximately 8,500 Village households. The mailer included QR codes to track effectiveness, a physical map addressing location awareness, and a book sale coupon creating a low-stakes entry point. We have already seen a few returned!

## COLLECTIONS & PROGRAMS TEAM

**Cataloging Standards for 2026** - Our team developed a comprehensive cataloging standards spreadsheet implemented at the start of 2026. Thanks to Kelly from the Bridges Library System, who shared Pewaukee Library's standards, Associate Director Emily completed this priority project for 2025. The work involved auditing our collections and addressing inconsistencies in call numbers and shelving practices to create a more user-centered collection, resulting in improved patron access and navigation.

**End of Year Book Budget Spending** - The collections team worked intensively throughout November to fully expend our book budget despite significant complications from Baker & Taylor's dissolution, which caused widespread industry delays. Though we had transitioned to Ingram in May 2025, the sudden influx of libraries switching suppliers created processing delays. Through daily communication and persistent follow-up, we successfully met our budget goals without overwhelming our materials handlers.

**New Language Learning Kits** - We expanded our Thingery Jr collection with two new language learning kits from Penworthy supporting sign language and Spanish acquisition for patrons of all ages. These kits complement the children's language learning tablets we introduced earlier last year, furthering our commitment to diverse educational resources.



### THE DIRECTOR'S REPORT

Mukwonago Community Library  
Jan. 2026 - Reflections on Dec.

## BY THE NUMBERS: DECEMBER 2025

# 288,189

Total 2025  
physical + digital circulation  
-4% compared to 2024



# 17,736

physical item circulation  
in December  
+7% compared to 2024

# 3,725

digital item circulation  
in December  
+8% compared to 2024



# 1,419

items circulated through the  
smartlockers in December  
+16.3% compared to 2024

# 270

community members  
used our rooms  
in December  
+38% compared to 2024



# 627

new items added  
in December  
+50% compared to 2024

# 113,040

Total 2025  
visits to the Library  
-.2% compared to 2024

# 96

new library cards  
in December  
+33% compared to 2024



# 870

people attended  
programs in December  
+6% compared to 2024

## WISCONSIN LIBRARY ASSOCIATION

The Wisconsin Library Association serves as the unified voice for libraries across Wisconsin, and their advocacy work directly impacts our ability to serve our community. WLA coordinates strategic efforts that translate into tangible results for libraries and library systems statewide.

Their recent postcard campaign supporting the Institute of Museum and Library Services (IMLS) mobilized library supporters across the state to communicate with federal legislators about the critical importance of federal library funding. At the state level, WLA's annual Library Legislative Day brings librarians and library supporters together with legislators to build meaningful relationships and share the real-world impact of library services. This coordinated, sustained advocacy has moved the needle significantly—library system funding has increased in each budgetary cycle, leading to strong library systems like Bridges who in turn support libraries like ours.

These aren't abstract political efforts; they're strategic initiatives that secure the resources we need to maintain collections, services, and programs. WLA's advocacy work ensures libraries remain prioritized in state and federal budgets, protecting the services our community depends on.

**Want to get involved?  
Join Abby in Madison  
at the next Library  
Legislative Day on  
February 10!**

**Scan to learn more**



### THE DIRECTOR'S REPORT

Mukwonago Community Library  
Jan. 2026 - Reflections on Dec.



**ABBY ARMOUR  
LIBRARY DIRECTOR**

aarmour@mukwonagolibrgr.org  
(262) 363-6411 ext. 4100

## Strategic Plan 2023-2025 Operational Priorities and Implementation Updates

Prepared by: Abby Armour

Updated for Library Board January 8, 2026

**Purpose:** This document takes the individual goals of the Strategic Plan and ranks them hierarchically based on importance and timeliness. Updates are provided to show progress on each goal.

**Order of Operations Numbering Hierarchy:**

0 - this must be in place before we can even think about anything else

1 - this is foundational to completing other goals

2 - this uses foundational work from "1" hierarchy to address a goal

3 - this uses information and/or findings from "1" and "2" hierarchy to complete a goal

Strategic Priority	Strategic Goal	Strategy	Strategy Owner	Time Frame	Order of Operations
EMBRACE COMMUNITY	We employ friendly, knowledgeable staff who are always available to help users with the wide variety of requests and needs found in a modern public library.	Conduct staff time study to determine gaps in needs and efficient use of skills and talent	Library Board and Director Armour	2023	0
		This goal has been met as of January 2024.			
EMBRACE COMMUNITY	We provide a variety of age-appropriate and accessible spaces that enable both independent and collaborative activities.	Revisit the space needs plan considering post-pandemic needs such as more study rooms	Library Board and Director Armour	2023	0
		→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal • December 2024 Engberg Anderson presented final design development report for Phase 1 • January - May 2025 - fundraising feasibility study conducted by Library Strategies who delivered final recommendations May 1 • May 2025 Library Board re-engages Engberg Anderson to conduct design development on Phase 2 and 3 of renovation plans with goal of obtaining firmer cost estimates and to compress the timeline in order to conduct a single bid for the entire project • May 2025 Library Board instructs Director Armour to conduct research on moving forward with capital campaign planning; several volunteer Trustees and Director Armour participated in three meetings and shared findings with Board • Summer 2025 conducted design development with Engberg Anderson architects with final presentation of total project costs at September Library Board meeting • Summer 2025 Library Board engages Library Strategies to guide capital campaign planning and committee building begins • September 2025 Engberg Anderson present final design development plan, Village Board commits to funding for 2027, Director Armour begins state grant application • October 2025 Village Board passes resolution to commit \$2.5 million in 2027, submitted grant proposal to Wisconsin Local Project program, and built capital campaign committee • November 2025 Library Board creates Ad Hoc Capital Campaign Committee chaired by Kay Johnson; first meeting held on December 10, 2025			

	<p>We employ friendly, knowledgeable staff who are always available to help users with the wide variety of requests and needs found in a modern public library.</p>	<p>Examine staffing levels to determine what is needed to meet the demands of providing timely circulation, help at the Information Desk, and help at the Youth Services Desk</p>	<p>Library Board and Director Armour</p>	<p>2023</p>	<p>0</p>
		<p>→ See 2023 Updates for prior work on this goal  → See 2024 Updates for prior work on this goal</p> <ul style="list-style-type: none"> <li>• April 2025 hired two (instead of one) new Library Associates to fill outgoing position; will have more staff trained on the complexities of the Info Desk and allow us to remove Associate Directors from closing shift and concentraing their time during the busiest times</li> <li>• August 2025 hired new Adult Services Librarian and explicitly selected candidate with strong refernce desk background and ability to develop and implement procedures</li> </ul>			
<p>CULTIVATE CONNECTIONS</p>	<p>We collaborate and partner with a wide variety of community organizations, businesses, schools, and governmental entities to further weave the library's presence in the community.</p>	<p>Examine staffing levels needed to build and sustain this level of integration into the community</p>	<p>Library Board and Director Armour</p>	<p>Continuous</p>	<p>1</p>
		<p>→ See 2023 Updates for prior work on this goal  → See 2024 Updates for prior work on this goal</p> <ul style="list-style-type: none"> <li>• February 2025 Director Armour visited Nature's Classroom Montessori School to learn how each organization can support each other; Co-Directress Deepa Shreekumar shared that the outreach was deeply meaningful as the Library has never visited before and offered many ideas of how we could collaborate</li> <li>• April 2025 partnered with Waukesha State Bank for second year in a row for their Pay It Forward initiative during National Library Week</li> <li>• Summer 2025 scheduled staff to be available for outreach at Farmer's Markets, Village 120th Anniversary, and National Night Out including offering extra shifts to PSAs and Pages</li> <li>• October 2025 offered extra shifts to PSAs and Pages to represent the Library at the Jack-O-Lantern Jaunt</li> </ul>			

