CARNEGIE-SCHADDE
MEMORIAL PUBLIC LIBRARY

STRATEGIC PLAN
2025-2030

CARNEGIE-SCHADDE MEMORIAL PUBLIC LIBRARY OF BARABOO ENVIRONMENTAL SCAN

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Welcome!

Since the founding in 1895, the Carnegie-Schadde Memorial Public Library has circulated millions of items and enhanced and enriched the lives of thousands of people who live in the Baraboo Area. The library has made unique and substantial contributions to the quality of life for residents and has engaged in a strategic planning process to build on its impact well into the future.

A strategic plan workgroup was formed consisting of library staff, library board, and members of the public with assistance from South Central Library System. The workgroup conducted surveys, analyzed data, and drafted this plan that was adopted by the library board. The board is excited to share this plan and looks forward to the benefits our vibrant library will continue to provide our community.

A more detailed library history and additional details on the planning process can be found in the Appendices at the end of the document.

Our Mission, Vision, and Pledge

Our Mission: We are a community center for lifelong learning and literacy bringing people, information, and ideas together.

Our Vision: We are an essential, collaborative community partner supporting and inspiring an engaged, educated community of learners and creators.

Our Pledge: The following values will guide our work to fulfill our mission and reach our vision:

We Pledge to:

Improve and innovate: We strive to provide equitable access to expertly selected services and resources.

Value and pursue collaboration: We facilitate cooperation and seek partnerships to enhance community impact.

Provide a safe and welcoming environment: We take pride in our library and are helpful, courteous, and respectful to all.

Be responsive and adaptive: We learn about our community's needs and listen to their ideas.

Celebrate diversity and embrace inclusion: We are understanding, compassionate, and inviting to all.

Uphold integrity and be nonjudgmental: We strive to be objective, impartial, trustworthy, and honest.

Ensure privacy and confidentiality: We champion everyone's right to explore information and ideas freely.

Respect intellectual freedom: We believe open inquiry and the freedom to read and learn are essential to our democracy.

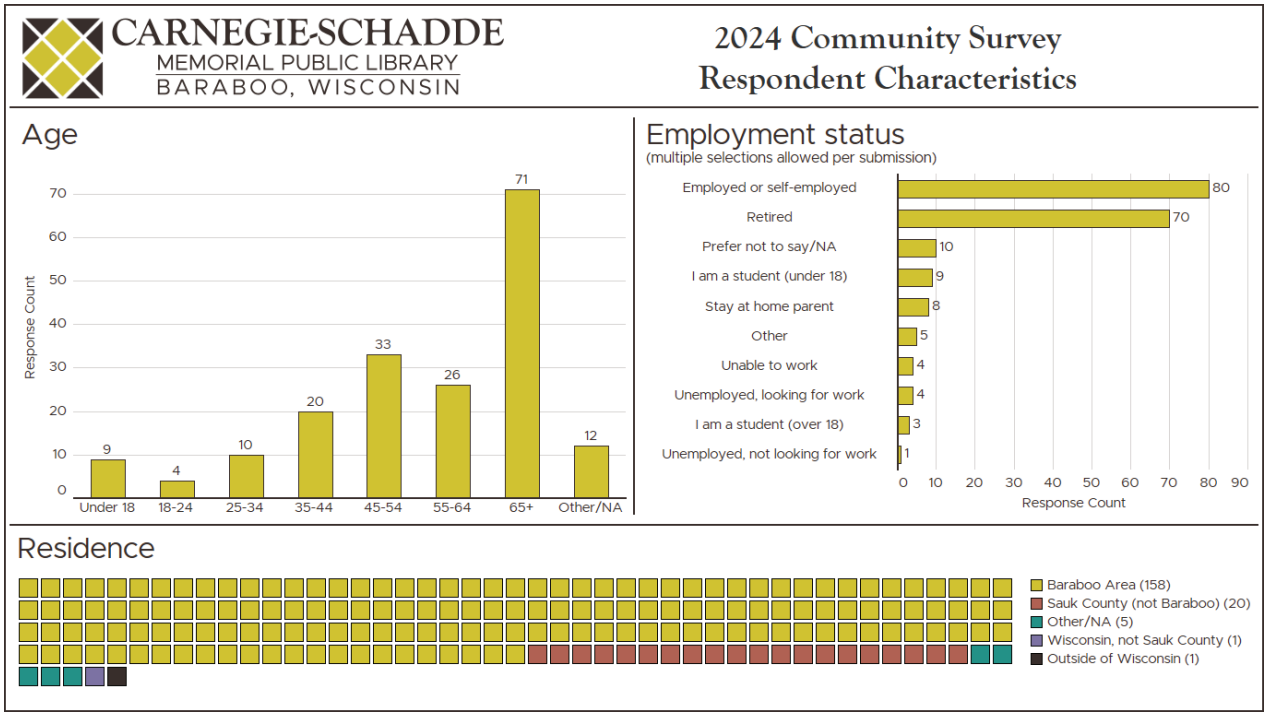
Community Services Survey Data: Snapshots

Library board and staff surveys were completed in early fall 2024 and a community library services survey was completed in mid-fall 2024. 185 individuals completed a community survey in the early fall of 2024.

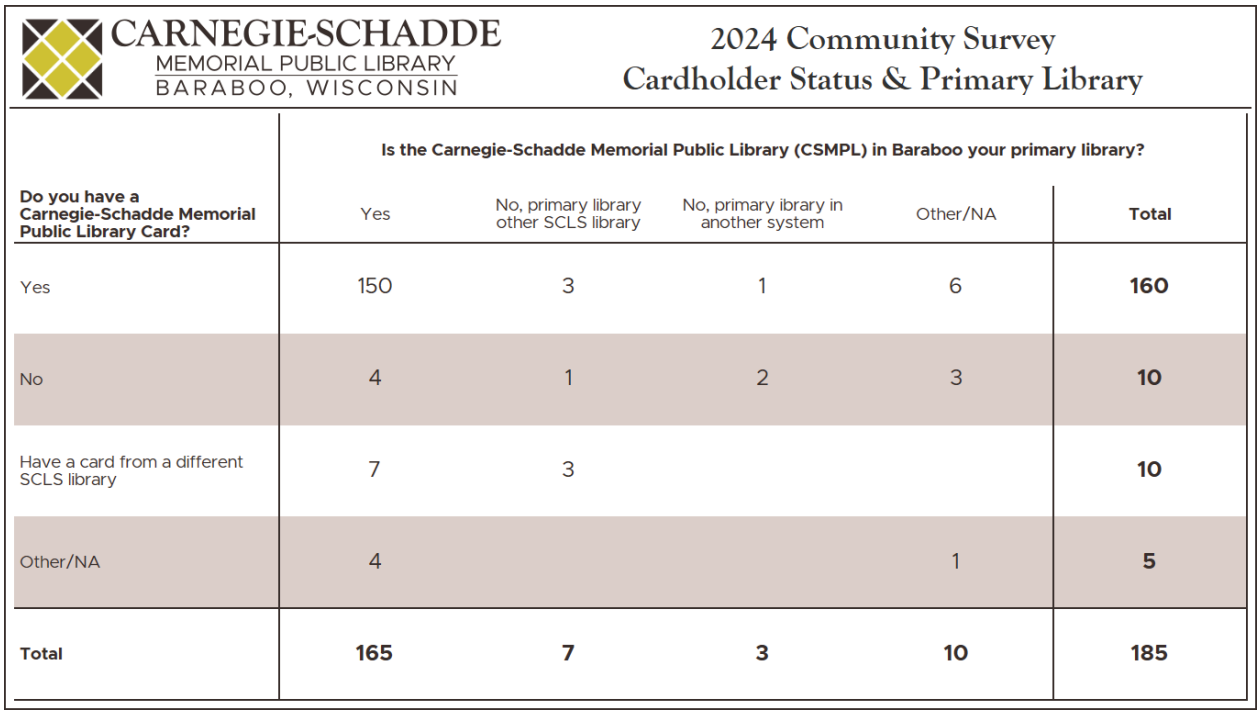
The public services survey indicates that the library is seen as a vital community hub, offering essential services to people of all ages and backgrounds. Key findings include:

1. **Education & Learning:** The library is a center for lifelong learning, providing access to books, educational resources, computer services, and various programs that support literacy and knowledge development for children and adults alike.
2. **Community Building:** It's valued as a space for social interactions, fostering a sense of community, and offering opportunities for people to connect across different demographics. The library serves as a gathering space for all, whether for educational, personal, or social purposes. Community partnerships are highly valued.
3. **Access to Resources:** The library provides valuable resources, such as free internet, computers, printing services, books, audiobooks, movies, and other media. This access is especially crucial for people who may not have these resources at home.
4. **Programming:** The library offers programs for children, teens, and adults, which help stimulate learning, creativity, and social engagement. These programs are seen as important tools for community involvement and personal development.
5. **Inclusivity & Equality:** It's recognized for its role as a "great equalizer," offering free services to everyone regardless of their income or background, and for providing resources that many people might not otherwise have access to.
6. **Nostalgia & Tradition:** For many, the library holds a deep personal and nostalgic value, as it has been an integral part of their lives and families for generations.

