

Executive Summary

It is a remarkable time for an organization to be considering significant changes to how it operates and fulfills its mission.

The Racine Public Library has embarked on a process that will establish the library as a world-class organization. This desire is bold and timely and will renew the promise of how a public library intends to serve its community.

The library means many things to many people but has always focused on providing service to its community. That will not change. But at a time of disruption due to the recent pandemic, it will be interesting to see how much of the past becomes part of the future. It will be challenging to develop a new normal and understand what that means for the future of Racine and its surrounding communities. The role that the library plays in this future is to be determined. Now is the time to prepare for that uncertainty with certainty in conviction and action.

Such a time presents a unique opportunity to serve in new ways that can lead an entire community forward. This strategic plan provides a pathway for such an effort. The plan presents a renewed mission statement and a comprehensive vision for the library that represents a timeless and responsive framework for growth, improvement and innovation. The mission and vision have been translated into the *Racine Public Library Manifesto* -a declaration and invitation from the library to its community. The strategic plan then uses all three to make a pivot to a series of recommendations for growth and improvement framed as *20 Great Leaps*.

Each of the Leaps are supported by strategies. These have been assigned to a generalized timeline for implementation that will allow the library to develop a logical progression of initiatives that move it towards world-class.

The strategic plan originates from the library's community, its leadership, and its staff - as it should. Importantly, the current climate and culture of the library represent a foundation from which to build upon. New initiatives, new programs, new opportunities, and new leadership will contribute to building a new culture. And while the work of any organization that seeks continual improvement is never done, the strategic plan presents a comprehensive way forward towards a new reality of service, one grounded by the hope and intent of becoming an organization that is among the best in the world at what it does.

It is my distinct honor and pleasure to present to you 20 GREAT LEAPS: A Strategic Pathway Towards World Class.

A handwritten signature in black ink, appearing to be 'D. S.', followed by a horizontal line extending to the right.

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20 GREAT LEAPS - THE RACINE PUBLIC LIBRARY

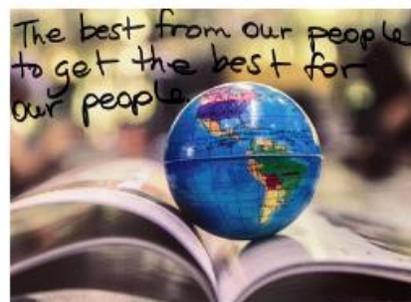
Process

To create the strategic plan, a comprehensive design approach was employed. This process was based on a community-inclusive discovery approach which engaged a cross-section of the library community through a variety of ethnography approaches. The following techniques were used to engage the following groups:

Ethnography Completed for the Strategic Plan

- Patron Surveys (done by Jessica MacPhail)
- Planning with Jessica MacPhail and Tracy Austin
- Multiple observations of the daily life of the library
- Pre-visitation Survey
- Salon Dinner at Wingspread
- Library Board Retreat
- Multiple progress meetings with Jessica MacPhail
- Staff workshops (2), with follow-up surveys
- Spatial analysis (with Jason Meyering Architecture of Chicago, IL)
- Interview with the Circulation Department
- Interview with Programming Committee
- Interview with Adult Services
- Interview with Youth Services
- Interview with Friends of the Library
- Interview with Visioning a Greater Racine (two meetings)
- Interview with Racine Unified School District (James O'Hagan)
- 5G Impact Interview (Will Martin)
- Sub Committee work with the library board (test of beta plan)

The information collected was used to craft a new mission and vision statement and a Racine Public Library Manifesto. Additionally, eight core strategic directions were identified that provided a framework for the direction and development of the recommendations and strategies. These are embodied by 20 Great Leaps that will, over the next five years, support the realization of a world-class library organization for the greater Racine community.



"The Library is a place where people, literature, and technology combine to provide knowledge, resources and services to a community united by its presence and involvement..." Library Staff Member

BELIEF FRAMEWORK

MISSION

the mission is a timeless statement about why the organization exists and what it stands for.

VISION

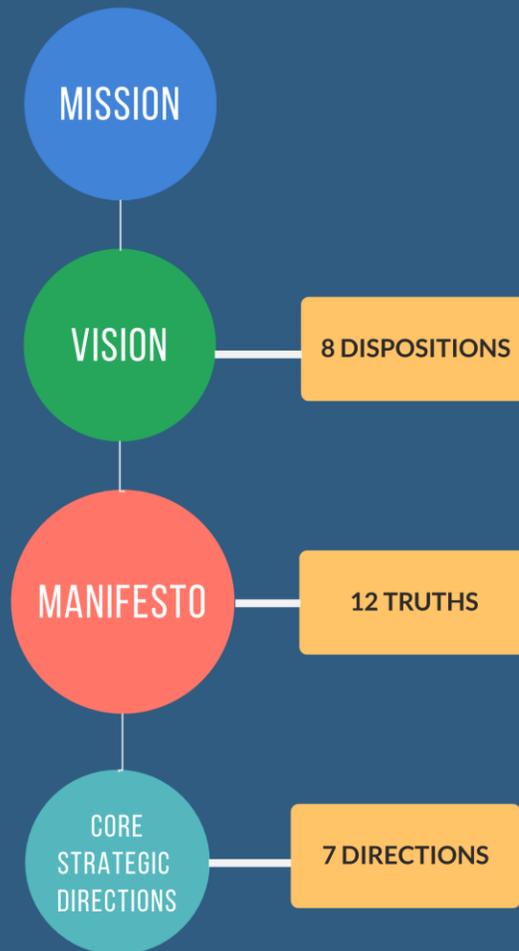
the vision is a framework for achieving the mission and can change over time to reflect the needs of the organization's community. The vision is how you achieve the mission.

MANIFESTO

the manifesto is a visible and visual representation of the blend of mission and vision. It is a declaration and invitation.

STRATEGIC DIRECTIONS

the focus of the plan, these direct the development of the recommendations and strategies



Definitions

Mission: the mission is a timeless statement about why the organization exists and what it stands for.

Vision: the vision is a framework for achieving the mission and can change over time to reflect the needs of the organization's community. The vision is how you achieve the mission.