<p>CULTIVATE CONNECTIONS</p>	<p>We collaborate and partner with a wide variety of community organizations, businesses, schools, and governmental entities to further weave the library's presence in the community.</p>	<p>Work with stakeholders on ensuring the Grutzmacher Collection is properly cared for, is compliant with NAGPRA, and readily available to the community</p>	<p>Adult Services Team, Library Board, and Director Armour</p>	<p>Continuous</p>	<p>1</p>
<p>→ See 2023 Updates for prior work on this goal  → See 2024 Updates for prior work on this goal</p> <ul style="list-style-type: none"> <li>• NAGPRA compliance in 2024: transferred physical custody of 1 repatriation (Wilton Rancheria), granted second repatriation request (Shingle Springs Band of Miwok Indians), received third request for repatriation (Delaware Nation), and participated in 3 consultations</li> <li>• December 2024 received Request for Repatriation from Delaware Nation and Library Board is currently considering Request</li> <li>• March 2025 Library Board approves request for repatriation from Delaware Nation; Director Armour and Bernstein &amp; Associates are working on proper noticing and administration</li> <li>• May 2025 Notice of Intended Repatriation is posted to the Federal Register; concludes with no contesting request and Belongings are repatriated to Delaware Nation</li> <li>• June 2025 repatriated Belongings are physically returned to Delaware Nation via the mail</li> <li>• June 2025 two retractable banners displaying information about the Grutzmacher Collection are developed, with copy written by Director Armour and design created by Marketing &amp; Outreach Specialist Emma Plitzner; first displayed at Village 120th Anniversary celebration on July 3</li> <li>• June 2025 Inventory for Bennett Mound and/or Sand Cove Belongings submitted to National NAGPRA for notice publication</li> <li>• Summer 2025 began working with the MHMS to design signage for the RBM for visitors to learn more about the Collection and NAGPRA more broadly</li> <li>• September 2025 Engberg Anderson present final design development plan which includes dedicated Grutzmacher Collection display area</li> <li>• October 2025 Village Board passes resolution to commit \$2.5 million in 2027, submitted grant proposal to Wisconsin Local Project program, and built capital campaign committee</li> <li>• November 2025 Grutzmacher Collection Committee meets with Danielle Benden of Driftless Pathways to start planning a permanent display to be built during the renovation</li> </ul>					
<p>CULTIVATE CONNECTIONS</p>	<p>We provide user-friendly and appealing ways to learn about the Library.</p>	<p>Examine current website and determine if it meets the needs of users seeking information about the Library</p>	<p>Library Board and Director Armour</p>	<p>2023</p>	<p>1</p>
<p>→ See 2023 Updates for prior work on this goal  → See 2024 Updates for prior work on this goal</p> <ul style="list-style-type: none"> <li>• May 2025 ended expensive Wowbrary membership and began integrating content from platforms we already own or use including LibraryCalendar rolling out the ability to embed content into our website and exploring using LibraryAware for recommended reads</li> <li>• July 2025 Library Board acknowledges need to move forward with website development and requests LibraryMarket provide further information at the August meeting</li> <li>• August 2025 Library Board hires LibraryMarket to build new website; Director Armour, Associate Director Pride, and Marketing &amp; Outreach Specialist Plitzner begin working with LibraryMarket team on first steps with rollout expected around February 2026</li> <li>• September - December 2025 website workgroup comprised of Director Armour, Associate Director Pride, and Marketing &amp; Outreach Specialist Plitzner work with LibraryMarket on website development; design is completed and LM is building their pages while staff are building the rest; on target for a mid-February launch</li> </ul>					

CULTIVATE CONNECTIONS	We provide user-friendly and appealing ways to learn about the Library.	Invest in marketing and outreach materials	Library Board and Director Armour	Continuous	1
		→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal <ul style="list-style-type: none"> <li>• Janaury 2025 conducted review of rack cards and brochures; working on updates and will purchase more soon.</li> <li>• Invested in banner for front of library sharing Director Armour's I Love My Librarian Award; receive daily compliments</li> <li>• February 2025 began posting yard signs advertising each month's major programs; installed on Library property with high-visibility (i.e. near exterior book drop, parking lot entrances) as well as installed at Village Hall</li> <li>• February - March 2025 Director Armour, Associate Director Pride, Circulation Specialist Fiehweg, and Marketing &amp; Outreach Specialist Plitzner worked together on rolling out LX Starter, developing new email notices for holds and overdues, becoming one of the first Bridges' libraries to adopt these more user-friendly notices; significant staff time was invested in the design of the notices, the public awareness campaign, and coordinating with Bridges on the technical deployment.</li> <li>• June 2025 collaborated with Village of Mukwonago Utilities department to have them hand out Library swag bags to water meter changeout customers, investing outreach dollars directly into Village resident awareness</li> <li>• October 2025 invested in fine free marketing materials including a banner, yard signs, t-shirts for staff, bookmarks, and stickers</li> <li>• December 2025 invested in a direct mailing campaign to notify all Village of Mukwonago residents of going fine free with QR codes and a free book from the book sale incentive as ways to track efficacy; first library in Bridges to try this</li> </ul>			
EMBRACE COMMUNITY	We employ friendly, knowledgeable staff who are always available to help users with the wide variety of requests and needs found in a modern public library.	Use data to analyze open hours and availability of staff to appropriately provide programs and services	Library Board and Director Armour	2023	1
		→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal			
EMBRACE COMMUNITY	We employ friendly, knowledgeable staff who are always available to help users with the wide variety of requests and needs found in a modern public library.	Provide, promote, and enable staff development opportunities that improve customer service and professional skills	Library Board and Director Armour	Continuous	1
		→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal <ul style="list-style-type: none"> <li>• April 2025 Marketing and Outreach Specialist Emma Plitzner attended the Wisconsin Association for Public Libraries (WAPL) conference to present alongside Emily Heller of Bridges regarding the implementation of the 360 online virtual tours</li> <li>• May 2025 Business Manager Cathryn Kim took class entitled "Emergency and Crisis Management: Prioritizing, Providing, and Preparedness for Libraries" then used what she learned to improve our internal emergency procedures</li> <li>• January through July 2025 Director Armour and Associate Director Ceithamer participate in the Village's Health Care Task Force to learn more about health care options available to the Village; will make a recommendation to the Village Board at the beginning of budgeting season</li> <li>• September 2025 two staff attend SEWI book covering workshop at Wauwatosa Public Library</li> </ul>			

EMBRACE COMMUNITY	We provide a variety of age-appropriate and accessible spaces that enable both independent and collaborative activities.	<p>Work with Village to ensure Library building needs help fulfill Village goals</p> <p>→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal</p> <ul style="list-style-type: none"> <li>December 2024 on recommendation from DPW Head, sought out quote for converting fire panel communication to cellular, reducing costs and improving functionality; Building &amp; Grounds Committee to consider proposal in February</li> <li>February 2025 Building &amp; Grounds Committee approves plan to install rain gardens in stormwater management ponds in collaboration with Village DPW and with educational support by Waukesha County Parks and Land Use Department; the solution would not only eliminate a hard-to-mow area but would help the Village in their stormwater management initiative</li> <li>February - April 2025: Village runs underground fiber optic cable to Library and into server closet with junction to school district's fiber; installation finished in April; school district, Village, and Library sign MOU regarding this shared resource</li> <li>May 2025 rain garden in north stormwater pond is installed with two programs open to the public and in collaboration with teh Waukesha County Parks and Land Use Department</li> <li>June 2025 locks are updated to align with needs of emergency personnel and DPW to access necessary areas when needed</li> <li>Summer 2025 conducted design development with Engberg Anderson architects with final presentation of total project costs at September Library Board meeting</li> <li>October 2025 Village Board passes resolution to commit \$2.5 million in 2027</li> </ul>	Library Board and Director Armour	Continuous	1
EMBRACE COMMUNITY	We eliminate barriers to access in order to provide engaging and accessible ways for users to find what they need.	<p>Provide, promote, and enable staff development opportunities that focus on serving underserved and marginalized populations</p> <p>→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal</p> <ul style="list-style-type: none"> <li>February 2025 Associate Director Ceithamer and Youth Services Librarian DeAngelis attend virtual training on offering Braille resources; use knowledge to craft grant proposal for the the competitive Bridges Innovation Grant</li> </ul>	Library Board and Director Armour	Continuous	1
EMBRACE COMMUNITY	We eliminate barriers to access in order to provide engaging and accessible ways for users to find what they need.	<p>Conduct study to determine which geographic areas and demographics do not currently use the Library</p> <p>→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal</p> <ul style="list-style-type: none"> <li>January 2025 launched online survey to gather information about usage</li> <li>January 2025 included questions on program sign-in sheet requesting zip code to determine who attends programs</li> <li>June 2025 reflected on data gathered in first half of year and updated the program sign-in sheet to gather missing data in order to better determine where users are learning about the library</li> </ul>	Community Engagement Team and Director Armour	2023	1
INSPIRE CREATIVITY	We focus on providing early literacy collections, services, and programs for our growing community.	<p>Assess the capacity of the Youth Services Department to meet the needs of young children, tweens, and teens</p> <p>→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal</p> <ul style="list-style-type: none"> <li>January 2025 Developed and implemented comprehensive program planning checklist - streamlines staff collaboration across development, execution, and evaluation phases while maintaining strategic alignment</li> <li>April 2025 hired two (instead of one) new Library Associate to fill outgoing position; will have more staff trained on core programs such as Bubble Boogie as well as provide more programs overall</li> <li>Summer 2025 offering increased tween and teen programming including weekly Teen Tuesdays</li> <li>October 2025 hired new Library Associate to specifically focus on youth services</li> </ul>	Library Board and Director Armour	2023	1