Age, employment status, and residence of survey participants:

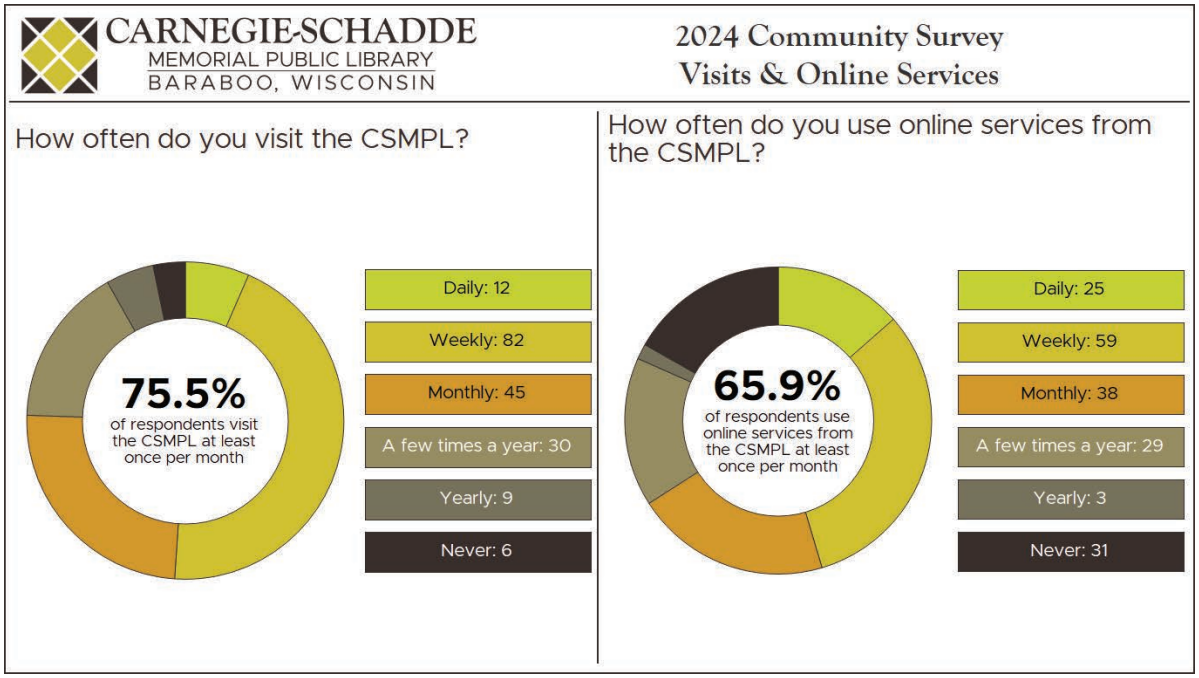


Cardholder status and primary library indicators:

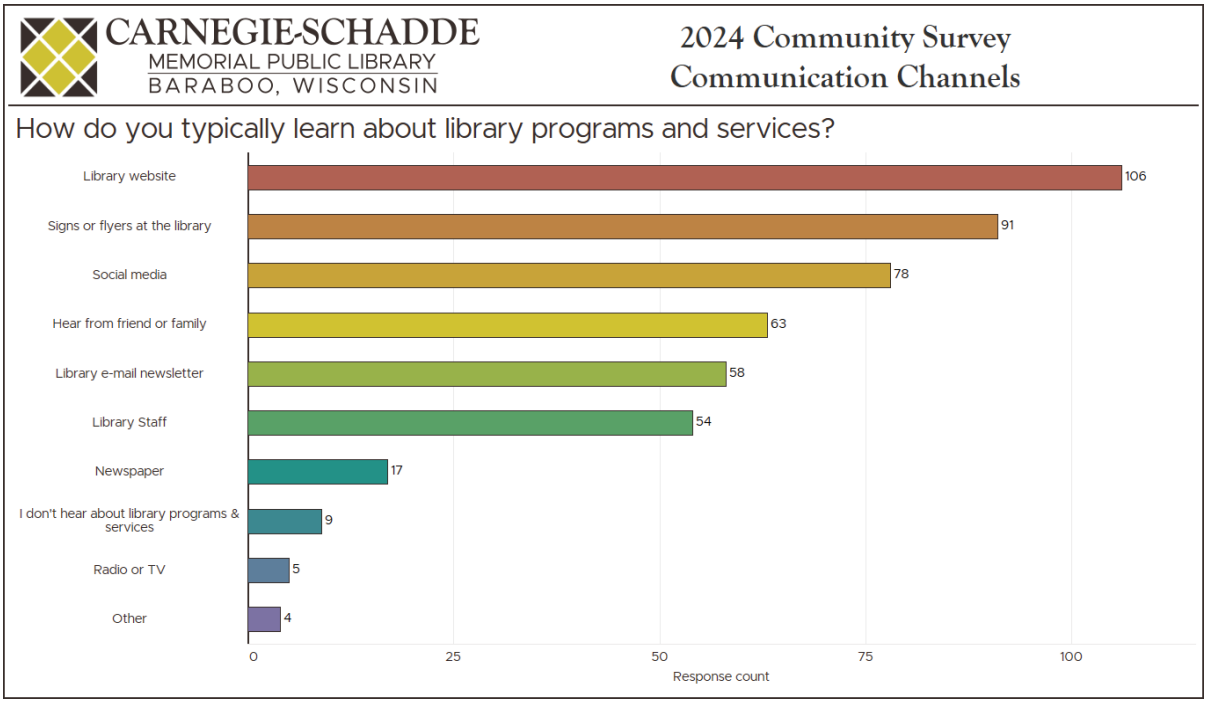


Do you have a Carnegie-Schadde Memorial Public Library Card?	Is the Carnegie-Schadde Memorial Public Library (CSMPL) in Baraboo your primary library?				
	Yes	No, primary library other SCLS library	No, primary ibrary in another system	Other/NA	**Total**
Yes	150	3	1	6	**160**
No	4	1	2	3	**10**
Have a card from a different SCLS library	7	3			**10**
Other/NA	4			1	**5**
Total	**165**	**7**	**3**	**10**	**185**

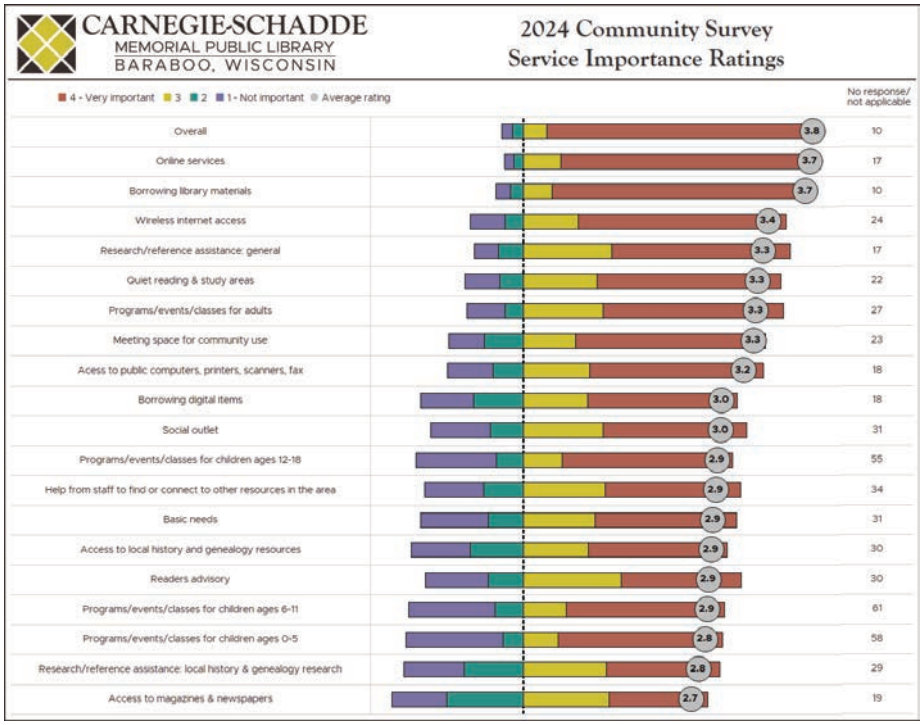
In-person and online library use:

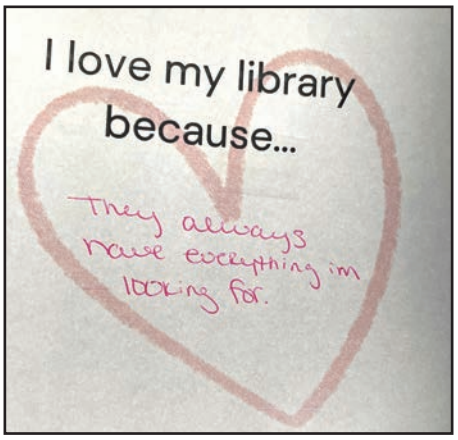


Ways participants learn about library programs and services:

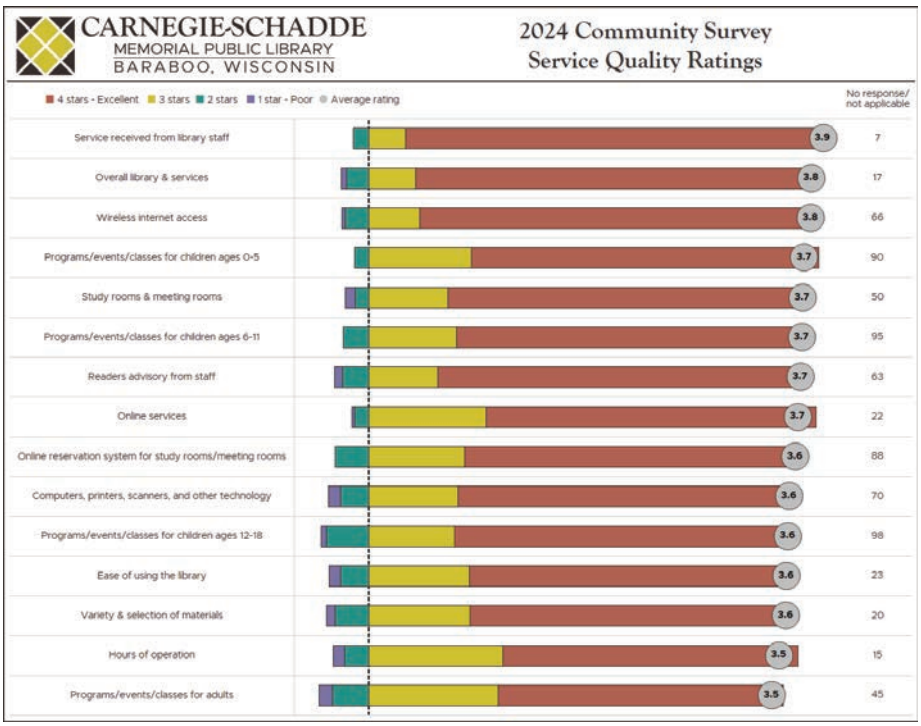


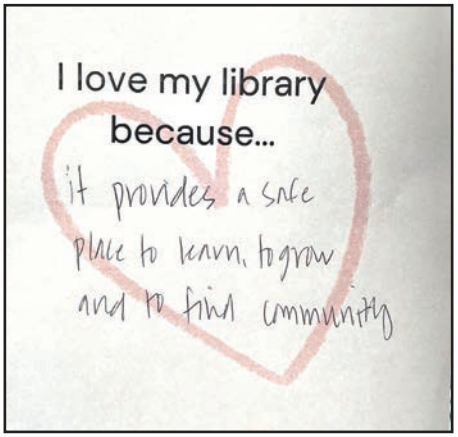
What is important to users:





Patron satisfaction:





Core Community Priorities and Service Priorities: lessons learned from stakeholders (residents, library board, library staff)

The Carnegie-Schadde Memorial Public Library is cherished as an essential community resource that supports education, fosters social connections, and provides equitable access to information and services. The library plays a crucial role in the community, enhancing knowledge, creativity, and overall well-being. The desired culture is one of inclusivity, respect, and community, where both staff and patrons feel valued and supported. Key aspects of this culture include:

1. **A friendly community** where everyone feels included and welcomed.
2. **A culture of innovation and respect**, with staff leading by example and community members appreciating their work.
3. **A safe place** where people can relax, meet others, or have personal time.
4. **Acceptance, honesty, and growth**, creating an environment where both staff and patrons are aware of each other's needs and can move forward with understanding.
5. **Friendly, welcoming service**, with staff prioritizing superior service and making every visitor feel comfortable and supported.
6. **Encouragement of learning and sharing ideas** in a non-threatening and inclusive environment.
7. **A positive, open atmosphere** that fosters respect, diversity, and is non-judgmental.

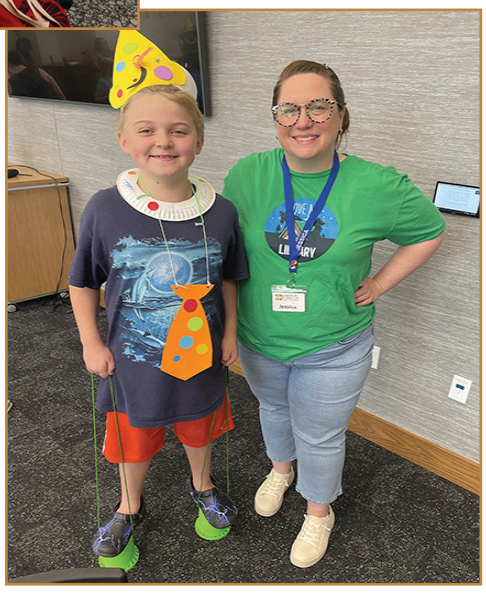
In this culture, all community members would feel they belong and have access to the resources they need, while staff are supportive and committed to helping others. These community and service priorities are at the heart of the library's strategic plan goals, objectives, and future activities.

Framework to Measure Impact of Strategic Plan

GOAL 1	GOAL 2	GOAL 3
The Carnegie-Schadde Memorial Public Library provides opportunities for community members to connect with one another, supports their educational and literacy needs, and provide access to the world of knowledge.	The Carnegie-Schadde Memorial Public Library will be a safe, inclusive, accessible, equitable, and welcoming organization that is proactive and responsive to the needs of our community. The library will also foster a supportive internal culture that values staff development, professional growth, and collaboration.	The Carnegie-Schadde Memorial Public Library will practice transparent and responsible stewardship of public funds while pursuing innovative partnerships and sustainable revenue streams to support its long-term growth and impact.
Goal 1 Objectives:	**Goal 2 Objectives:**	**Goal 3 Objectives:**
Obj. 1: The library will provide access to physical and electronic resources that support lifelong learning and are aligned with our community's needs/wants. **Obj. 2:** The library will connect residents with community events, services, and other opportunities to engage with one another through partnerships and cooperative programs. **Obj. 3:** The library will promote and support literacy, life skills, and social connection through innovative and high quality programs.	**Obj. 1:** The library will provide accessible and welcoming spaces for community members to gather, learn, and share ideas. **Obj. 2:** The library will foster an internal culture that values staff development, professional growth, and collaboration. **Obj 3:**The library will provide services that support community members' personal goals and educational needs. **Obj. 4:** The library will ensure equitable and convenient access to library collections and services. **Obj. 5:** The library will be proactive in its approach to technology.	**Obj. 1:** The library will show responsible and impactful use of municipal funding. **Obj. 2:** The library will continue responsible stewardship of donations made to the trust fund to maximize impact of donor funds and provide fiscal flexibility for the organization. **Obj 3:** The library will seek out local, regional, and national grants and donations. **Obj. 4:** The library will explore the creation of a library foundation.
Goal 1 Activities:	**Goal 2 Activities:**	**Goal 3 Activities:**
Develop guidelines for partnership programs Develop goals/criteria for library programs including evaluation Develop a system to regularly evaluate library collections and their usage Develop a marketing/publicity plan	Create a list of core service priorities and a system of evaluation of those services Promote accessibility features of facility and services Provide access and education to promote technology literacy in our community Study library open hours for maximum access to library, and develop alternative access (online options, locker pick-up, etc.) Engage staff to develop individual professional development plans that enhance a comprehensive approach to organizational growth and development Staff will explore emerging technology and evaluate its role in library services	Develop a long-range financial plan and explore creation of, or use of, a foundation Develop a metric for measurement of the impact of municipal funds Develop an annual fundraising plan

Sharing Results

The library director of the Carnegie-Schadde Memorial Public Library will share accountability reports at least twice per year with the library board of trustees at board meetings. Progress reports will be shared with Baraboo Common Council annually, when the Director shares the library's annual report. Staff members will receive updates about the actions of the plan, with special attention to identifying ways their work supports the strategic plan. Community members will learn about collections, materials, services, and programs resulting from the new strategic plan via local media outlets, newspaper articles, social media updates, in-library publicity and community forums and discussions. The library director will refer to goals of the strategic plan when hiring new staff; newly-elected board members will be introduced to the strategic plan and goals as a component of trustee training.