Manifesto: the manifesto is a visible and visual representation of the blend of mission and vision. It is a declaration and invitation.

Core Strategic Directions

Seven core strategic directions which guide the development of the recommendations and strategies were identified: These are:

- Communication
- Space and Place
- Community/Outreach
- Literacy
- Learning/Programming
- Human Capacity
- Improvement/Innovation

Mission, Vision and Manifesto

The mission, vision, manifesto and the recommendations and strategies are designed to provide a strategic framework for growth and improvement and the development of a world-class library.

Mission: To lift up the lives of the people of the Racine community by embracing community diversity, promoting inclusion, creating opportunity, and by supporting the development of community literacy through a love of literature, learning and civic engagement.

Vision: to be a world-class organization and library.

To be able to achieve the mission of the library, the library must exhibit the qualities of being a world-class organization.

The vision is achieved by engaging the community through the development and the activation of dispositions (ways of acting), that allow the library to achieve a world-class status. There are seven dispositions that provide a framework for becoming a world-class library. It is anticipated that the influence of any one or any combination of the seven dispositions may influence the library's pathway over time as the library responds to the community's wants and needs. The dispositions are:

Invitational - the library seeks to create an irresistible welcome into a set of diverse experiences through a range of invitations:

- **Physical:** how does the physical and digital application of the design of space contribute to an invitation to engage, participate and contribute?
- **Visible:** how does the physical space support visual connections between people and place? How does the library leverage its lakefront vistas to provide unique connections to the city's most unique and present resource?
- **Responsive:** how is the space intuitive - how does the space signal its users?

- **Educational:** how do the resources, staff, and programs of the library contribute to a climate and culture of learning?
- **Emotional:** how are the spaces of the library human and engender a sense of community belonging?
- **Social:** how does the library foster interactions between people that lead to meaningful connections and interactions?

Inspirational: through its people, resources, programs and connections, the library serves to help its membership co-create their futures.

Experiential - the library provides and encourages personal, collaborative, and experiential pathways for engaging in time, place and space, presented along a continuum of experience.

Communal - the library contributes to a shared identity of the greater Racine community through its actions, beliefs and abilities.

Relational - the library serves to strengthen community relationships, build trust, and foster inclusiveness. The library focuses on the development of networks that share similar and adjacent purposes.

Foundational - at its most basic, the library serves as the source of community literacy that builds capacity for learning. The library continually seeks new pathways for the exploration of shifting notions of literacy and what that means for the greater Racine community.

Resourceful - The library provides a source of capacity that empowers its users to create new conditions for themselves.

Cultural - the ability to achieve the mission is dependent on the quality of the human relationships that are present in the library. Opportunities to strengthen library professional culture while fostering the development of a collaborative culture will strengthen the ability of the library to achieve its mission.

Manifesto: We believe these to be truths about the Racine Public Library:

- We believe that the library serves to lift up its community, support the uniqueness of each individual, the potential of their lives, and *help them thrive. We believe that the library is a place to become someone.*
- We believe that the library serves as the community's institution- to be a beacon and north star. And we believe that the community is grounded by the library and that the library is grounded by the community.

- We believe that the library is a creator of a community language that contributes to the story of the community. We also believe that the library is a contributor to and curator of the culture of the community.
- We believe that the library exists to encourage a boundless personal and community journey whose destination may be known or unknown.
- We believe that this journey is composed of a constellation of people, places, resources and ideas - and whose intersecting path is defined by a shared purpose.
- We believe that there is a cadence (the pattern in which something is experienced) and a rhythm (the musical component that makes us move, to tap our foot, as we listen to a song) to this journey that serves to bind people together.
- We believe that this journey is inclusive, is grounded by empathy and contributes to a sense of purposeful belonging.
- We believe that the library possesses dispositions, or ways of acting and doing - that define the library's collective action, behavior and direction.
- We believe that these dispositions are grounded in the timeless meaning of library - literacy- but are extended by embracing a new and more broad concept of what it means to be literate.

"THE WORLD OF BOOKS IS THE MOST REMARKABLE CREATION OF MAN."

UNIQUELY RACINE.

YOUR STORY. YOUR JOURNEY. YOUR EXPEDITION.

ENGAGE. CREATE. UNIFY.

THE LIBRARY SERVES AS A BEACON AND A NORTH STAR

UPLIFT. BELONG.

OUR GOAL IS TO BE A **WORLD-CLASS** LIBRARY.

WE EMBRACE WE BUILD COMMUNITY
LIFE-LONG,
LIFE-WIDE, **LITERACY.**
 AND
LIFE-DEEP
LEARNING UNBOUNDED.

THE LIBRARY SERVES INVITATIONAL
 SO ITS COMMUNITY CAN INSPIRATIONAL

THRIVE. EXPERIENTIAL
 COMMUNAL
 RELATIONAL
 FOUNDATIONAL

"THE LOVE OF LEARNING, THE SEQUESTERED NOOKS, AND ALL THE SWEET SERENITY OF BOOKS." RESOURCEFUL
 CULTURAL

THE LIBRARY IS A PLACE TO BECOME SOMEONE

THE RACINE PUBLIC LIBRARY

- We believe that the library is less represented by a single place but by a presence that scales and projects across the community in multiple ways and in a variety of directions.
- We believe learning to be life-long (learning over the timeline of a person's life), life-wide (learning that is experiential) and life-deep (learning that promotes the qualities of being human).
- We believe that this journey, its path, its destination and the events of the journey serve to position the library as an essential contributor to the lives of all people in the greater Racine community and beyond.



20 GREAT LEAPS: Strategies and recommendations for fulfilling the mission.

These are recommendations and strategies for moving towards world-class, realizing that this is a never-ending journey, always in motion and progress.

CONTEXT:

These recommendations have been written to take into account the coronavirus pandemic as best as possible. The priorities associated with each recommendation and associated strategies have been assigned without a knowledge of when the library will reopen. Regardless, the priorities have been assigned to be respectful of the need to open the library and stabilize operations and at the same time prepare for new leadership. As such, the classification of recommendations and strategies are an attempt to provide an initial perspective of timing. It is anticipated that not all recommendations and strategies will be actualized by the library and that a final timeline for implementation will be determined by library leadership and the library Board of Trustees. There are 20 strategies and 106 recommendations.