INSPIRE CREATIVITY	We focus on providing early literacy collections, services, and programs for our growing community.	Present regularly scheduled storytimes and programs built around early literacy concepts	Youth Services Team and Director Armour	Continuous	1
		→ See 2024 Updates for prior work on this goal • In 2024 we offered 352 separate programs for ages 0-17 with total attendance of 8,555; this is an improvement over 2023 when we offered 322 separate programs (10% increase) with total attendance of 8,793 (decrease of 2.7%) • in 2025 380 separate programs for ages 0-18 with total attendance of 8,866 (increase 3.6% over 2024)			
INSPIRE CREATIVITY	We focus on providing programs and services to meet the wide variety of interests and needs of older adults.	Assess the capacity of the Adult Services Department to meet the needs of adults, retirees, and older adults	Library Board and Director Armour	2023	1
		• January 2025 Developed and implemented comprehensive program planning checklist - streamlines staff collaboration across development, execution, and evaluation phases while maintaining strategic alignment • February 2025 began offering second, afternoon option for popular Zentangle program • April 2025 hired two (instead of one) new Library Associate to fill outgoing position; will provide more bandwidth to cross-train on adult programs and overall increase number of programs • June 2025 Adult Services Librarian submitted resignation; subsequent job search emphasized community engagement and Info Desk leadership • August 2025 hired new Adult Services Librarian with strong background in reference services and programming; immediately began training on Info Desk and assessing resource information center • October 2025 based on feedback and requests from the community, the Adults Services Librarian and Associate Director expanded offerings to adults with a second after-hours murder mystery, establishing a mahjong club, and providing a craft swap • November 2025 Adult Services Librarian conducted first visit to Azura Memory Care Facility, establishing a monthly schedule of visits where residents can borrow books			
INSPIRE CREATIVITY	We strive to build collections in all formats that reflect our community and satisfy their information, education, and entertainment needs.	Encourage staff to seek out professional development that shows them cutting-edge collection development techniques and fresh ideas for new collections	Leadership Team and Director Armour	Continuous	1
		→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal • January 2025 Director Armour and Associate Director Ceithamer attended the ALA LibLearnX Conference in Phoenix; attended sessions on indigenous librarianship and cataloging practices • February 2025 Associate Director Ceithamer and Youth Services Librarian DeAngelis attend virtual training on offering Braille resources; use knowledge to craft grant proposal for the the competitive Bridges Innovation Grant • April 2025 Associate Director Ceithamer selected for Bridge's committee to help hone and troubleshoot the new catalog discovery layer, Vega, before deployment in late summer • March - May 2025 Associate Director Ceithamer leads the Collection Developers in creating cataloging standards across all collections; included visits to other libraries to learn how they do cataloging, consultations with Bridges staff and Library Director, and several meetings; further work will be to collaborate with the new Materials Specialist to ensure streamlined label printing and processing as well the entire C&CE Team to ensure ease of finding things in the collection for tasks like the picklist • October 2025 Director Armour attends and speaks at annual WLA Conference			

INSPIRE CREATIVITY	We listen to our users and stakeholders on what they need and value in the Library.	Conduct frequent surveys in multiple formats to continuously gather data on user preferences, needs, and satisfaction	Community Engagement Team and Director Armour	Continuous	1
		→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal <ul style="list-style-type: none"> <li>January 2025 launched online survey to gather information about usage</li> <li>January 2025 included questions on program sign-in sheet requesting zip code to determine who attends programs</li> <li>May 2025 Associate Director Pride and his team conduct an online survey to close out a semester of the marketing plan and conduct a coffee chat with library visitors to gain more qualitative insight</li> </ul>			
CULTIVATE CONNECTIONS	We collaborate and partner with a wide variety of community organizations, businesses, schools, and governmental entities to further weave the library's presence in the community.	Provide, promote, and enable staff engagement at key community events	Library Board and Director Armour	Continuous	2
		→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal <ul style="list-style-type: none"> <li>February 2025 continued collaboration with Village Clerk's office to promote Library resources at elections</li> <li>May 2025 the Administrative Team creates summer outreach calendar and each selects two events to be in charge of, then works with their teams to ensure everyone gets a chance to do outreach; includes monthly Farmer's Markets and National Night Out</li> <li>October 2025 fourth year in a row hosting the craft area at the Jack-O-Lantern Jaunt</li> <li>December 2025 fifth annual Holiday Tree Lighting to kick off Chamber's Midnight Magic and fourth annual Sensory Friendly Tree Lighting in conjunction with Autism United</li> </ul>			
CULTIVATE CONNECTIONS	We provide user-friendly and appealing ways to learn about the Library.	Explore options to utilize entryway for better communication of Library and community events and resources	Leadership Team and Director Armour	2024	2
		This goal has been met as of May 2023.			
CULTIVATE CONNECTIONS	We provide user-friendly and appealing ways to learn about the Library.	Use data to determine the preferred communication platforms of our users and tailor our marketing accordingly	Community Engagement Team and Director Armour	2024	2
		→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal <ul style="list-style-type: none"> <li>January 2025 launched online survey to gather information about usage</li> <li>January 2025 included questions on program sign-in sheet about where users heard about the program</li> <li>January 2025 through May 2025 was first marketing plan; a community survey and coffee chat were used as a benchmark and updates to the plan are currently underway</li> </ul>			

<p>EMBRACE COMMUNITY</p>	<p>We provide a variety of age-appropriate and accessible spaces that enable both independent and collaborative activities.</p>	<p>Conduct noise evaluation and explore solutions</p> <p>→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal</p> <ul style="list-style-type: none"> <li>December 2024 Engberg Anderson presented final design development report for Phase 1</li> <li>January - May 2025 - fundraising feasibility study conducted by Library Strategies who delivered final recommendations May 1</li> <li>May 2025 Library Board re-engages Engberg Anderson to conduct design development on Phase 2 and 3 of renovation plans with goal of obtaining firmer cost estimates and to compress the timeline in order to conduct a single bid for the entire project</li> <li>May 2025 Library Board instructs Director Armour to conduct research on moving forward with capital campaign planning; several volunteer Trustees and Director Armour participated in three meetings and shared findings with Board</li> <li>Summer 2025 conducted design development with Engberg Anderson architects with final presentation of total project costs at September Library Board meeting</li> <li>Summer 2025 Library Board engages Library Strategies to guide capital campaign planning and committee building begins</li> <li>September 2025 Engberg Anderson present final design development plan</li> <li>October 2025 Village Board passes resolution to commit \$2.5 million in 2027, submitted grant proposal to Wisconsin Local Project program, and built capital campaign committee</li> <li>November 2025 Library Board creates Ad Hoc Capital Campaign Committee chaired by Kay Johnson; first meeting held on December 10, 2025</li> </ul>	<p>Library Board and Director Armour</p>	<p>2024</p>	<p>2</p>
<p>EMBRACE COMMUNITY</p>	<p>We provide a variety of age-appropriate and accessible spaces that enable both independent and collaborative activities.</p>	<p>Use data to determine needs for youth and teen areas</p> <p>→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal</p> <ul style="list-style-type: none"> <li>December 2024 Engberg Anderson presented final design development report for Phase 1</li> <li>January - May 2025 - fundraising feasibility study conducted by Library Strategies who delivered final recommendations May 1</li> <li>May 2025 Library Board re-engages Engberg Anderson to conduct design development on Phase 2 and 3 of renovation plans with goal of obtaining firmer cost estimates and to compress the timeline in order to conduct a single bid for the entire project</li> <li>May 2025 Library Board instructs Director Armour to conduct research on moving forward with capital campaign planning; several volunteer Trustees and Director Armour participated in three meetings and shared findings with Board</li> <li>Summer 2025 conducted design development with Engberg Anderson architects with final presentation of total project costs at September Library Board meeting</li> <li>Summer 2025 Library Board engages Library Strategies to guide capital campaign planning and committee building begins</li> <li>September 2025 Engberg Anderson present final design development plan</li> <li>October 2025 Village Board passes resolution to commit \$2.5 million in 2027, submitted grant proposal to Wisconsin Local Project program, and built capital campaign committee</li> <li>November 2025 Library Board creates Ad Hoc Capital Campaign Committee chaired by Kay Johnson; first meeting held on December 10, 2025</li> </ul>	<p>Library Board and Director Armour</p>	<p>2024</p>	<p>2</p>