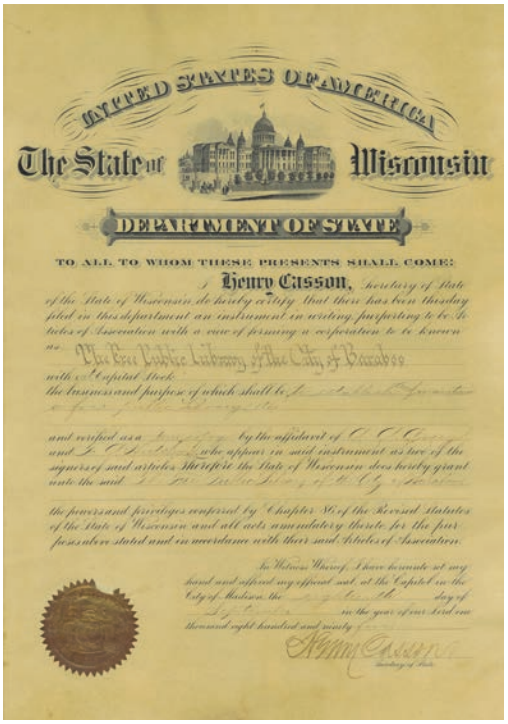


Appendices

Appendix 1: Who We Are & About the Plan
Appendix 2: Strategic Planning Process
Appendix 3: Who We Serve

Appendix 1:

Who We Are


UNITED STATES OF AMERICA
The State of Wisconsin
DEPARTMENT OF STATE
TO ALL TO WHOM THESE PRESENTS SHALL COME:
Henry Casson,

The first public library in Baraboo was established in 1895 and was housed in a room at the City Building. Eight years later, in 1903, a new library was built thanks to a $15,000 grant from Andrew Carnegie at 230 4th Ave. On July 1, 2021, the Baraboo Public Library officially became Carnegie-Schadde Memorial Public Library. The name honors the Schadde family, whose $2.8 million donation helped make the 2023 library expansion project possible .The Carnegie-Schadde Memorial Public Library remains in its original 4th Ave location, now a 33,000 square foot facility with additions in 1982 and 2023.

The library is authorized and governed under Wisconsin law, primarily Chapter 43 of the State statutes, and by the City of Baraboo Municipal Code. Wisconsin Department of Public Instruction publishes public library standards that guide the growth and services of libraries. The library is governed by a nine-member library board and is a department of the City of Baraboo. Primary funding for Carnegie-Schadde Memorial Public Library is provided by the City of Baraboo with additional funding from Sauk County. Supplemental funding comes from the State of Wisconsin aid for the summer library program, library fees, donor funds, and funds raised by the active Friends of the Library group.

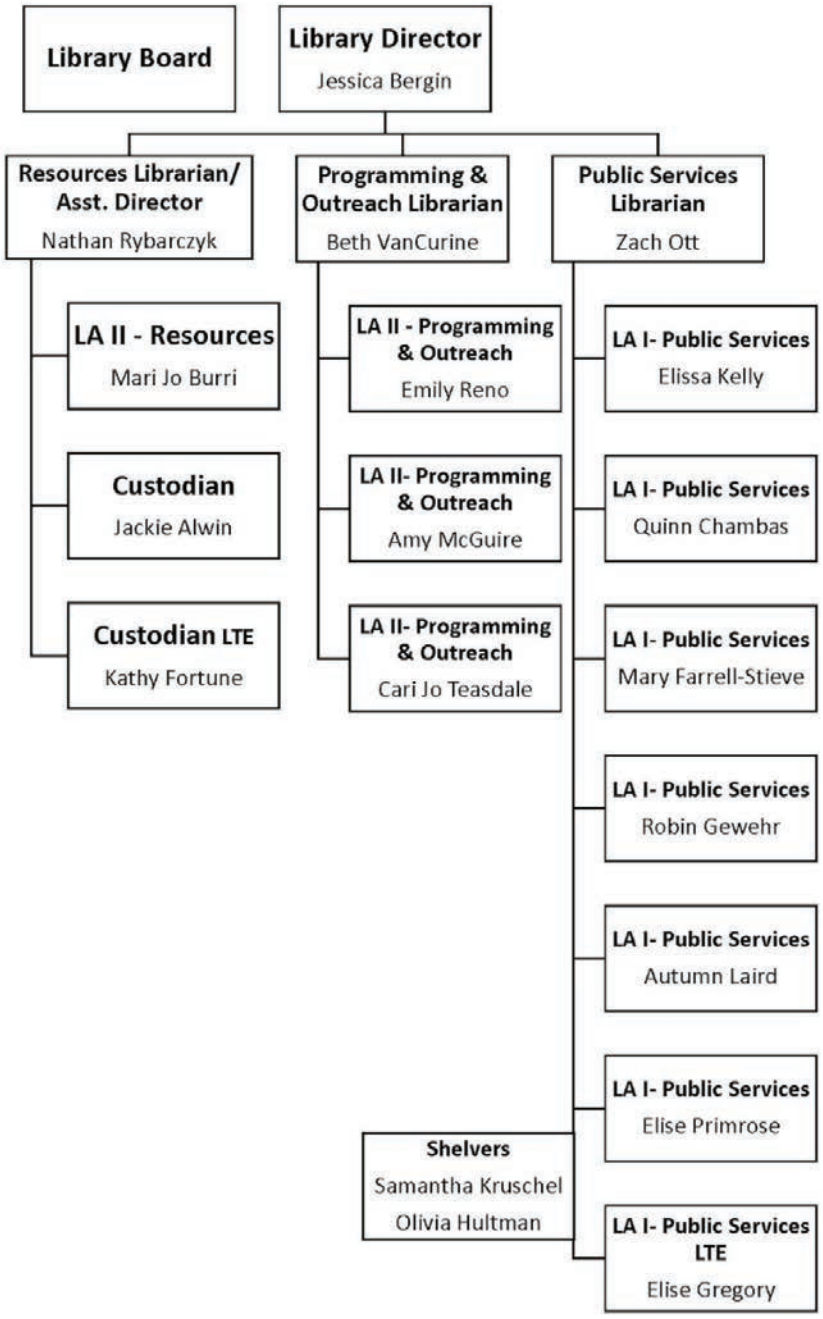
As a member of the South Central Library System (SCLS), a state supported system of public libraries in seven counties (Sauk, Green, Dane, Columbia, Adams, Portage and Wood), and the consortium of 54 libraries that offers LINKcat, patrons have access via the on-line catalog to materials in the collections of all LINKcat libraries. In addition patrons have access to materials not owned by LINKcat libraries via out-of-system interlibrary loan and WorldCat. The Library is the Resource Library for all Sauk County public libraries.

The library has 19 employees: 4-full-time, 16 part-time. Full-time positions are: Library Director, Resources Librarian/Assistant Director, Programming & Outreach Librarian, and Public Services Librarian. The library staff provides many services to the community. Friendly, personalized information service is provided in person or by phone. Library staff members are knowledgeable about library resources, technologically competent, and experts in customer service. Ongoing continuing education and professional development is encouraged, and staff participate in an annual staff development day.

The public services department and adult collections occupy both floors of the older "Carnegie" section of the building and includes historical reading rooms, 4 small meeting rooms (study rooms), a conference meeting room, and business center (computers, printers, copiers). The children's library is on the second floor of the 2023 addition and includes 2 study rooms, a wellness room, public computers, a Learn and Play space, and a youth program room. The teen area is on the main floor of the 2023 addition and includes 2 study rooms, gaming area, and public computers. Also in the 2023 addition is the Creative Classroom, and Auditorium. The library is accessible to persons with disabilities, equipped with an elevator, large print books, books on CD, DVDs, accessible e-content via Wisconsin's Digital Library, and offers monthly delivery to the homebound. The Library can also provide patrons with a connection to the Wisconsin Talking Book and Braille library.

The library has a diverse collection of over 84,000 items including books, magazines, newspapers, books on CD, music CDs, and DVDs, as well as online access to over 3,000,000 electronic items representing 800,000 different titles held by the 46 libraries in SCLS's LINKcat consortium. The library provides and maintains a Local History Collection, including microfilm of much of the Baraboo News Republic from 1855 to the present. In 2022 the newspaper microfilm digitized so it is available online. The library offers the public use of 12 computers, and free wifi access is available throughout the building. The Programming and Outreach Department provides a full range of programs for all ages year round, as well as additional summer programming for all ages.

Carnegie-Schadde Memorial Public Library Organization Chart May 2025



2024-2025 Library Board

Misty Muter- President
Annette Crowder- V. President
Gwen Herrewig- Secretary
Mitch Groenhof- Treasurer
Glenn Bildsten
Cynthia Orbegoso
John Phelps
Bekah Stelling
Vicky Wiegand
John Ellington- Emeritus

Strategic Planning Workgroup

Arline Beagan
Glenn Bildsten
Annette Crowder
Mary Grant
Jessica Bergin, Library Director

APPENDIX 2:

Strategic Planning Process

Library Administration and consultant staff from the South Central Library System (SCLS) met in late summer 2024 to identify strategic plan ideas and methods to collect community, library board, and staff input. Library board and staff surveys were completed in early fall 2024 and a community library services survey was completed in mid-fall 2024. Library Director Jessica Bergin and SCLS Consultant staff analyzed surveys, collected demographic data, summarized 2024 library use statistics, and drafted the plan in early 2025. A strategic plan workgroup was created in 2024 to review strategic plan documents and early drafts.