The strategies of each recommendation are **color-coded** with numbers to represent the following priorities:

- 1: Immediate (1):** do this now.
- 2: Near (2):** do this in the next 6 months - 2 years.
- 3: Distant (3):** do this in the next 2 years to 5 years.
- 4. Ongoing (4):** always do this.

1. Make a decision regarding the future of the physical plant of the library and if the library should consider a new facility.

- a. Develop a Board of Trustees team to explore the potential of the redevelopment opportunities associated with the current library site. Determine if the library will remain in the current building or seek the opportunity to create a new library facility. **1**
- b. Develop a response and direction prior to updating the current physical condition of the current library. **1**

2. Create a new invitation to the library and the experience it offers - create a new “knock on the door.”

This invitation is composed of a combination of the following elements, and is can be accomplished by successfully implementing other recommendations: **ON**

- a. Space
- b. Website
- c. Human interactions
- d. Community engagement
- e. Language
- f. Messaging and wayfinding
- g. Through broader and more strategic programming efforts
- h. Public perception that leads to the development of the library brand

3. Create an irresistible destination.

- a. Evaluate the library space in the context of security/and safety for its membership and employees. **1**
- b. Develop a plan on how the library ensures and protects, to the best of its ability, a healthy environment for its employees and membership. This is of paramount importance given the coronavirus pandemic and will ensure that people feel comfortable and safe when in the library. Develop this plan and place it on the front page of the web site. **1**
- c. Create a space that invites, energizes and creates an irresistible invitation into experience. The library should place people at the center of an experience where people are connected to their interests, passions, available resources, and to each other. **2**
- d. Creating this destination is dependent upon the development of a new spatial ecology. This involves a number of improvements and focuses on the timeless development of the library as a “third place.” Should the decision be made to pursue a new library building, the concept of a third place still applies. **2**
- e. Build spaces that are capable of multifunctionality and getting a diverse range of community membership into the space. Encourage other groups (business, industry, social) to use the space for programs - *create a library commons* for such events - especially focused on getting adults into the space that currently do not use the library. **2**
- f. Use outdoor spaces (the library traffic circle and the space between the library and Memorial Hall) for events (such as Farmers Market, Books & Brats, etc.). **3**

4. Build a more cohesive Library team.

- a. Communicate that the most valuable resource of the Racine Public library is the library's employees. **ON**
- b. Align professional development approaches and activities around mission, vision, and manifesto. **ON**
- c. When appropriate, build human capacity that is reflective of the diversity of the library's community. **ON**
- d. Redefine/rebrand staff as **Library Team Members** - everyone - to begin breaking down boundaries and mindsets within the library - everyone is a Team Member that has a primary focus (such as Youth Services, Circulation, etc.). **1**
- e. Develop a *Team Member Responsibility Map* - which defines an individual's role in the journey towards world-class. Involve the Team Members in this development. Create the Responsibility Map to align with the recommendations of the five year strategic plan. **1**
- f. Commit to the development of a set of *Team Member Engagement Expectations* that are developed, and consequently owned, by the Team Members. These can focus on but are not limited to how Team Members: **2**
 - i. collaborate.
 - ii. communicate through a shared language.

- iii. process and handle conflict.
 - iv. recognize each other and the work that is being accomplished.
 - v. build consensus among teams.
 - vi. learn together.
 - vii. share wants, needs, and expectations.
 - viii. are responsive to each other.
 - ix. are accountable to each other.
 - x. recognize and share good work and celebrate accomplishment.
- g. Commit to a comprehensive organizational methodology for professional growth to ensure that the library is a learning organization. Make elements of this program available on-demand to engage Team Members who are ready and able. **2**
 - h. Engage the Team Members as partners in the development of critical elements of library improvement and innovation. **2**

5. Provide more robust access to the library.

- a. Continue to explore the parking issue associated with the library and provide information on alternative parking that is free in the city (but requires walking). **1**
- b. Consider locating community funding sources that might support limited free parking (for example, 10 spots) at the library's most adjacent lot. Study this use, and use this parking as a way to build momentum for free parking on a larger scale. **1**
- c. Redefine what it means to have digital access to the library (books, programming, services, etc.), especially in light of 5G. Focus on creating access to essential services through remote access. Tie this to a library services plan that activates during long-term disruption and interruptions in services. **2**
- d. Extend library hours (limited) to Sunday. **3**
- e. Use available Racine community centers (and similar centers if they exist in other communities) as remote or "branch locations." Consider what 5G capacity would mean to this effort. **3**
- f. Add another Bookmobile - this might support a technology focus as well. Consider developing a hybrid vehicle (Techmobile? CommunityMobile?) that supports programming efforts and works towards addressing technology equity and Internet access issues across the region. Consider unique uses of these vehicles that could be tied to the Library of Things and community events. For example, could such a vehicle support community block parties by delivering grilling equipment, etc. and by being present at the event to promote the library and literacy? **3**

6. Seek and develop strategic partnerships.

- a. Answer this question. What does the library offer that other organizations want and need? **ON**
- b. Extend and amplify the library's role and importance in the community by creating and nurturing strategic partnerships. **ON**