EMBRACE COMMUNITY	We provide a variety of age-appropriate and accessible spaces that enable both independent and collaborative activities.	Examine the needs and location of the MetaSpace 511	Library Board and Director Armour	2024	2
		→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal <ul style="list-style-type: none"> <li>December 2024 Engberg Anderson presented final design development report for Phase 1</li> <li>February 2025 determined sink in MetaSpace is leaking and replaced with larger sink with convenient sprayer head</li> <li>January - May 2025 - fundraising feasibility study conducted by Library Strategies who delivered final recommendations May 1</li> <li>May 2025 Library Board re-engages Engberg Anderson to conduct design development on Phase 2 and 3 of renovation plans with goal of obtaining firmer cost estimates and to compress the timeline in order to conduct a single bid for the entire project; first design development meeting with the workgroup slated for June 10, 2025</li> <li>May 2025 Library Board instructs Director Armour to conduct research on moving forward with capital campaign planning; several volunteer Trustees and Director Armour participated in three meetings and shared findings with Board</li> <li>Summer 2025 conducted design development with Engberg Anderson architects with final presentation of total project costs at September Library Board meeting</li> <li>Summer 2025 Library Board engages Library Strategies to guide capital campaign planning and committee building begins</li> <li>September 2025 Engberg Anderson present final design development plan</li> <li>October 2025 Village Board passes resolution to commit \$2.5 million in 2027, submitted grant proposal to Wisconsin Local Project program, and built capital campaign committee</li> <li>November 2025 Library Board creates Ad Hoc Capital Campaign Committee chaired by Kay Johnson; first meeting held on December 10, 2025</li> </ul>			
EMBRACE COMMUNITY	We eliminate barriers to access in order to provide engaging and accessible ways for users to find what they need.	Explore the possibility of going fine free	Library Board and Director Armour	2024	2
		<ul style="list-style-type: none"> <li>February 2025 Policy Committee conducts preliminary discussion about fines and directs Director Armour to compile research for the next meeting in May</li> <li>May 2025 Policy Committee examines research conducted by Director Armour and makes recommendation to Library Board to consider going fine free in 2026</li> <li>June 2025 Library Board considers recommendation from Policy Committee and decides to continue examining the issue at future meetings</li> <li>July 2025 Library Board revisits topic and request Director Armour provide a list of outcomes that would be assessed during a fine-free month and bring it to the August Library Board meeting</li> <li>September through October 2025 is designated "Fine Free Fall" with no fines accruing on non-Thingery items and forgiving old fines when users visit the Circulation Desk; initial feedback from staff indicate that expensive items were returned in the first week and significantly less time was spent processing and administering payments</li> <li>October 2025 Library Board approves updated Circulation Policy to be implemented on November 1 eliminating fines on all regular collections</li> </ul> <p>This goal has been met as of October 2025</p>			
EMBRACE COMMUNITY	We eliminate barriers to access in order to provide engaging and accessible ways for users to find what they need.	Examine shelving, displays, and furniture for ease of use and age-appropriate accessibility	Leadership Team and Director Armour	2023	2
		→ See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal			
EMBRACE COMMUNITY	We eliminate barriers to access in order to provide engaging and accessible ways for users to find what they need.	Explore options for displaying and storing The Thingery items	Technical Services Team, Library Board, and Director Armour	2024	2
		This goal has been met as of December 2024			

INSPIRE CREATIVITY	We focus on providing early literacy collections, services, and programs for our growing community.	Analyze youth program offerings to determine if we are meeting the needs of the community	Leadership Team and Director Armour	Continuous	2
INSPIRE CREATIVITY	We focus on providing early literacy collections, services, and programs for our growing community.	Examine the usage and available staffing of the Youth Services desk → See 2024 Updates for prior work on this goal • April 2025 hired two (instead of one) new Library Associate to fill outgoing position; will have more staff trained on the complexities of the Info Desk and allow us to remove Associate Directors from closing shift and concentraing their time during the busiest times	Leadership Team and Director Armour	2024	2
INSPIRE CREATIVITY	We focus on providing programs and services to meet the wide variety of interests and needs of older adults.	Examine the usage and available staffing for services available to adults → See 2024 Updates for prior work on this goal • June 2025 Discontinuing notary services following June 2025 Adult Services Librarian resignation; notary services require individual bonding creating service gaps when staff unavailable; patron frustration from inconsistent availability due to 40-hour coverage during 60-hour operating schedule; front desk staff inappropriately asked to share employee schedules compromising privacy; multiple staff certification/bonding diverts resources from core library services; no other library in Bridges offers notarization; Village Hall maintains several authorized notaries providing more reliable alternative for this non-core service	Leadership Team and Director Armour	2024	2
INSPIRE CREATIVITY	We focus on providing programs and services to meet the wide variety of interests and needs of older adults.	Analyze adult program offerings to determine if we are meeting the needs of the community • 2025 bi-monthly Collections & Programs Team meetings include standing agenda item to discuss program calendar and collaboratively develop programming two months out • Spring 2025 Associate Director Ceithamer and Adult Services Librarian Stape overhaul current book clubs, establishing a new non-fiction book club and offering Library-run book clubs during both afternoon and evening times • April 2025 tried first "after hours" adult program with a murder mystery, was big success and will replicate in October 2025 • August 2025 Associate Director Ceithamer created a mahjong group in response to community request; at least 12 participants will attend weekly meet-ups and the Library will provide necessary equipment, stock a mahjong game in The Thingery, and add books to the adult nonfiction collection • October 2025 based on feedback and requests from the community, the Adults Services Librarian and Associate Director expanded offerings to adults with a second after-hours murder mystery, establishing a mahjong club, and providing a craft swap • December 2025 Library Board approves hours for quarterly "MCL After Dark" adults-only programs for 2026 developed by Adult Services Librarian and Associate Director	Adult Services Team and Director Armour	Continuous	2
INSPIRE CREATIVITY	We strive to build collections in all formats that reflect our community and satisfy their information, education, and entertainment needs.	Assess The Thingery circulation, costs, and demands This goal has been met as of December 2024	Technical Services Team and Director Armour	2024	2
INSPIRE CREATIVITY	We listen to our users and stakeholders on what they need and value in the Library.	Provide short surveys for attendees of programs, then utilize that data to determine future program needs. → See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal • January 2025 launched Marketing Plan • May 2025 Associate Director Pride and his team conduct an online survey to close out a semester of the marketing plan and conduct a coffee chat with library visitors to gain more qualitative insight	Programming Team and Director Armour	Continuous	2