Strategic Planning Roles and Responsibilities

Library Administration and Board

- Created Strategic Planning Workgroup
- Completed library board survey
- Received strategic planning updates at monthly Board meetings

Strategic Planning Workgroup

Provided input on library service and community aspirations survey

- Reviewed strategic plan documents
- Assisted with drafting of plan

Library Staff

Completed library board survey

- Promoted library service survey
- Assisted with drafting of plan

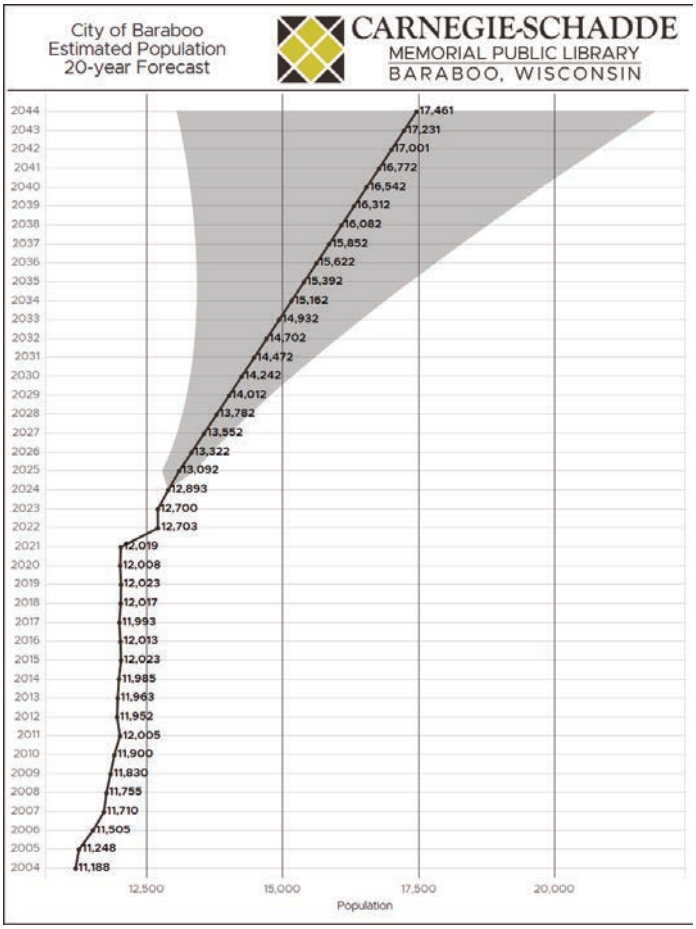
Consultant staff from the South Central Library System

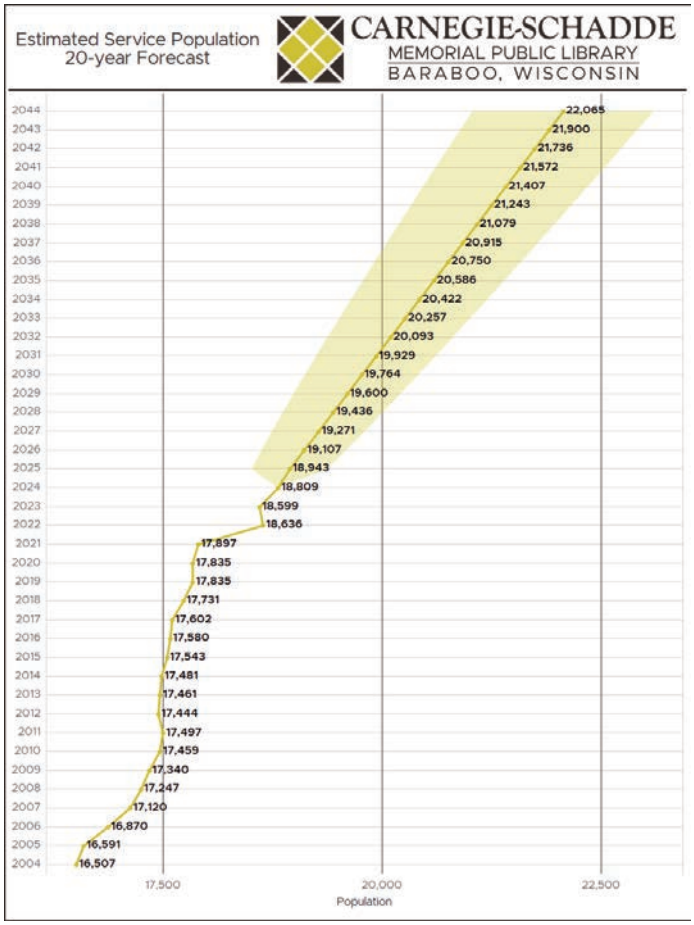
- Created and analyzed the library services, board, and library staff surveys
- Identified, analyzed and presented library and community data
- Assisted with crafting the Strategic Plan

APPENDIX 3 :

Who We Serve: Population and Demographics

The Carnegie-Schadde Memorial Public Library serves residents in the **City of Baraboo, Town of Baraboo, Village of West Baraboo**, and **Town of Delton**. Currently, the population of Baraboo is 13,092 with anticipated growth reaching 17,461 by the year 2044; the library's current service area population is 18,809 with anticipated growth reaching 22,065 by 2044 (WI Dept. of Administration). (Employment data, see Appendix 2)





2023 American Community Survey 5-year Estimates US Census Bureau						
Metric	ACS Table ID	City of Baraboo	Town of Baraboo	Village of West Baraboo	Town of Delton	Wisconsin
Median age (years)	DP05	40.2	50.4	34.8	46.7	40.1
Population under 18	DP05	19.0%	19.2%	18.7%	24.3%	21.6%
Population 65+	DP05	18.7%	23.3%	11.7%	19.5%	18.0%
Non Hispanic – White Alone	DP05	89.7%	88.1%	88.3%	82.8%	79.2%
Hispanic or Latino	DP05	4.0%	3.7%	3.6%	7.3%	7.8%
Veterans	S2101	8.8%	9.1%	8.3%	8.4%	6.4%
Median property value	DP04	$201,800	$301,400	$212,500	$251,000	$247,400
Median household income	DP03	$73,515	$94,861	$58,889	$84,256	$75,670
Poverty rate – children (under 18)	DP03	8.7%	13.1%	6.3%	7.9%	13.0%
Poverty rate	DP03, S1701	8.4%	6.3%	9.5%	6.6%	10.6%
Households without an internet connection	S2801	11.5%	7.4%	8.0%	9.6%	10.5%
Renters pay >30% income	B25070	34.9%	27.4%	45.7%	32.2%	40.4%
Children living in household with Supplemental Security Income (SSI), cash public assistance income, or food stamps/SNAP	B09010	517	15	42	163	282,214

Residents and library use:

Residents with a library card & Carnegie-Schadde Memorial Public Library as home library | January 2025 LINKcat-patrons-registered | WI Dept. of Administration (DOA)				
	City of Baraboo	Town of Baraboo	Village of West Baraboo	Town of Delton
Count	5,441	673	484	461
Percentage	42%	37%	30%	18%

Residents who used their library card (at any SCLS library) | 2024 Bibliovation | WI Dept. of Administration (DOA)				
	City of Baraboo	Town of Baraboo	Village of West Baraboo	Town of Delton
Count	2,231	338	203	290
Percentage	17%	19%	13%	12%

Estimated 2024 population (DOA)
City of Baraboo = 12,893
Town of Baraboo = 1,809
Village of West Baraboo = 1,612

Population Estimates WI Dept. of Administration (DOA)				
Year	City of Baraboo	Town of Baraboo	Village of West Baraboo	Town of Delton
2024	12,893	1,809	1,612	2,495
2044	17,641	1,795	2,051	3,170

Library Service Data

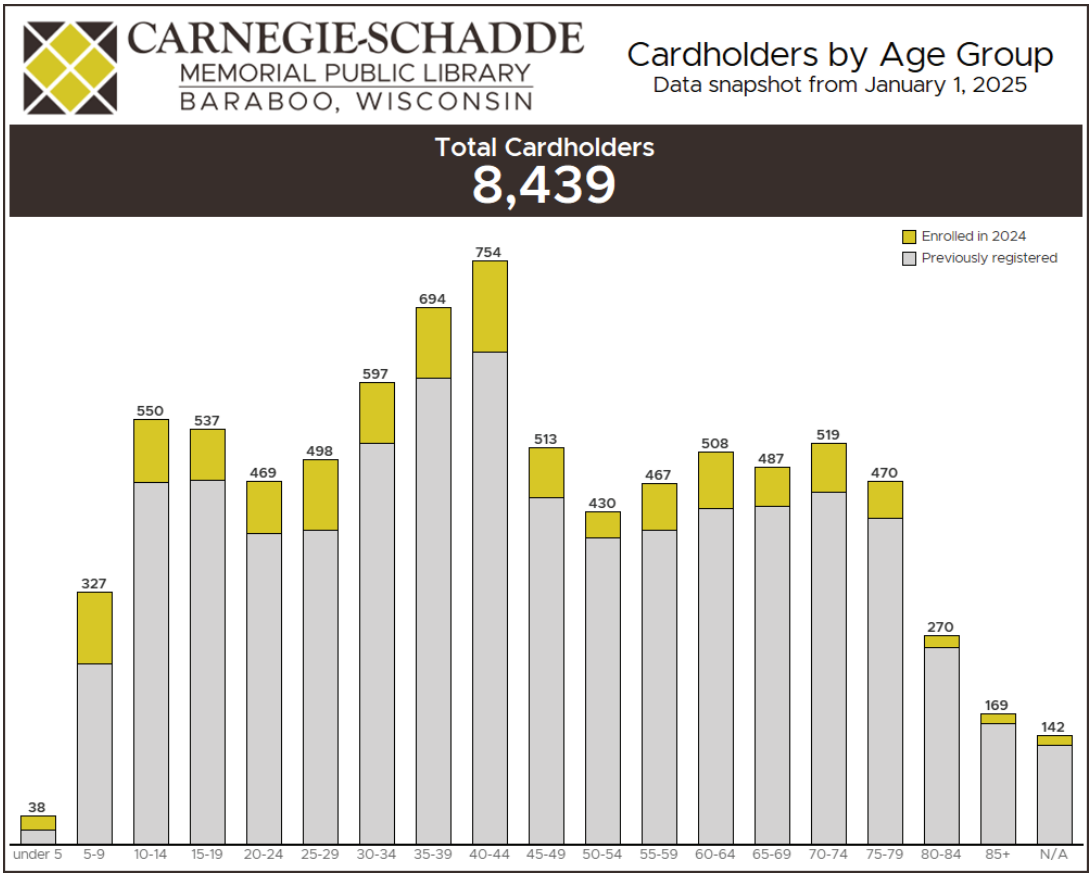
Wisconsin public libraries submit an annual report to the Department of Public Instruction. Annual report data provides information about the number of materials borrowed, the number of library visits, information about computer usage, and program attendance.