- c. Identify and nurture strategic alliances *within* the library. **ON**
 - d. Seek to design and create *with* partners, not just *for* them. **ON**
 - e. Engage city, county, and state organizations, and others as warranted, to understand the potential of the current library's value for lakefront development. **1**
 - f. Undertake proactive engagement with the leadership of the new hotel development in downtown Racine. Engage the City of Racine for support in this endeavor. **1**
 - g. Partner with local educational institutions to provide access to a social worker (this might be an intern from a local/regional university partner). **2**
- 7. Redesign how the Library Board of Trustees engages the library.**
- a. Shift from a management focus to an emphasis on leadership and the development of strategic "leadership moments." **1**
 - b. Address four immediate issues:
 - i. Hire a new director **1**
 - ii. Develop a direction to the future of the library building. **1**
 - iii. Provide oversight to the library for developing a long-range engagement plan for crisis times. **1**
 - iv. Develop a connection to the new hotel conventions center leadership. **1**
 - c. Be more visible in the daily efforts of the library when possible. **1**
- 8. Adopt a design-based engagement process.**
- a. Focus on an empathetic approach to library operations and Team Member engagement. **ON**
 - b. Use the language of the design process (human-centered, empathy, discovery, prototype, etc.) to develop a new language of engagement between Team Members, and between members and community membership. **ON**
 - c. Use this process to develop the capacity to engage, create, implement and evaluate quickly and effectively to address shifts in need and opportunity, especially in regards to emergent social issues and disruptions. **ON**
 - d. To initiate this, commit to a comprehensive organizational methodology for action using a human-centered design approach - and adopt this methodology as an engagement process to foster both internal and external engagement. **2**
 - e. Engage in library-wide professional learning focused on developing design thinking capabilities with Team Members. **2**
- 9. Adopt a strategic approach to change that values quick wins and long-term sustained improvement and innovation.**
- a. Starts and stops are real in the Racine community. Initiative fatigue is real at the library among its current staff. Use small wins to build trust, both within the community and with the Team Members. Build momentum and forward-motion progress. **ON**

10. Make spatial changes to the library

- a. If a decision is made to stay in the current library, then engage in a spatial redesign. Here are the recommendations for creating a new library spatial ecology: **2 (2b-2w)**
- b. **New Plaza and Free Parking:** Eliminate metered parking or change to four-hour free parking if possible, or create several free spaces (mentioned earlier). Develop a parking method that best suits the members, and a typical visit, without being abused by other downtown visitors. Also, the existing plaza easily collects blowing trash and encourages vagrancy. Reshaping the levels of the plaza should improve accessibility while providing larger open areas for events.
- c. **Greeting and Invitation:** Improve the sense of arrival by identifying the destinations that are available to members upon arrival through wayfinding techniques. When entering the library, there are three clear zones that are accessible: youth, teen/adult, and administrative. Give each a clear identity and an access point that is clearly visible from the front door. The most important new element of a new invitation would be a new stair connecting to the second floor of the library that is open, welcoming, and visible from the main entry. There is a large joint between the original building (1958) and the addition (1991). There is a double row of columns and the existing 1991 addition cantilevers to meet the original 1958 library structure. This gap (+/-12ft) could be opened and a new stair inserted. This new stair and recently renovated youth section would flank the new information, checkout, and sorting area planned for construction in 2020.
- d. **Increase daylighting:** In conjunction with the addition of a stair, adding a skylight or roof monitor above the new stair would add natural light to the center of the building that would pass to the first floor through the new stair opening. This would create a bright welcoming beacon to the second floor.
- e. **Social Distancing:** Consider the role that social distancing may play in the development of new spaces.
- f. **Library Cafe:** Plumbing is already in place for the addition of a café at the second floor. The existing teen space is often occupied with members using this space to wait for friends or when waiting for a ride considering that this space has a view of the main entry and drop-off. Adding a café would greatly contribute to the development of the library as a third place.
- g. **Genius Bar:** This would be located at the core of the second floor. This space would enable the librarians to observe the entire floor and be easily accessible to members. Alternate furniture solutions that reduce the barriers between members and librarians but still provide security for the librarians is an important consideration in the design of a genius bar.
- h. **5G Lab:** Aligning with the Smart Cities initiative this lab's primary function would serve to advance the community in understanding the new and innovative technologies associated with 5G. This space could be a centerpiece for the second floor.

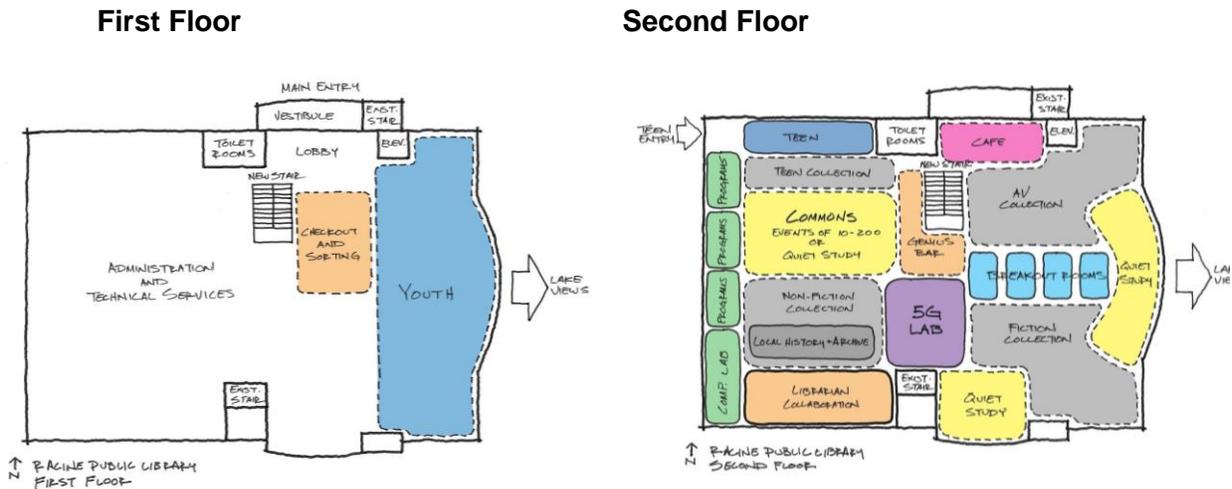
- i. **Inclusion of a Community Maker Environment:** in addition to the makerspace for students, develop a community maker environment for members. This is not shown in the concept design presented in the included spatial diagrams.
- j. **Flex space:** A space for gatherings from 10-200 is needed without the addition of a dedicated space. The core of the original (1958) library could be configured into a large open space with the proper proportions for meetings, lectures, or workshops of various sizes. Additional acoustics and A/V equipment could be added for greater flexibility of presentation modes. The existing clearstory windows above the space provides great natural lighting without the glare to members or presenters. Flexible seating and tables (nesting or flip-top) would allow the space to transition quickly from quiet study space to presentation space.
- k. **Teens:** With the possibility of transforming an existing northwest egress exit to a dedicated teen entry, the northwest side of the floor could be dedicated to quiet study, group study, and Esports spaces for teens. Separated from the majority of other members, this gives the teens a sense of ownership and reduces possible disruption to other members.
- l. **Develop space for remote work capacity:** Remote work will comprise a greater proportion of how traditional organizations interact and work in the future. Additionally, this is currently how freelancers and solopreneurs now operate. Develop spaces for this work to attract this group to the library. Note: this is not pictured in the concept design.
- m. **Programs:** As a shift to community-developed programs (see programming recommendations, 15b) occurs, additional meeting space will be needed. Along the west end of the second floor and combined with an expanded computer lab, a series of meeting rooms for programs of 5-25 members could be provided. These rooms would be visible from the Genius Bar for observation. The wall between the program rooms could also be operable for expansion to larger programs as needed to provide flexibility for program size and enrollment.
- n. **Adult Services Team Member Collaboration:** Building off the success of the youth librarian collaboration space, the existing adult Team Member space could be enhanced with new flexible and collaborative furniture and finishes to facilitate coordination between programs and adult departments.
- o. **Breakout space:** At the core of the east half of the second floor is a linear series of four breakout rooms that could be installed for small informal meetings. Utilizing digital scheduling, these rooms could be checked out by members for a few minutes or a few hours. Again, adjacent to the Genius Bar, Team Members could maintain visibility and aid in wayfinding to the space. By utilizing a demountable and transparent partition system, these breakout rooms could be reconfigured at a later date as the member needs evolve.
- p. **Quiet Study:** The best views, the brightest light, and the quietest spaces of the second floor can be used to support this function. Located adjacent to the full height glass of the east and south elevation, the new dedicated quiet study spaces are at the edges of the library and away from spaces reserved for louder