CULTIVATE CONNECTIONS	We collaborate and partner with a wide variety of community organizations, businesses, schools, and governmental entities to further weave the library's presence in the community.	Embed Library staff and programs in major events and influential organizations that already are providing service to the community → See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal • February 2025 and April 2025 continued collaboration with Village Clerk's office to promote Library resources at elections • 2025 attended Farmer's Market monthly, the Village 120th Anniversary celebration, and National Night Out, Jack-O-Lantern Jaunt, and Midnight Magic Parade	Programming Team and Director Armour	Continuous	3
CULTIVATE CONNECTIONS	We collaborate and partner with a wide variety of community organizations, businesses, schools, and governmental entities to further weave the library's presence in the community.	Encourage other organizations to see the Library as a platform and hub for presenting, connecting, and sharing with the rest of the community → See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal • January 2025 hosted annual State of the Village address; staff arrive at 6:30am to enable program to occur • Spring 2025 collaborating with The Haase House to present monthly Art Club program open to all, helping them fill their need to connect, create, and socialize while offering a fun new program to the community • Spring 2025 local author Shawn Verdoni collaborates with MCL for a special book club about her "Canoodling" series; Associate Director Ceithamer connects with Crush Wine Bar to host the book club in the community • May 2025 Norris Academy conducts second annual art display and gala at the library as a way to reach the broader community • June 2025 Summer Library Program Kick-Off Event includes The Haase House and Citizens Bank as well as Friends of the Library sponsoring a petting zoo	Community Engagement Team and Director Armour	Continuous	3
EMBRACE COMMUNITY	We eliminate barriers to access in order to provide engaging and accessible ways for users to find what they need.	Explore technologies that help users find and get what they need faster and more efficiently → See 2023 Updates for prior work on this goal → See 2024 Updates for prior work on this goal • January - February 2025 Director Armour visits 5 area libraries to research their automated materials handlers (AMHs); reports findings to the Building & Grounds Committee who agree this is a technology MCL should invest in and then direct Director Armour to contact vendors to get approximate costs and to determine if the current renovation plans are satisfactory for this machine or if changes need to be made during the construction document phase • March 2025 begin early stages of Cafe catalog discovery layer, Vega, rollout; Collections & Programs team engages in seminars to learn how to update the platform and begins discussions on how to utilize it • April 2025 Associate Director Ceithamer selected for Bridge's committee to help hone and troubleshoot the new catalog discovery layer, Vega, before deployment in late summer • Summer 2025 Collections and Programs Team builds the Vega discovery layer alongside cataloging standards in preparation for launch with the goal of seamless and enthusiastic user uptake • September 2025 Vega is launched and becomes the default user platform for the Cafe Catalog • September - December 2025 Associate Director Ceithamer completes set up of Acquisitions module in Polaris and trains staff on using it; will allow staff to track encumbered funds on books ordered and allow customers to see when items are "on order" in the catalog, placing a temporary record in the catalog that they can place a hold on even before we get the item in	Leadership Team and Director Armour	Continuous	3

INSPIRE CREATIVITY	We focus on providing early literacy collections, services, and programs for our growing community.	Use data to analyze the youth collections to identify and address needs and weaknesses	Youth Services Team and Director Armour	Continuous	3
		→ See 2024 Updates for prior work on this goal • January 2025 new budget includes a "Replacement" budget based on feedback from Collection Developers; start tracking how much of the materials budgets are being spent on replacing lost/damaged items • January 2025 new budget includes a "Focus" budget based on feedback from Collection Developers; prioritize needs as they are identified throughout the year (i.e. purchasing extremely high-demand copies, filling holes in the collection, etc.); the Collection Developers will collaborate to determine how these funds should be spent, ensuring the entire collection is considered • November 2025 monthly reports are being run and shared with Collection Developers to keep track of lost items, circulation, and gaps			
INSPIRE CREATIVITY	We strive to build collections in all formats that reflect our community and satisfy their information, education, and entertainment needs.	Use data to analyze the shifting demands between physical items and digital items	Selectors and Director Armour	2025	3
		• August 2025 all Bridges Library System member libraries agree to end their hoopla contracts due to the unsustainability of the pay-per-use model; funds instead are invested in Overdrive/Libby which allows permanent purchases, a massively lower cost-per-circulation with a resulting higher ROI, and serves a wide audience			
INSPIRE CREATIVITY	We strive to build collections in all formats that reflect our community and satisfy their information, education, and entertainment needs.	Use data to develop procedures for selection, deselection, and collection maintenance	Selectors and Director Armour	2025	3
INSPIRE CREATIVITY	We listen to our users and stakeholders on what they need and value in the Library.	Offer ways for users to recommend resources, programs, and services	Leadership Team and Director Armour	Continuous	3
		→ See 2024 Updates for prior work on this goal • September - December 2025 work on website development includes prioritizing creation of webforms and logical website structure to enable users to connect with staff for requests and feedback			
INSPIRE CREATIVITY	We listen to our users and stakeholders on what they need and value in the Library.	Develop workflow internally to share user suggestions and survey data amongst staff and close the loop on delivering outcomes in alignment with the data	Leadership Team and Director Armour	2025	3
		• January 2025 launched Marketing Plan • April 2025 Develop begun on robust, evergreen story collection infrastructure • June 2025 Associate Director Pride and his Team begin updates to Marketing Plan based on data collected in first half of the year			

MUKWONAGO COMMUNITY LIBRARY  
STRATEGIC PLAN 2026 – 2028

Approved by Library Board December 11, 2025  
Prepared by Director Armour

MISSION: Serving the diverse needs of the community by meeting the unique needs of the individual.

VISION: Inspire Creativity, Embrace Community, and Cultivate Connections

VALUES: Innovation, Collaboration, Equity, Inclusion, Integrity

<p><b>Strategic Priority: INSPIRE CREATIVITY</b> <i>We INSPIRE CREATIVITY by providing unique programs, services, and collections.</i></p>
<p><b>Goal 1: Integrated Discovery</b></p> <p><b>Pair learning opportunities with curated resources</b> - <i>We pair every learning opportunity with curated resources, creating seamless pathways from interest to exploration.</i></p> <ul style="list-style-type: none"><li>• Initiative 1.1: Develop and implement standards for integrating collections with programs</li><li>• Initiative 1.2: Position library as introductory learning hub with pathways to community expertise</li><li>• Initiative 1.3: Curate high-quality digital and physical resources to meet evolving user needs</li></ul>
<p><b>Goal 2: Space for Making &amp; Learning</b></p> <p><b>Provide accessible tools, technologies, and mentorship</b> - <i>We provide accessible tools, technologies, and mentorship that inspire hands-on creation and skill development.</i></p> <ul style="list-style-type: none"><li>• Initiative 2.1: Prioritize MetaSpace services during facility renovation and optimize post-renovation capabilities</li><li>• Initiative 2.2: Expand MetaSpace 511 community collaborations and Maker-In-Residence program</li><li>• Initiative 2.3: Align Thingery collection with Library vision while improving accessibility and visibility</li></ul>

**Strategic Priority: EMBRACE COMMUNITY**

*We EMBRACE COMMUNITY by being a welcoming, safe space for all.*

**Goal 3: Grow Our Community**

**Reach people who do not yet know about or use the library** - *We actively reach people who do not yet know about the library or have not engaged with our services.*

- Initiative 3.1: Strengthen school partnerships and align library services with educational needs
- Initiative 3.2: Develop targeted outreach to new residents and developing neighborhoods
- Initiative 3.3: Develop comprehensive services for homebound patrons and assisted living communities

**Goal 4: Welcoming Spaces for All**

**Create physical spaces that welcome and adapt-** *We create and maintain physical spaces that welcome every community member and adapt to their changing needs.*

- Initiative 4.1: Prioritize quality core Library services throughout facility renovation
- Initiative 4.2: Maximize facility renovation to enhance future service delivery
- Initiative 4.3: Develop comprehensive donor stewardship and fundraising capacity

**Strategic Priority: CULTIVATE CONNECTIONS**

*We CULTIVATE CONNECTIONS by making it easy to find materials, services, and community resources.*

**Goal 5: Designed for Discovery**

**Design assuming every interaction is someone's first experience** - *We design our services, spaces, and communications assuming every interaction might be someone's first experience with us.*

- Initiative 5.1: Embed user-centered service approach in staff training and service design
- Initiative 5.2: Develop comprehensive and user-friendly wayfinding for renovation phases and completed facility
- Initiative 5.3: Develop user-friendly digital interfaces and online engagement tools

**Goal 6: Welcoming Spaces for All**

**Collect data, tell our story, ensure awareness-** *We collect meaningful data, tell our story effectively, and ensure the community knows what we offer.*

- Initiative 6.1: Develop comprehensive data collection and reporting aligned with strategic goals
- Initiative 6.2: Develop qualitative impact measurement through user story collection
- Initiative 6.3: Strengthen community awareness through strategic marketing and communications

**Goal 7: Sustain a Thriving Workforce**

**Recruit, develop, and retain exceptional staff** - *We recruit, develop, and retain exceptional staff who are empowered to serve the community with excellence.*

- Initiative 7.1: Create structured onboarding processes and professional development pathways
- Initiative 6.2: Cultivate future librarians through student partnerships and staff educational support

**MUKWONAGO COMMUNITY LIBRARY  
STRATEGIC PLAN 2026 – 2028  
DRAFT Detailed Actions for Each Initiative**

For Library Board January 8, 2026

The actions outlined in this plan represent recommended steps based on current circumstances and available information. Emerging technologies, organizational changes, budget constraints, and unforeseen developments may necessitate adjustments to these actions, their timelines, and performance measures. The Library Board will be informed of any substantial changes as they occur.