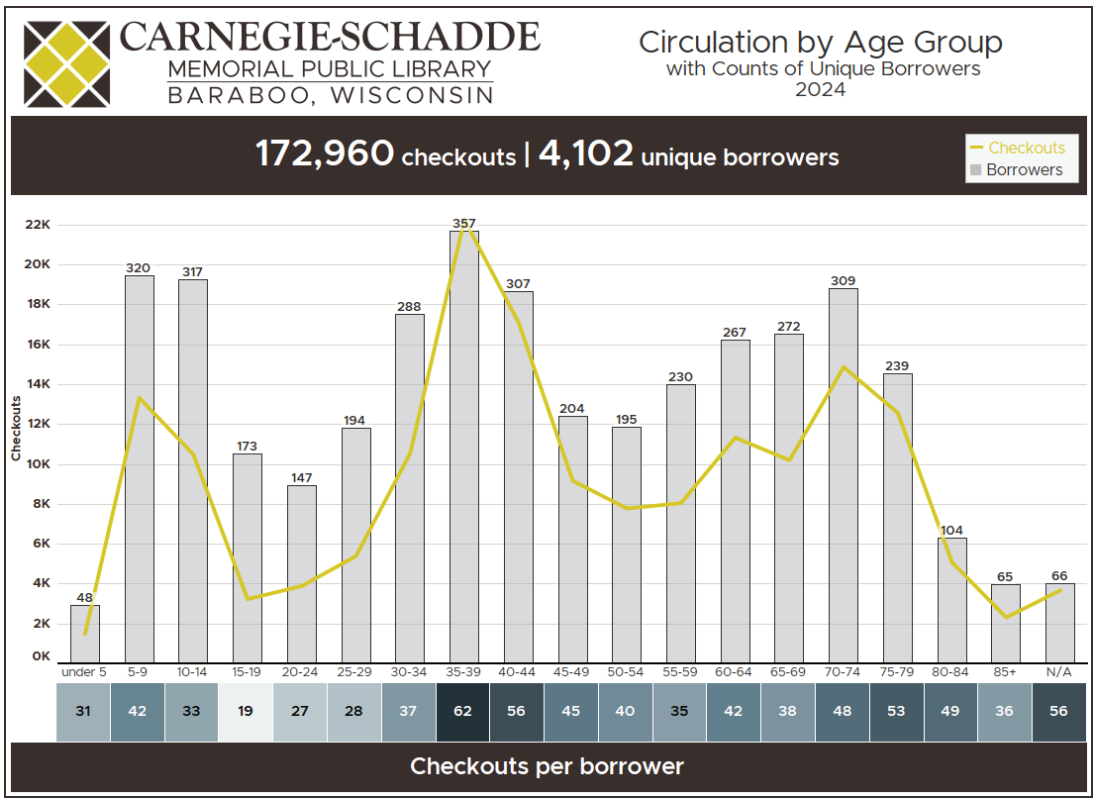
The Carnegie-Schadde Memorial Public Library recently underwent a major building project, which resulted in a renovation of the original historic building and a new 19,500 sq. ft. addition. 2024 annual report data indicates growth in registered users, items borrowed, program attendance, and technology use.

2024 Carnegie-Schadde Memorial Public Library Service Data WI Department of Public Instruction		
	Square Footage	31,877
	Staff (FTE)	11.55
	Hours per Week	58
	Registered Users	8,954
	Items Borrowed	172,956
	Use of E-Books, E-Audio, E-Serials	35,289
	Number of Programs	649
	Program Attendance	11,524
	Wireless Internet Uses	250,823
	Uses of Public Internet Computers	9,405

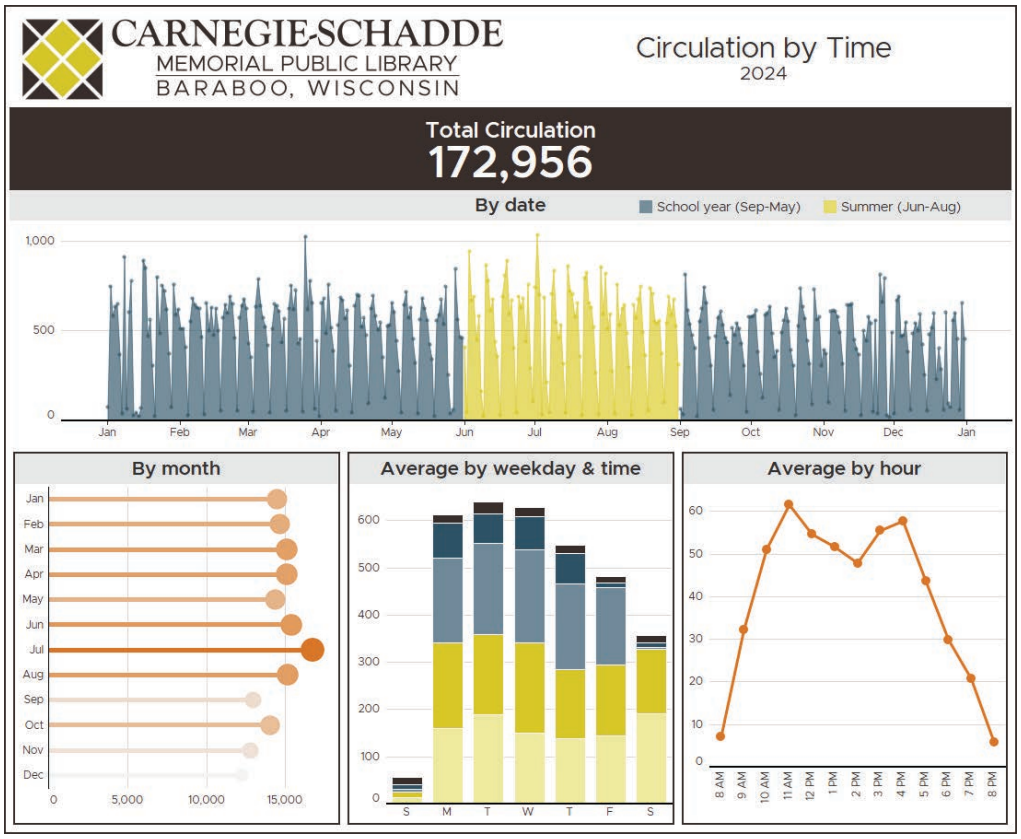
Carnegie-Schadde Memorial Public Library: Registered Borrowers and Library Use

Card holders by age:

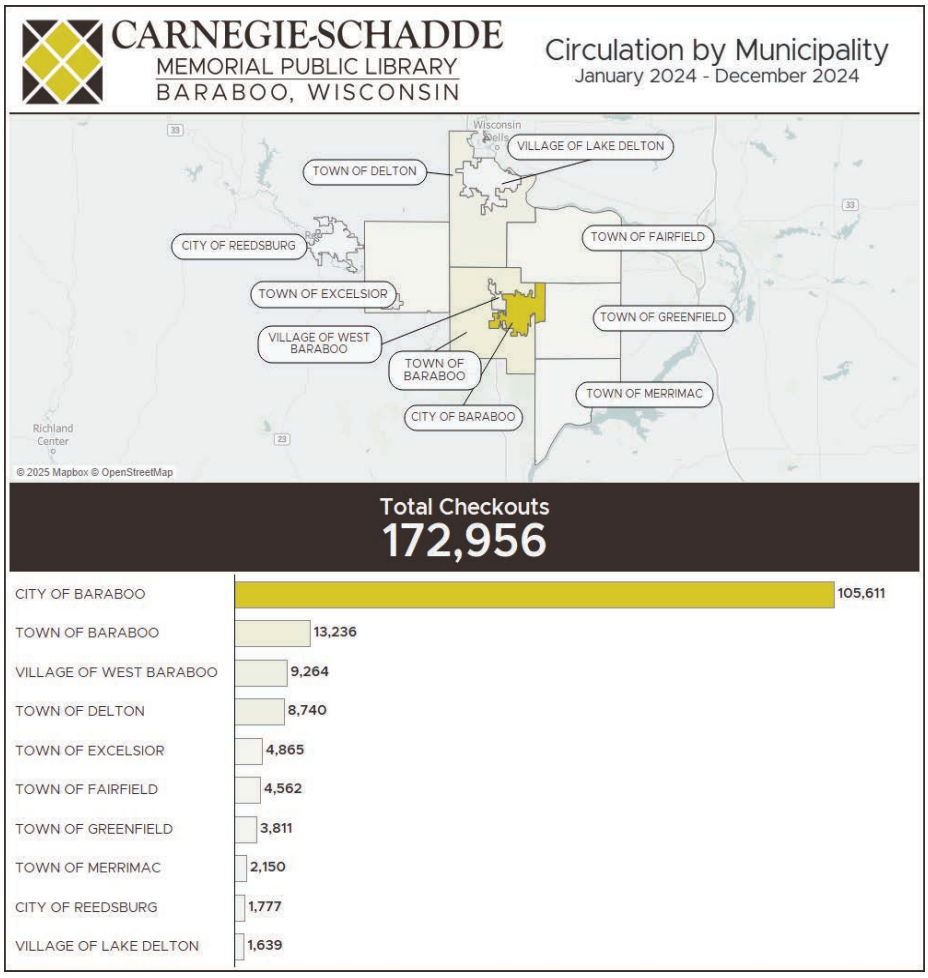




Circulation by date and time:



Circulation by Municipality:



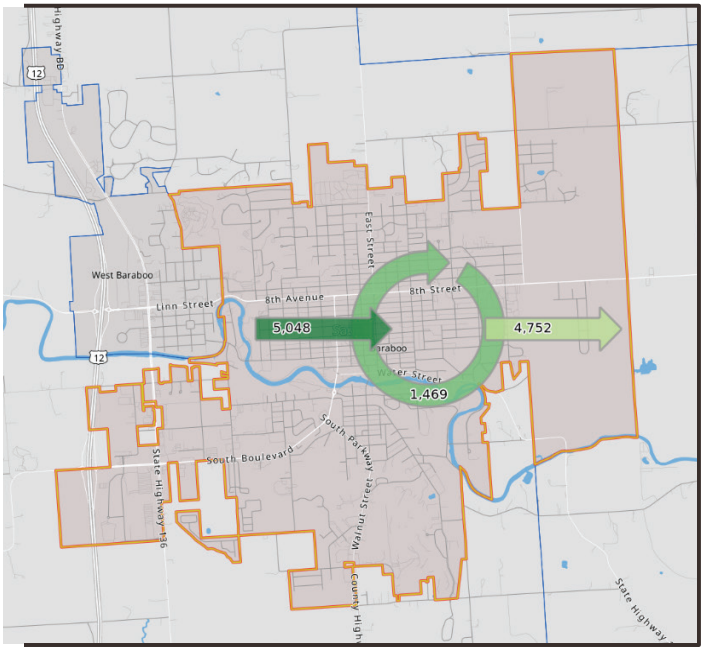
EMPLOYMENT

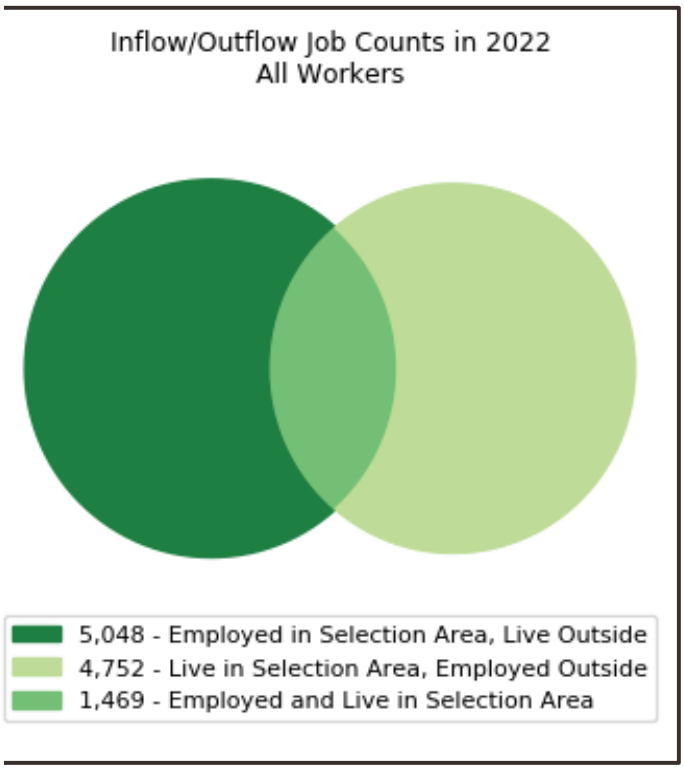
City of Baraboo

5,048 employed in City of Baraboo, live outside

1,469 employed and live in City of Baraboo

4,752 live in City of Baraboo, employed outside





Workers Living in City of Baraboo: Employment locations grouped by County Subdivisions		
	2022	
	Count	Share
Total Primary Jobs	6,221	100.0%

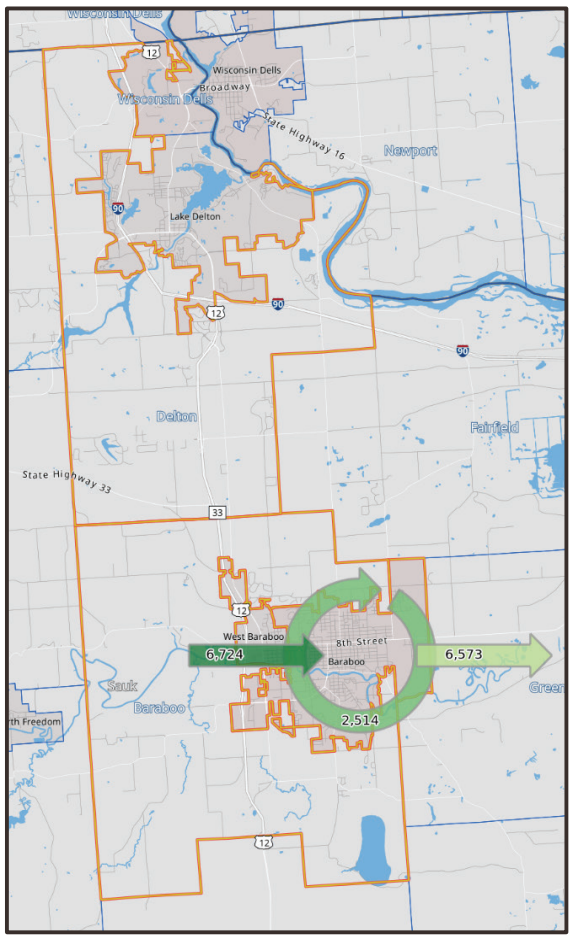
	2022	
	Count	Share
Baraboo city (Sauk, WI)	1,469	23.6%
Madison city (Dane, WI)	786	12.6%
Lake Delton village (Sauk, WI)	457	7.3%
Reedsburg city (Sauk, WI)	200	3.2%
Delton town (Sauk, WI)	187	3.0%
Portage city (Columbia, WI)	180	2.9%
West Baraboo village (Sauk, WI)	180	2.9%
Sauk City village (Sauk, WI)	131	2.1%
Middleton city (Dane, WI)	100	1.6%
Prairie du Sac village (Sauk, WI)	99	1.6%
Milwaukee city (Milwaukee, WI)	98	1.6%
Janesville city (Rock, WI)	89	1.4%
Wisconsin Dells city (Columbia, WI)	81	1.3%
Wisconsin Dells city (Sauk, WI)	63	1.0%
Sun Prairie city (Dane, WI)	61	1.0%
Fitchburg city (Dane, WI)	59	0.9%
Oshkosh city (Winnebago, WI)	53	0.9%
Waunakee village (Dane, WI)	44	0.7%
Brookfield city (Waukesha, WI)	41	0.7%
Wauwatosa city (Milwaukee, WI)	41	0.7%
Mauston city (Juneau, WI)	39	0.6%
Beaver Dam city (Dodge, WI)	38	0.6%
Verona city (Dane, WI)	37	0.6%
Dodgeville city (Iowa, WI)	36	0.6%
Monona city (Dane, WI)	35	0.6%
All Other Locations	1,617	26.0%