and more active programs and events. Soft seating and flexible desking options would make this a prime destination for a variety of members.

- q. **Local History Archive:** A dedicated space that was environmentally controlled (light, temperature, and humidity) and secure but accessible is required to advance the library as community curator of Racine history. This space is visible from the 5G Lab (connects past to the present) and adjacent to the Adult Services Librarian Collaboration space.
- r. **Collections:** This proposed plan re-locates portions of the collection adjacent and in association with its most likely user group. This plan makes every effort to connect user, media and space intelligently.
 - i. Teen fiction, non-fiction, and A/V are located adjacent to the dedicated teen space.
 - ii. The non-fiction collection is adjacent to the event spaces, program rooms, and archive. This reflects the most common types of programs and presentations anticipated for the events space.
 - iii. The fiction collection is adjacent to the quiet study and quiet reading spaces allowing members to browse, explore, and take the time to sit and sample.
 - iv. The A/V collection is located adjacent to the café. This area and portions of the café could also have a display for broadcast of news and events with sound and without disturbing other, quieter, areas of the library.
- s. **Shelving:** Shelving should be as low and flexible as possible. Portions of the collection that are out of site are out of mind and end up not circulating while occupying valuable shelf space. Keeping shelves lower but items within reach allows both librarians and members to see and access the whole collection. Using flexible shelving solutions allows the shelving to reposition occasionally, encouraging circulation, and exposing members to new materials.
- t. **Transparency:** Transparency is not only important for security but it allows members to see and possibly join programs and events they were unaware of. All enclosed spaces (program rooms, teen space, breakout rooms, 5G Lab, and archives) are encouraged to use glass partition systems and operable partition systems where possible to allow for the greatest transparency. Careful selection of products is required to ensure that acoustically superior solutions are selected for this effort.
- u. **Lighting:** Separating general lighting and task lighting help define space and dictate mood. Quiet study spaces can be defined by a series of pendants or lamps. Portions of the collection can be highlighted with direct lighting incorporated into the shelving systems. Controllability is very important. All spaces from program rooms, breakout rooms, and study spaces should have some level of member control over lighting type and intensity.
- v. **Acoustics:** Proper acoustics are perhaps one of the most critical items to a successful library. Some spaces must be nearly silent and others must allow for noise. Careful selection of floor coverings, ceiling treatments, and placement of shelving and soft seating will have the greatest impact on the acoustical

separation of areas on the second floor. The proposed second floor concept design attempts to organize activities from what may be the loudest to what should be the quietest for the greatest chance of acoustical success.

Here are two diagrams that reflect these recommendations. Larger diagrams are located in the appendix.



11. Develop a library member program.

- a. Continue your cross-training efforts to encourage flexibility in the assignment of Team Members and to promote empathy for each other's responsibilities. **1**
- b. Reimagine the Library Card as a *Greater Racine Gateway Pass* that enables members to access other institutions. Recognize the passes of other institutions at the library. **2**
- c. Build different corporate identities that can exist within the member program. **3**

12. Grow your membership.

- a. Ensure future participation by all demographics by heavily investing in children's and teen programs that help position the library as a life-critical element in their lives. **2**
- b. With the update of space, hold all programming (when possible) at the library to continue to attract the widest range of community participation.

13. Lead the development of community literacy.

- a. Align and drive programming efforts, as well as collections and resources, to support a transliteracy approach (defined in 13c). **ON**
- b. Continue to develop relevant collections that increase circulation and engage the community through literature. **ON**
- c. Adopt a broader perspective on what it means to be literate. To that end, focus on a transliteracy approach to guide the development of community literacy. Transliteracy is defined as "transliteracy is the ability to read, write and interact

across a range of platforms, tools and media from signing and orality through handwriting, print, TV, radio and film, to digital social networks.¹ To this, add specific elements of targeted literacy, such as financial and health literacy, among others, to provide a comprehensive identity to community literacy. **1**

- d. Consider a shift in purpose from information access to a focus on capacity (loaning things and materials that provide members with capacity that they don't have - Internet hotspots, cooking utensils, etc.) and empowerment. **2**
- e. Continue to focus on the development and circulation of your newsletter. **2**
- f. Create a semi-annual literary magazine that is developed by the library but features submissions from the library community. **3**
- g. Create the literary magazine and your existing newsletter in both English and Spanish. **3**