**INSPIRE CREATIVITY**

**GOAL 1: INTEGRATED DISCOVERY**

*We pair every learning opportunity with curated resources, creating seamless pathways from interest to exploration.*

Initiative 1.1: Develop and implement standards for integrating collections with programs

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Audit current programs to identify which already include paired resources</b>	Audit report completed showing baseline integration rate	Q1 2026
<b>Develop template/checklist for programmers that includes resource pairing requirements</b>	Template created and approved by Library Director	Q2 2026
<b>Pilot integration standards with one program series per department</b>	Three pilot programs completed with documented resources	Q2 2026
<b>Evaluate pilot results and refine standards based on feedback</b>	Evaluation report with refinements completed	Q3 2026
<b>Implement integration standards across all programs</b>	100% of programs include paired resources	Q4 2026
<b>Create method to track and display integrated resources to users</b>	System implemented and visible to users	Q1 2027
<b>Establish quarterly review process to assess integration quality and impact</b>	First quarterly review completed	Q1 2027

## **INSPIRE CREATIVITY**

### **GOAL 1: INTEGRATED DISCOVERY**

*We pair every learning opportunity with curated resources, creating seamless pathways from interest to exploration.*

Initiative 1.2: Position Library as introductory learning hub with pathways to community expertise

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Identify topic areas where Library provides intro/beginner level programming</b>	List of topic areas documented	Q2 2026
<b>Map existing community experts, organizations, and resources for each topic area</b>	Community resource map completed	Q3 2026
<b>Reach out to 3-5 priority community partners to establish referral relationships</b>	3-5 active partnerships formalized	Q4 2026
<b>Create referral materials that participants receive after introductory programs</b>	Referral materials created for all introductory programs	Q1 2027
<b>Pilot at least three programs using the introductory learning model with formal hand-off to community partners</b>	Three pilot programs completed with documented outcomes	Q2 2027
<b>Evaluate partnership effectiveness and user follow-through</b>	Evaluation report completed; adjust model as needed	Q3 2027
<b>If evaluation proves appropriate, expand to 5-8 active community partnerships by end of plan cycle</b>	5-8 partnerships active and documented	2028

## **INSPIRE CREATIVITY**

### **GOAL 1: INTEGRATED DISCOVERY**

*We pair every learning opportunity with curated resources, creating seamless pathways from interest to exploration.*

Initiative 1.3: Curate high-quality digital and physical resources to meet evolving user needs

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Analyze current physical vs. digital circulation patterns and trends</b>	Data analysis report showing usage trends completed	Q2 2026
<b>Survey users about digital resource preferences and unmet needs</b>	Survey conducted with minimum 200 responses	Q2 2026
<b>Research options for expanded digital offerings</b>	Research report with cost/benefit analysis for 2-4 options	Q2 2026
<b>Make decision on priority digital expansion project and secure funding</b>	Decision documented; incorporated into budget	Q3 2026
<b>Implement priority digital expansion project</b>	New digital resource launched and promoted to users	Q1 2027
<b>Develop programming around digital literacy and evaluation of online information quality</b>	Quarterly digital literacy programs offered	Ongoing 2026-2028
<b>Create curated resource guides that highlight library-vetted digital content vs. unvetted sources</b>	3+ resource guides published and promoted	2027-2028

**INSPIRE CREATIVITY**

**GOAL 2: SPACE FOR MAKING & LEARNING**

We provide accessible tools, technologies, and mentorship that inspire hands-on creation and skill development.

Initiative 2.1: Maintain MetaSpace 511 services during facility renovation and optimize post-renovation capabilities

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Train all Collections &amp; Programs Team members on basic MetaSpace equipment operation and troubleshooting</b>	100% of C&P Team can independently run Open Maker Hours	Q2 2026
<b>Develop tiered communication/support hierarchy for MetaSpace operations (basic requests vs. specialist expertise)</b>	Support protocol implemented; Lead Innovator handles only Tier 3/specialist requests	Q4 2026
<b>Create communication plan to inform users of MetaSpace transition into the new space</b>	Communication materials created and distributed	Pre-renovation
<b>Execute MetaSpace transition to new renovated space with minimal service disruption</b>	MetaSpace operational in new location within 2 weeks of flip	Per renovation schedule
<b>During renovation downtime, develop innovative programming that leverages new space features</b>	5+ new program plans developed and ready for deployment	Per renovation schedule
<b>Assess capabilities and opportunities of new MetaSpace</b>	Assessment report identifying new programming possibilities completed	Within 1 month of occupying new space
<b>Launch and evaluate new programming in renovated MetaSpace</b>	New programs launched; evaluation shows increased engagement compared to pre-renovation baseline	2028

## **INSPIRE CREATIVITY**

### **GOAL 2: SPACE FOR MAKING & LEARNING**

We provide accessible tools, technologies, and mentorship that inspire hands-on creation and skill development.

Initiative 2.2: Expand MetaSpace 511 community collaborations and Maker-In-Residence program

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Identify community members with maker skills/talents willing to share expertise</b>	List of 10+ community experts documented	Q2 2026
<b>Develop partnership model for community makers to lead workshops or consultation hours</b>	Partnership framework created	Q3 2026
<b>Launch 3-5 community maker programs or consultation opportunities</b>	Programs delivered with documented attendance	2027
<b>Review and update Maker-In-Residence teen internship program structure and marketing</b>	Program guidelines and application materials updated and in use	Q3 2026
<b>Identify 2-3 new outreach/marketing opportunities to recruit Makers-In-Residence</b>	Information shared with 2-3 new outlets	Q3 2026
<b>Train additional Collections &amp; Programs Team members on supporting the Maker-In-Residence program</b>	Lead Innovator routinely shares or delegates Maker-In-Residence training with other staff members	Q4 2026

## **INSPIRE CREATIVITY**

### GOAL 2: SPACE FOR MAKING & LEARNING

We provide accessible tools, technologies, and mentorship that inspire hands-on creation and skill development.

Initiative 2.3: Align The Thingery collection with Library mission while improving accessibility and visibility

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Develop clear collection development criteria that ties Thingery items to strategic vision (creativity, learning, exploration vs. rentals)</b>	Written Thingery collection development criteria approved by Library Director and shared with staff	Q1 2026
<b>Develop user friendly portal for Thingery collection on website</b>	Thingery collection information is accessible via Library website	Q1 2026
<b>Evaluate current Thingery collection against vision-aligned criteria</b>	Collection evaluation completed with recommendations	Q2 2026
<b>Weed items that do not support core vision; identify gaps in vision-aligned collection</b>	Weeding completed; acquisition priorities identified	Q3 2026
<b>Create marketing materials that communicate Thingery vision-driven purpose to users</b>	Marketing materials published and distributed	Q4 2026
<b>Design post-renovation Thingery storage and display solutions that improve visibility and accessibility</b>	Design plans completed and integrated into renovation	Pre-renovation
<b>During renovation downtime, develop operational and circulation procedures for new space that minimize staff burden</b>	Staff procedures documented and ready for implementation	Per renovation schedule
<b>Train all circulation staff on new Thingery procedures, equipment checks, and vision-based collection rationale</b>	100% of circulation staff complete training	Within 1 month of occupying new space
<b>Implement post-renovation Thingery layout with improved discoverability and workflow</b>	New Thingery space operational	Within 1 month of occupying new space

**EMBRACE COMMUNITY**

**GOAL 3: GROW OUR COMMUNITY**

We actively reach people who do not yet know about the library or have not engaged with our services.