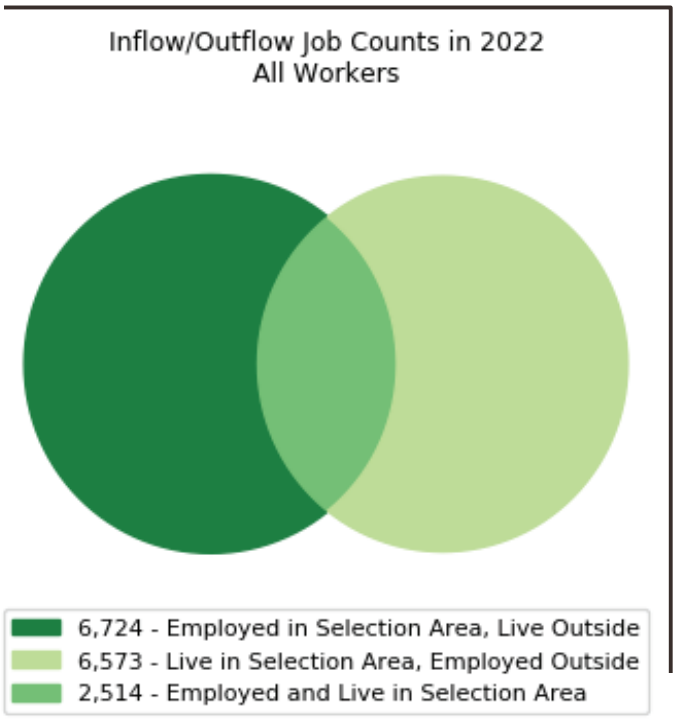
City of Baraboo, Town of Baraboo, Village of West Baraboo, and Town of Delton

6,724 employed in City of Baraboo, Town of Baraboo, Village of West Baraboo, or Town of Delton, live outside

2,514 employed and live in City of Baraboo, Town of Baraboo, Village of West Baraboo, or Town of Delton

6,573 live in City of Baraboo, Town of Baraboo, Village of West Baraboo, or Town of Delton





Workers Living in City of Baraboo, Town of Baraboo, Village of West Baraboo, or Town of Delton: Employment locations grouped by County Subdivisions

	2022	
	Count	**Share**
Total Primary Jobs	9,087	100.0%

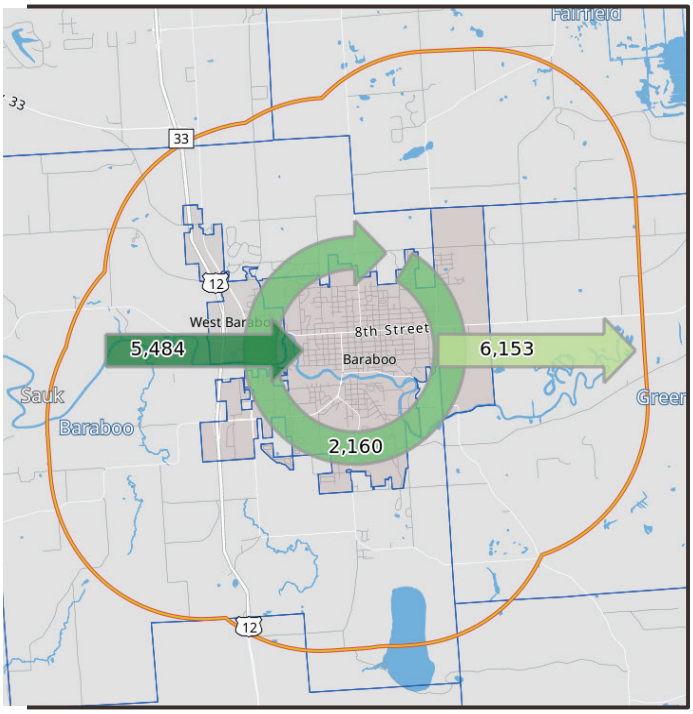
	2022	
	Count	**Share**
Baraboo city (Sauk, WI)	1,928	21.2%
Madison city (Dane, WI)	1,131	12.4%
Lake Delton village (Sauk, WI)	758	8.3%
Reedsburg city (Sauk, WI)	322	3.5%
Delton town (Sauk, WI)	296	3.3%
Portage city (Columbia, WI)	272	3.0%
West Baraboo village (Sauk, WI)	241	2.7%
Sauk City village (Sauk, WI)	209	2.3%
Prairie du Sac village (Sauk, WI)	152	1.7%
Middleton city (Dane, WI)	144	1.6%
Milwaukee city (Milwaukee, WI)	141	1.6%
Wisconsin Dells city (Columbia, WI)	138	1.5%
Janesville city (Rock, WI)	117	1.3%
Wisconsin Dells city (Sauk, WI)	111	1.2%
Fitchburg city (Dane, WI)	90	1.0%
Sun Prairie city (Dane, WI)	86	0.9%
Oshkosh city (Winnebago, WI)	76	0.8%
Mauston city (Juneau, WI)	64	0.7%
Waunakee village (Dane, WI)	61	0.7%
Verona city (Dane, WI)	56	0.6%
Fond du Lac city (Fond du Lac, WI)	55	0.6%
Brookfield city (Waukesha, WI)	54	0.6%
Dodgeville city (Iowa, WI)	54	0.6%
Wauwatosa city (Milwaukee, WI)	54	0.6%
Monona city (Dane, WI)	53	0.6%
All Other Locations	2,424	26.7%

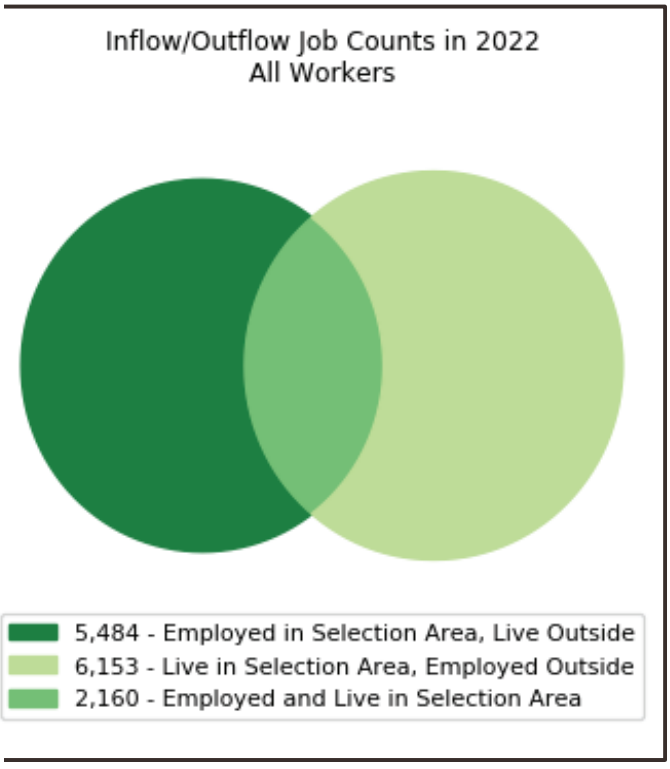
City of Baraboo + 2 miles

5,484 employed within 2 miles of the City of Baraboo, live outside

2,160 employed and live within 2 miles of the City of Baraboo

6,153 live within 2 miles of the City of Baraboo, employed outside





Workers Living within 2 miles of the City of Baraboo: Employment locations grouped by County Subdivisions		
	2022	
	Count	**Share**
Total Primary Jobs	8,313	100.0%
	2022	
	Count	**Share**
Baraboo city (Sauk, WI)	1,865	22.4%
Madison city (Dane, WI)	1,069	12.9%
Lake Delton village (Sauk, WI)	612	7.4%
Reedsburg city (Sauk, WI)	269	3.2%
Portage city (Columbia, WI)	242	2.9%
West Baraboo village (Sauk, WI)	235	2.8%
Delton town (Sauk, WI)	229	2.8%
Sauk City village (Sauk, WI)	197	2.4%
Prairie du Sac village (Sauk, WI)	142	1.7%
Middleton city (Dane, WI)	136	1.6%
Milwaukee city (Milwaukee, WI)	125	1.5%
Janesville city (Rock, WI)	109	1.3%
Wisconsin Dells city (Columbia, WI)	100	1.2%
Fitchburg city (Dane, WI)	82	1.0%
Oshkosh city (Winnebago, WI)	79	1.0%
Sun Prairie city (Dane, WI)	79	1.0%
Wisconsin Dells city (Sauk, WI)	78	0.9%
Waunakee village (Dane, WI)	64	0.8%
Beaver Dam city (Dodge, WI)	54	0.6%
Fond du Lac city (Fond du Lac, WI)	54	0.6%
Mauston city (Juneau, WI)	52	0.6%
Verona city (Dane, WI)	52	0.6%
Wauwatosa city (Milwaukee, WI)	51	0.6%
Monona city (Dane, WI)	49	0.6%
Brookfield city (Waukesha, WI)	47	0.6%
All Other Locations	2,242	27.0%

Baraboo School District Data

2023-24 school enrollment: 2,708
2018-19 school enrollment: 2,972
https://apps2.dpi.wi.gov/reportcards/

77.6% White | 11.3% Hispanic or Latino | 5.3% Two or More Races (2023-24)
https://apps2.dpi.wi.gov/reportcards/

189 homeschooled students (6.98%) (2023-24)
https://dpi.wi.gov/parental-education-options/home-based/statistics

54.3% of students approved for free and reduced price meals (October 2023)
https://dpi.wi.gov/school-nutrition/program-statistics