14. Serve as the community storyteller.

- a. Commit to telling the stories of community, of literacy and empowerment. **ON**
- b. Tell the stories of the library - link this to brand-building and as part of a new invitation into experience. **ON**
- c. To accomplish this, develop storytelling capacity among the library Team Members by sending several members to the Center for Digital Storytelling in Berkeley, CA to attend workshops on digital storytelling. (available at storycenter.org) **1**
- d. Redo the library website - move beyond the *informational* focus to an approach that is *inspirational and aspirational*. **2**
- e. Employ a multichannel approach to storytelling -social media, videos, newsletter, and through virtual reality. **2**
- f. Provide a rationale and a compelling case for why people want to contribute to the library on your web site. Employ your new storytelling capacity to demonstrate a need. **2**
- g. Investigate the StoryCorps as a methodology for membership to develop and contribute stories about Racine to the Library of Congress. **2**

15. Redefine and rethink library programming.

- a. Develop a new focus for programming efforts - call them *experiences* - the library offers learning experiences. A set of collective experiences could be framed as a library expedition. **1**
- b. Build experiences **with** your community, not for it. To that end, attend an OF/BY/FOR ALL Bootcamp. Use this experience to begin programming efforts where programming is designed with the community rather than for it. See: <https://www.ofbyforall.org/>. **1**
- c. Rethink programs/tie programs to a life-wide (experiential), and life-deep (on becoming human) approach. **2**

¹ "Transliteracy Research Group Archive 2006-2013 | THIS IS A" 12 Apr. 2013, <http://www.transliteracy.com/>. Accessed 27 Mar. 2020.

- d. Use a design approach that employs human-centered ethnography to develop experiences that are meaningful. **2**
- e. Develop unique digital programming that is distributed through an appropriate digital interface. Record these sessions for asynchronous viewing on the web site. **2**
- f. Study the impact of 5G access on programming efforts and what it means to be able to deliver digital access to resources without latency. **2**
- g. Rethink experiences so there are linkages between the community, the experiences and available resources. For example, partner with the Racine Urban Garden Network to promote their work through library programming (experiences around gardening), library literature, and the ability of members to check out gardening equipment (Library of Things). **2**
- h. Focus on non-traditional targeting of user groups (going beyond blood pressure screening for seniors, for example) to support the development of new and engaging experiences. **2**
- i. Develop a signature, long-term engagement - for example an *Open Minds Project* - that captures moonshot thinking. Other plausible examples: *5G: Developing Technologies*, *The Library as Network*. **3**
- j. Present this type of project as a signature community-wide learning experience that leverages community expertise and that offers a variety of entry points for different demographics. **3**
- k. Use this signature experience as a vehicle to develop community awareness and participation in the library and its mission. Make it big picture, bold and visible, and associated with a community issue of importance. **3**
- l. Use the signature experience as a vehicle to drive fund-raising efforts.

16. Develop a Library Creative Studio

- a. Build teams, programs, space and time for improvement (getting better at what you do currently) and innovation efforts (creating things that you are not currently doing). **ON**
- b. Develop a Creative Studio that is the library's center for improvement and innovation. This should be composed of a distributed membership among Library Team Members. **2**

Consider that a Creative Studio is more of a flexible assemblage of people than a dedicated space - and that the Studio can operate in any space (physical or digital) associated with the library.

- i. Potential topics include:
 1. developing a long-term signature event that engages the community over a number of years and is community-inclusive.
 2. being involved with supporting the development of Team Member Engagement Expectations.

3. being involved with supporting the development of a Library Services Plan that addresses long-term interruptions in services.
4. developing a Team Members Role Map in support of this strategic plan.
5. the exploration of virtual and augmented reality and how it supports library programming, operations, and community engagement.

For an example of a similar program, see the Library Test Kitchen at Harvard University, available here: <https://metalabharvard.github.io/projects/ltk/>

17. Understand, Explore and Leverage 5G Connectivity

- a. Use the 5G rollout to develop a library added-value capacity for Racine - become the location for understanding and applying 5G - be the community leader in developing user capacity. **2**
- b. With more capable capacity, have the Library Creative Studio explore the impact of 5G on library operations and on community learning events associated with 5G. **2**
- c. Focus this work by preparing a plan to provide learning opportunities to the community to understand 5G. Involve outside experts in this endeavor. **2**
- d. Work to provide equity of access to Internet capacity through your Internet of Things program. **2**
- e. Explore how 5G supports real-time digital programming to the community and community centers. **3**

18. Develop a “Smart Library” approach that embraces a broader virtual presence and infrastructure to support the variety of roles that the library plays in the greater Racine Community.

- a. The recent pandemic suggests a greater reliance on remote experiences that will require a more robust virtual infrastructure. How remote experiences are balanced with face to face events remains to be seen. **ON**
- b. Develop broader capacity to engage the community through digital environments to provide services during long-term interruptions in traditional, face-to-face service. **1**
- c. Develop your in-house capacity for virtual work with a suite of tools that provide a realistic capacity for working remotely. This includes meeting tools (Zoom or other), an online whiteboard tool (Miro or Mural) project-management tools (Asana or Basecamp), and phone applications available for instant messaging (Slack, WhatsApp). Along with identifying the proper tools, develop expectations for working virtually and what it means to engage in effective work online. **1**
- d. To specifically target different areas of Racine, use your Facebook presence to create pages for each community center in Racine. Create virtual community branch libraries. **2**

- e. Develop platforms that extend the reach of programming, either synchronously (for example, live streaming events) or asynchronously (programs that were developed for viewing asynchronously) or programs that were recorded live and placed online for on-demand viewing - create the *Racine Public Library Experience-On-Demand*. **3**
- f. Develop a Library app that provides a mobile and social community experience and connects the library to people on the technology that is most available to them and that they carry daily. **3**

19. Develop a *library resilience plan* that specifies services and engagement strategies that can be placed into action in the event of large scale interruption in services.