Initiative 3.1: Strengthen school partnerships and align Library services with educational needs

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Establish regular communication with school librarians in Mukwonago Area School District (MASD)</b>	Meeting schedule established; initial meetings held with all MASD school librarians	Q2 2026
<b>Conduct needs assessment with MASD school librarians to identify collaboration opportunities where public library can support their work</b>	Needs assessment completed with documented findings	Q3 2026
<b>Develop Library programming and services with MASD school calendar and curriculum in mind</b>	Programs scheduled to complement MASD calendar; no major conflicts with school events	Q4 2026
<b>Pilot 3-5 collaborative programs with MASD school librarians</b>	Programs delivered in coordination with school librarians; documented student participation	Q3 2027
<b>Explore new outreach opportunities to area private schools</b>	Contact established with 3+ private schools; Library present at private school events	Q4 2027
<b>Establish presence at MASD school events</b>	Library present at minimum 5 MASD school events annually	Annually starting 2026
<b>Evaluate partnership effectiveness and student library card acquisition rates from MASD schools</b>	Evaluation showing increased youth card holders from MASD; school librarian feedback collected	Annually starting 2026

## **EMBRACE COMMUNITY**

### **GOAL 3: GROW OUR COMMUNITY**

We actively reach people who do not yet know about the library or have not engaged with our services.

Initiative 3.2: Develop targeted outreach to new residents and developing neighborhoods

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Partner with Village to access new resident data and building permit information</b>	Data-sharing agreement established with Village	Q1 2026
<b>Map new development areas and apartment complexes within Library service area</b>	Geographic map of growth areas completed	Q2 2026
<b>Create new resident welcome packet</b>	Welcome packet designed and printed	Q4 2026
<b>Develop delivery system for welcome packets to new homeowners</b>	Delivery system implemented and documented	Q4 2026
<b>Track new resident library card sign-ups and program participation</b>	Baseline data established; quarterly reports show trends	Q1 2027
<b>Explore options to introduce new Mukwonago residents to the Library</b>	3 new initiatives offered and engagement tracked	Q1 2027
<b>Evaluate effectiveness and adjust outreach methods based on data</b>	Annual evaluation with adjustments implemented	Annually starting 2028

**EMBRACE COMMUNITY**

**GOAL 3: GROW OUR COMMUNITY**

We actively reach people who do not yet know about the Library or have not engaged with our services.

Initiative 3.3: Develop comprehensive services for homebound patrons and assisted living communities

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>SHOULD BE COMPLETED BY END OF THE TARGET DATE</b>
<b>Assess current homebound delivery program and identify reasons for low participation</b>	Assessment report with findings and recommendations	Q2 2026
<b>Develop marketing materials and referral processes for homebound services</b>	Marketing materials created; referral partnerships established	Q3 2026
<b>Evaluate current services to assisted living facilities</b>	Evaluation completed	Q4 2026
<b>Identify all assisted living facilities within service area and establish contact with activity directors</b>	List of facilities completed; initial contact made with all activity directors	Q1 2027
<b>Expand service to at least 2 more assisted living facilities</b>	Service scheduled	Q4 2027
<b>Expand to all interested assisted living facilities and promote homebound services broadly</b>	Services available at 4+ facilities; homebound patron count increased to 10+	2028
<b>Establish regular review cycle for homebound/senior services to ensure needs are met</b>	Annual review process established and documented	Starting 2028

**EMBRACE COMMUNITY**

**GOAL 4: WELCOMING SPACES FOR ALL**

We create and maintain physical spaces that welcome every community member and adapt to their changing needs.

**Initiative 4.1: Maintain quality Library services throughout facility renovation**

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Prioritize core Library services in a phased service plan that identifies which services continue, move, or pause during each renovation phase</b>	Service plan documented and approved	Q3 2026
<b>Identify collection priorities for continued access vs. temporary storage during renovation</b>	Collection access plan completed; items categorized	Q4 2026
<b>Communicate renovation timeline, service changes, and what to expect to community through multiple channels</b>	Communication campaign launched; materials distributed via website, social media, newsletter, in-building signage	Pre-renovation
<b>Create temporary workflows for operations prioritizing circulation and materials access</b>	Workflow procedures documented and staff trained	Pre-renovation
<b>Execute Phase 1 renovation with planned service modifications in place</b>	Phase 1 begins; services operating according to plan	Per renovation schedule
<b>Monitor user feedback and complaints during Phase 1; address issues as they arise</b>	User feedback tracked; response/resolution process documented	During Phase 1
<b>Execute flip-flop transition to Phase 2 with communication and service adjustments</b>	Phase 2 transition completed; users informed of changes	Per renovation schedule
<b>Conduct post-renovation evaluation of service continuity and user satisfaction</b>	Evaluation completed showing service was maintained within acceptable parameters	Within 1 month of occupying new space

**EMBRACE COMMUNITY**

**GOAL 4: WELCOMING SPACES FOR ALL**

We create and maintain physical spaces that welcome every community member and adapt to their changing needs.

**Initiative 4.2: Maximize facility renovation to enhance future service delivery**

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Participate actively in design decisions to ensure Library operational needs are met</b>	Library Director and Associate Directors attend all design meetings; feedback documented	Pre-renovation
<b>Ensure all accessibility standards are incorporated</b>	Accessibility checklist completed and verified in final design	Pre-renovation
<b>Plan for flexible programming spaces that can adapt to multiple uses and age groups</b>	Space flexibility documented in design; furniture/equipment specifications support multiple configurations	Pre-renovation
<b>Incorporate noise control solutions based on previous SWOT findings</b>	Acoustic treatments specified and incorporated into renovation plans	Pre-renovation
<b>Develop furniture, equipment, and technology plans that support post-renovation vision</b>	FF&E (furniture, fixtures, equipment) plan completed and budgeted	Per renovation schedule
<b>Create reopening/grand reopening plan that showcases new spaces and re-engages community</b>	Reopening plan documented; events scheduled	Per renovation schedule
<b>Execute grand reopening with community celebration and facility tours</b>	Reopening events completed; community engagement documented	Post-renovation completion

**EMBRACE COMMUNITY**

**GOAL 4: WELCOMING SPACES FOR ALL**

We create and maintain physical spaces that welcome every community member and adapt to their changing needs.

Initiative 4.3: Develop comprehensive donor stewardship and fundraising capacity

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Develop case for support that articulates renovation needs and community benefits</b>	Case for support document completed	Q1 2026
<b>Develop a donor database to enable coordinated tracking and sustainable stewardship practices</b>	Donor database is active and users are trained	Q1 2026
<b>Create donor recognition plan including signage</b>	Donor recognition plan documented and approved by Library Board	Q2 2026
<b>Establish Friends of the Library’s role in fundraising campaign</b>	Friends partnership plan established; roles clarified	Q2 2026
<b>Steward existing donors and cultivate new donor relationships</b>	Donor communications and appreciation events held regularly	Ongoing 2026-2028
<b>Track fundraising progress toward renovation goal</b>	Quarterly fundraising reports to Library Board; progress toward goal documented	Quarterly
<b>Achieve fundraising target of at least \$1.1 million</b>	Fundraising goal of \$1.1 million met or progress documented with adjusted timeline	2027

**CULTIVATE CONNECTIONS**

**GOAL 5: DESIGNED FOR DISCOVERY**

We design our services, spaces, and communications assuming every interaction might be someone first experience with us.

Initiative 5.1: Embed user-centered service approach in staff training and service design

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Develop staff training that treats every library visitor as a first-time user</b>	Training module created and approved	Q4 2026
<b>Train all staff on first-time user philosophy and practical applications</b>	100% of staff complete training	Q1 2027
<b>Incorporate first-time user mindset into onboarding process for new hires</b>	Onboarding materials updated; all new hires receive training	Q1 2027
<b>Review and revise service desk procedures to ensure they accommodate first-time users</b>	Procedures reviewed and updated with first-time user lens	Q2 2027
<b>Create new user orientation materials that welcome first-time user users</b>	Orientation materials created and available in multiple formats	Q3 2027
<b>Implement regular staff reminders/refreshers on first-time user approach</b>	First-time user reminders incorporated into regular staff meetings	Starting 2028
<b>Evaluate user experience through surveys asking about ease of first visit</b>	Survey conducted; minimum 85% of first-time users report positive experience	Annually starting 2028

## **CULTIVATE CONNECTIONS**

### **GOAL 5: DESIGNED FOR DISCOVERY**

We design our services, spaces, and communications assuming every interaction might be someone first experience with us.