- a. Develop a plan for ensuring public and employee safety in the library. Publish this immediately on the library web page. Communicate it through social media channels. **1**
 - i. The American Library Association has guidelines for such a plan at <http://www.ala.org/tools/atoz/pandemic-preparedness>
- b. Develop a plan and programs for remote engagement. For example, continue your storytime programs through a virtual interface. **1**
- c. The development of this plan could be supported over time through an internal partnership between the Library's Creative Studio and the Programming team, with oversight from Library leadership. **2**

20. Expand community outreach efforts.

- a. Revisit the collar communities issue to determine what is the best way to serve them. **ON**
- b. Revisit the support for the Racine Unified School District to fine-tune current outreach programs and develop insights for other engagements. **2**

IMPLEMENTING THE STRATEGIC PLAN

Strategies and an initial framework: the strategies have been assigned a number that reflects the potential position of the strategy in a long-term plan. It will be essential for the Board of Trustees and new library leadership to select which strategies (there are 106 total) will be implemented and when over a 5 year period.

- 1: Immediate:** do this now.
- 2: Near:** do this in the next 6 months - 2 years
- 3: Distant:** do this in the next 2 years to 5 years
- 4. Ongoing:** always do this.

Immediate (24 strategies)

1a, 1b, 3a, 3b, 4a, 4b, 5e, 5f, 6d, 6e, 7a, 7b, 7c, 13c, 13d, 13e, 14c, 15a, 15b, 18b, 18c, 19a, 19b, 19c

Short-term (48 strategies)

3c, 3d, 3e, 4c, 5g, 6g, 6h, 8d, 8e, 10b-10w, 14d, 14e, 14f, 14g, 15c, 15d, 15e, 15f, 15g, 15h, 16b, 17a, 17b, 17c, 17d, 18d, 20b

Long-term (15 strategies)

3f, 4c, 4d, 4e, 4f, 6f, 13f, 13g, 15i, 15j, 15k, 15l, 17e, 18e, 18f

Ongoing (19 strategies)

2, 5a, 5b, 5c, 5d, 6a, 6b, 6c, 8a, 8b, 8c, 9a, 13a, 13b, 14a, 14b, 16a, 18a, 20a

Milestones:

Additionally, it is anticipated that the Library develop a set of milestones (expectations for the achievement of strategies) to gauge progress.

Responsibility Map:

Based on the strategic plan, develop a **Team Member Responsibility Map** that describes how each Team Members supports the initiatives described in the Strategic Plan. Develop this in partnership with the Team Members. See strategy 6e.

Initiative Tracking and Assessment Program

For each strategy, employ an Initiative Tracking Tool to manage the progress of the recommendation. Consider a tool such as Xplane's Initiative Tracker (<https://x.xplane.com/initiative-tracker-0>) or a commercially available project manager such as Basecamp or Asana.

Assessment Program

A critical component of tracking initiatives will be not only monitor their progress, but evaluate it. For each initiative that is activated, create an assessment cycle that is based in the following

- What will constitute success?
- Based on your expectations for success, what are the criteria that you will measure that will help you understand if you are successful or need to course correct?
- How will you measure it? What are the tools and methodologies for collecting data?
- Who will be responsible for measuring the progress of the initiative?
- What are your timelines for assessing the initiative? When will you initiate progress checks as you proceed?
- How will you report the progress and how successful your initiative was? How will you make recommendations for continued growth and progress?

APPENDIX

The Racine Public Library Manifesto

"THE WORLD OF BOOKS IS THE MOST REMARKABLE CREATION OF MAN."

UNIQUELY RACINE.

YOUR STORY. YOUR JOURNEY. YOUR EXPEDITION.

ENGAGE. CREATE. UNIFY.

THE LIBRARY SERVES AS A BEACON AND A NORTH STAR

UPLIFT. BELONG.

OUR GOAL IS TO BE A **WORLD-CLASS** LIBRARY.