Initiative 5.2: Develop comprehensive and user-friendly wayfinding for renovation phases and completed facility

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Audit current signage and wayfinding in Library for clarity and accessibility</b>	Audit completed with recommendations to be incorporated into renovation plans	Q3 2026
<b>Develop signage standards</b>	Signage standards documented	Q3 2026
<b>Incorporate comprehensive wayfinding plan into renovation design</b>	Wayfinding plan included in renovation specifications	Pre-renovation
<b>Ensure post-renovation signage supports intuitive navigation without staff assistance</b>	Post-renovation signage installed; user testing confirms ease of navigation	Post-renovation
<b>Create physical orientation tools</b>	Orientation tools available throughout library	2028
<b>Evaluate wayfinding effectiveness through user observation and surveys</b>	Evaluation shows 90%+ of users can locate basic services independently	2028

**CULTIVATE CONNECTIONS**

**GOAL 5: DESIGNED FOR DISCOVERY**

We design our services, spaces, and communications assuming every interaction might be someone first experience with us.

Initiative 5.3: Develop user-friendly digital interfaces and online engagement tools

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Complete development and launch new Library website with first-time user perspective</b>	New website launched	Q1 2026
<b>Assign staff responsibility roles for website maintenance and content management</b>	Roles assigned and documented; staff trained on responsibilities	Q1 2026
<b>Develop website maintenance protocols including ADA compliance monitoring and content updates</b>	Maintenance protocols documented	Q2 2026
<b>Research user digital needs and preferences through testing and feedback</b>	User research report with findings and recommendations completed	Q3 2026
<b>Audit current digital interfaces and online tools for user barriers</b>	Comprehensive barrier audit report with prioritized action items delivered	Q4 2026
<b>Identify effective communication channels for common user questions</b>	Channel effectiveness analysis and recommended strategy documented	Q1 2027
<b>Develop and test user-friendly digital interfaces based on research findings</b>	Identify and implement 2-3 changes to current digital interfaces and track results	Q2 2027
<b>Monitor analytics and user feedback to continuously improve digital experience</b>	Quarterly review process established with documented action items	Quarterly

## **CULTIVATE CONNECTIONS**

### **GOAL 6: STRATEGIC COMMUNICATION & IMPACT**

We collect meaningful data, tell our story effectively, and ensure the community knows what we offer.

Initiative 6.1: Develop comprehensive data collection and reporting aligned with strategic goals

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Inventory all current data sources and assess alignment with strategic priorities</b>	Comprehensive inventory of available data sources mapped to strategic goals	Q1 2026
<b>Identify data gaps and redundancies in current collection practices</b>	Gap analysis report with recommendations for streamlined data collection	Q2 2026
<b>Develop reporting framework connecting key metrics to strategic goals</b>	Strategic framework created linking data to Goals 1-7	Q2 2026
<b>Establish regular review cycles to analyze data trends before they become outdated</b>	Monthly/quarterly review schedule implemented with assigned responsibilities	Q3 2026
<b>Redesign Library Board report to demonstrate progress on strategic priorities using existing data</b>	New report template implemented aligned with strategic plan	Q1 2027
<b>Create system for turning data insights into actionable service improvements</b>	Create regular data review schedule with clear responsibilities and next-step processes	Q1 2027

## **CULTIVATE CONNECTIONS**

### **GOAL 6: STRATEGIC COMMUNICATION & IMPACT**

We collect meaningful data, tell our story effectively, and ensure the community knows what we offer.

Initiative 6.2: Develop qualitative impact measurement through user story collection

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Develop story collection protocols and templates for staff use</b>	Story collection toolkit created	Q2 2026
<b>Train staff on how to identify, collect, and document user stories and testimonials</b>	All staff complete training	Q3 2026
<b>Create mechanisms for users to share stories</b>	Multiple story collection channels implemented	Q4 2026
<b>Establish storage and organization system for collected stories</b>	Story archive system operational	Q4 2026
<b>Evaluate story collection process and refine protocols based on staff feedback</b>	Evaluation completed; improvements implemented	Q2 2027
<b>Incorporate stories into board reports, donor communication, and advocacy materials</b>	Stories used in minimum 5 reports/applications annually	Starting 2027
<b>Collect minimum 20 user stories demonstrating Library impact by end of plan cycle</b>	20+ stories documented and archived	2028

**CULTIVATE CONNECTIONS**

**GOAL 6: STRATEGIC COMMUNICATION & IMPACT**

We collect meaningful data, tell our story effectively, and ensure the community knows what we offer.

Initiative 6.3: Strengthen community awareness through strategic marketing and communications

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Conduct user survey to determine preferred communication channels and information sources</b>	Survey completed with minimum 200 responses	Q2 2026
<b>Develop content strategy and calendar for consistent messaging across all platforms</b>	Strategy documented; editorial calendar in use	Q3 2026
<b>Increase social media presence through platform-specific content and regular engagement</b>	Social media followers increase 10% from baseline	By 2028
<b>Create branded marketing materials that ensure consistent visual identity</b>	Brand standards documented; all marketing materials updated	Q4 2027
<b>Implement targeted marketing campaigns to specific demographics identified in strategic plan</b>	Minimum 3 targeted campaigns completed	2027-2028
<b>Track website traffic, social media metrics, and awareness indicators</b>	Monthly metrics tracked; quarterly trend analysis completed	Ongoing starting Q4 2026
<b>Measure community awareness through periodic surveys</b>	Survey shows increased awareness of library services by 20%	2028

**CULTIVATE CONNECTIONS**

**GOAL 7: SUSTAIN A THRIVING WORKFORCE**

We recruit, develop, and retain exceptional staff who are empowered to serve the community with excellence.

Initiative 7.1: Create structured onboarding processes and professional development pathways

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Develop comprehensive onboarding program that treats every new hire as though they have never worked in a library before</b>	Onboarding program documented and implemented; checklist in use by all supervisors	Q3 2026
<b>Establish individual professional development planning and budget for all staff</b>	Annual PD planning integrated into performance reviews; PD budget and opportunities routinely shared	Q4 2026
<b>Conduct wage study and benefits review to maintain competitive compensation (aligned with Village G2.6)</b>	Wage study and benefits review completed; recommendations presented to Library Board	Q2 2027
<b>Implement employee engagement and retention strategies including stay interviews and recognition programs (aligned with Village G2.2 and G2.3)</b>	Stay interviews, engagement activities, and recognition programs established and operational	Annually starting 2027
<b>Conduct annual staff satisfaction surveys and implement workplace improvements</b>	Survey conducted annually; minimum one improvement implemented and communicated each year	Annually starting 2027
<b>Evaluate onboarding effectiveness and staff retention through surveys and feedback</b>	Survey shows 90% of new hires feel well-prepared and welcomed; retention data tracked	Annually starting 2027

## **CULTIVATE CONNECTIONS**

### **GOAL 7: SUSTAIN A THRIVING WORKFORCE**

We recruit, develop, and retain exceptional staff who are empowered to serve the community with excellence.

Initiative 7.2: Cultivate future librarians through student partnerships and staff educational support

<b>ACTION</b>	<b>MEASURE OF COMPLETION</b>	<b>TARGET DATE</b>
<b>Establish partnerships with colleges and library science programs</b>	Partnership connections established with at least 1 school	Q3 2026
<b>Develop MLIS student internship program structure</b>	Internship program guidelines created	Q1 2027
<b>Recruit and host MLIS student interns or practicum students when opportunities arise</b>	Minimum 1 student hosted during plan cycle	2026-2028
<b>Create mentorship opportunities pairing emerging professionals with experienced staff</b>	Mentorship program structure documented	2027
<b>Document career outcomes and maintain connections with former interns</b>	Alumni network maintained; success stories collected	Ongoing