WE EMBRACE WE BUILD COMMUNITY

**LIFE-LONG,
LIFE-WIDE,
AND LITERACY.**

**LIFE-DEEP
LEARNING UNBOUNDED.**

THE LIBRARY SERVES INVITATIONAL
SO ITS COMMUNITY CAN INSPIRATIONAL

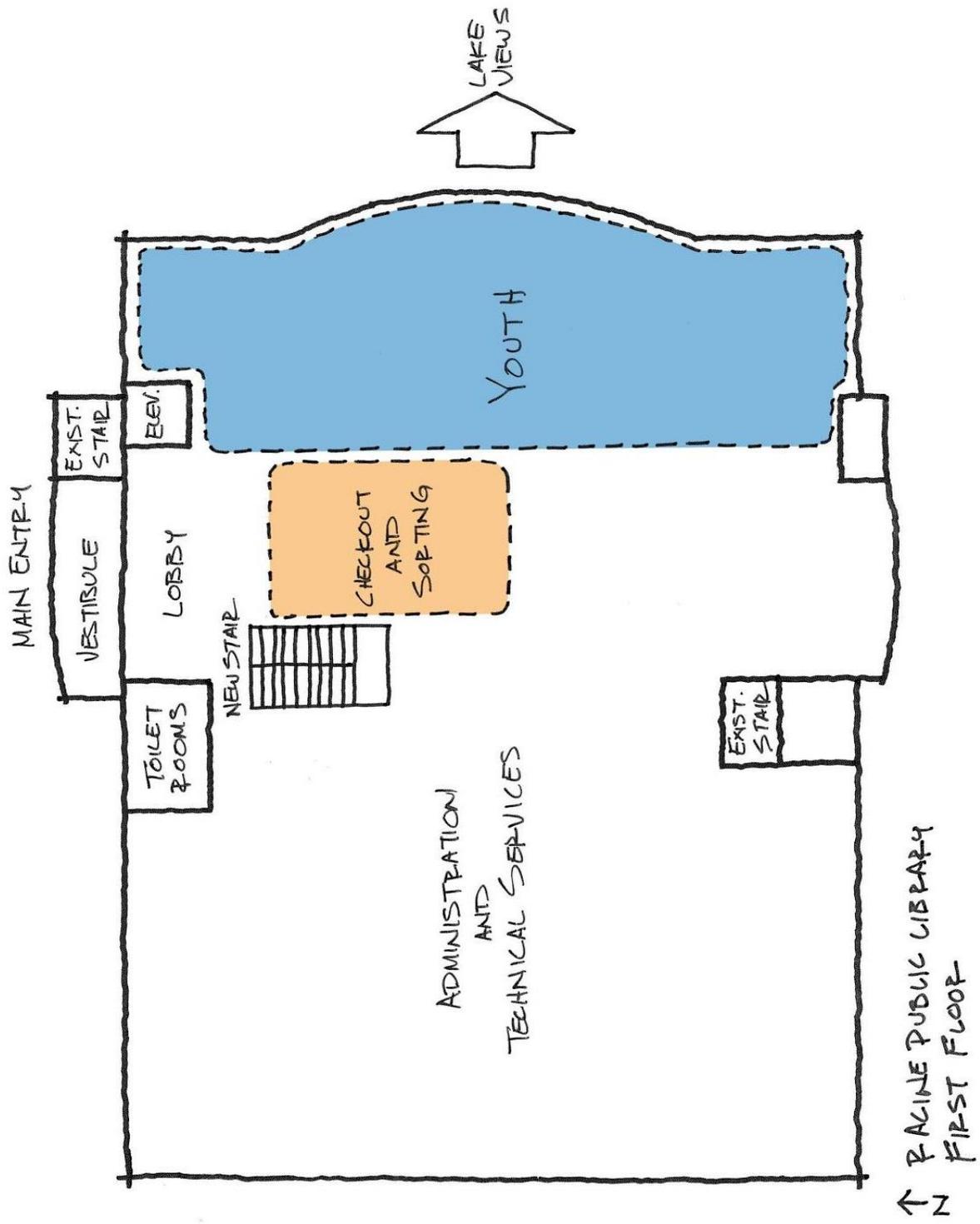
THRIVE. EXPERIENTIAL
COMMUNAL
RELATIONAL
FOUNDATIONAL

"THE LOVE OF LEARNING, THE SEQUESTERED NOOKS, AND ALL THE SWEET SERENITY OF BOOKS." RESOURCEFUL
CULTURAL

THE LIBRARY IS A PLACE TO BECOME SOMEONE

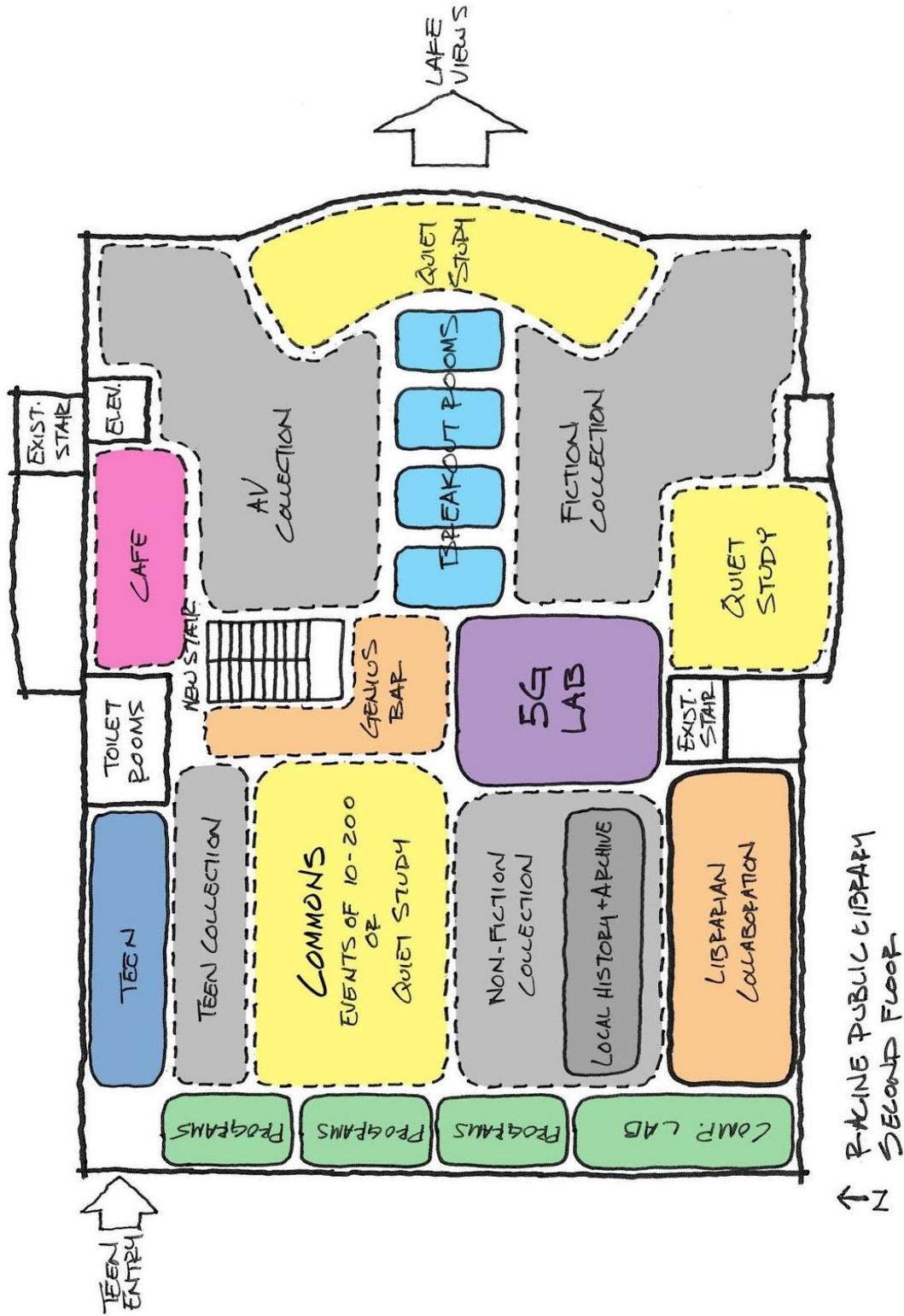
THE RACINE PUBLIC LIBRARY

Library Concept Design: First Floor



Library Concept Design: Second Floor

DATA



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