Washington County Library Strategic Planning Process  
Stakeholder Committee Meeting #2  
February 25, 2015 from 9:00-11:00 a.m.  
Oakdale Library  
1010 Heron Avenue North, Oakdale, MN

AGENDA

9:00-9:10 a.m.  1) Welcome and introductions
9:10-9:40 a.m.  2) Washington County Library System Overview – Pat Conley
9:40-10:00 a.m.  3) Question and Answer/Discussion of Current System and Environment
10:00-10:30 a.m.  4) Conversation with Library Strategies Consulting Group – Sue Hall and Tony Molaro
   • Expanded introduction to Library Strategies
   • Overview of Rapid Results Planning (RRP) process
   • Timeline and tasks
   • Strategic Planning Committee Subgroup
   • First Subgroup meeting
10:30-11:00 a.m.  5) Discussion of Next Steps for Stakeholders Committee

This may include further refining the role the group wants to play now that consultant role has been clarified, further refining the timeline and scheduling remaining stakeholder meetings, and establishment of subcommittee(s), if needed.

Library Background and Overview Materials:
Facilities Plan:  www.co.washington.mn.us/DocumentCenter/View/708
MINUTES

Present: Jo Bailey, Lynne Bertalmio, Polly Bloom, Judy Bull, Katherine Cram, Dennis Johnson, John Keilholz, Renee McGivern, Jean Oswald, Bill Sullivan, Shayla Syverson/Denaway, Brian Zeller

Staff and Guests: Pat Conley (WC Library Director), Kevin Corbid (WC Deputy Administrator), Nate Deprey, June Mathiowetz (WC Administration), Martha Riel (WC Library), Joyce Schneider (WC Library Deputy Director), Amy Stenftenagel (WC Library)

Absent: Curt Geissler, Ryan Laager, Jill Tammen, Tom Triplett, Dean Zuleger

1. Welcome and Introductions. Kevin Corbid opened the meeting at 9 a.m. as chair.

Kevin gave a special thanks to Renee McGivern, Jo Bailey, Judy Bull, Joyce Schneider, John Keilholz, Bill Sullivan, Tom Triplett and Pat Conley for their time, enthusiasm and assistance with the hiring process. The selection process for a strategic planning consultant resulted in the hiring of Library Strategies Consulting Group.

Kevin noted Curt Geissler has volunteered to serve as chair and will do so at future meetings.

2. Washington County Library System Overview. Pat Conley presented an overview of the Washington County Library system (See Handout #1). Highlights from the presentation were:

- Pat thought it was important for everyone to be aware that in most of our communities, the only free community space available is at the library.
- Bill Sullivan inquired as to how the statistical summary information in the presentation was collected and Pat indicated that generally it is derived from the integrated library system that holds the database of users and materials.
- Pat noted the building valuation number on the 2014 Statistical Summary slide is high because it includes parks. It is closer to $23 million, not including Stillwater and Bayport.
- Pat reviewed the population forecasts for the county highlighting growth is anticipated to occur and the population will be more diverse and older.
- Jean Oswald articulated she would like to see the Library have a stronger role in assisting kids to be well prepared for their transition to the real world in the future.
- On the budget slide, Pat noted the figures show the library budget has made its way back from the recession, reaching $6 million last year. She briefly reviewed the state’s local government aid reductions that occurred when the Library faced recessionary cuts. She also noted that when Lake Elmo pulled away from the County Library system in 2012, the Library’s levy was reduced by $260,000. An additional $223,800 Library levy reduction was made as the Library’s share of state aid reductions to the County as a whole. These combined losses required major service level reductions.
• Pat pointed out a unique feature of our library system is that we may be the only library in the state that does not charge overdue fines.
• The Stafford Library is open 61 hours per week and the smallest library, Valley Branch in Lakeland, is open 24 hours per week.
• It was noted the library facilities plan is due for an update and the associate libraries’ contracts are reaching expiration and will need to be renegotiated at the end of 2015.
• Pat noted librarians and patrons have access to other system’s resources at the library and that typically when librarians are conducting searches they start with the MELSA system, then go to Minitex system and then the OCLC system to find what is needed.
• Pat also handed out the Library’s strategic plan scorecard (See attached Handout #2)

3. Question and Answer/Discussion of Current System and Environment. Several questions were raised and comments discussed following the Library Director’s presentation and included:

Brian Zeller asked if there exists any general consensus about what size of library is most efficient, noting the past several decades have focused on moving toward a regional system, making smaller libraries a bit of a challenge. It was noted the Oakdale Library, in which the group was sitting, is a 10,000 square foot library. Pat noted the MELSA standard used by the seven county metropolitan area ranges from 0.6 to 0.65 square feet with a 2006 average of 0.72 square feet per resident. An older facility planning document published by the State Department of Education generally recommended 0.7 square foot per capita. A 0.45 square foot per capita was recommended by the Library Board to the County Commissioners in the August 2009 Facilities Plan; Pat said it’s debatable as to whether that was adequate if you used a service area population versus the city population. It was shared that Dakota County tends to build libraries big and for a 100-year life cycle; Washington County has trended more toward more moderately sized buildings for 50-year life cycles.

Sue Hall inquired about library support groups in Washington County. It was noted the Friends group here is called Library Partners (http://librarypartners.org/) and is challenged to raise funds. Many people make donations to the Stillwater and Bayport libraries’ foundations or Friends of the St. Paul Public Library.

Sue asked who the County Library’s partners are. The discussion highlighted senior groups, schools, city and county parks and other county departments are frequent partners.

Pat pointed out Washington County Library’s programming funds come from MELSA and Legacy dollars. She further pointed out the County Library’s largest clientele group is women aged 18-64 and 40 percent of items checked out are children’s materials. Nonfiction materials may remain on the shelves for about ten years depending on whether the content becomes dated. They generally see less physical wear and tear while fiction materials are often worn out by the time they are five years old. If fictional works are worn out, but still in demand and available, they are replaced.

Judy Bull asked how space is used differently in the libraries today. Pat noted the biggest change has been with Wi-Fi. This technology created a demand for more electric outlets in buildings and more seating. Jean Oswald noted in Mahtomedi Elementary everything in the space is designed to be flexible, creating a “maker’s space”, and the space isn’t used just for teaching anymore - there might be bins of Legos, groups of knitters and 3D printing.

John Keilholz asked about existing needs for volunteers. It was explained that volunteers assist with programming, shelving, straightening and looking for materials, inventory, cleaning discs, finding items for hold lists, etc. The two primary purposes of library volunteers right now are with the Dog
Gone program that brings animals into the libraries and Senior Story Time at senior high rises. One of the County Library’s greatest success stories is Senior Story Time where, in addition to light reading, some serious literature is read too.

It was also noted many youth obtain their first work experiences in the libraries.

4. **Conversation with Library Strategies Consulting Group – Sue Hall and Tony Molaro.** Sue Hall provided a brief overview of how Library Strategies came into existence. She pointed out it is the only nonprofit library consulting group that exists and noted she’s been conducting library strategic planning processes for more than 20 years. The biggest change she’s seen in the last ten years is the change in the role of the library in the community. As this has occurred, Library Strategies has expanded beyond what used to be a typical practice of conducting a survey, running focus groups and putting together a plan. They now focus on community engagement through Rapid Results Planning workshops to expand the focus on stakeholders.

Tony Molaro shared the focus of his work will be on understanding the current library environment and articulating emerging library trends. He noted, “Bad libraries build collections; good libraries build connections and communities.” He also wanted to share and encourage reading of a book by David Lanke titled *Expect More: Demanding Better Libraries For Today’s Complex World*. It can be accessed for free online at the following link: [http://quartz.syr.edu/blog/?page_id=4598](http://quartz.syr.edu/blog/?page_id=4598)

He further shared that comparative library data shows Washington County per capita spending is low, somewhere in the range of $27-$29 per capita. He noted it may be in residents’ and the County’s best interest to try to move it up to $32 per capita to remain competitive with what’s happening at other libraries across the state.

Sue handed out a draft work plan with a timeline (See Handout #3) for discussion. Library Strategies will be starting off with one-on-one interviews with the County’s commissioners and meeting with library staff as part of conducting their environmental scan. The draft survey will also soon be developed and circulated for everyone’s feedback. Kevin Corbid highlighted the County made a distinct decision to invest in development of a statistically significant survey as part of this process to better inform the conversations and process. She indicated rather than focus groups, they will be conducting managed community-wide conversations at the front end of this process to obtain the best read on stakeholder needs and visions. Rapid Results Planning workshops will be carried out in the fall to further articulate and refine direction and strategies. All of the information gathered from the data and conversations occurring over the next several months will be synthesized and incorporated into a final strategic plan and digital dashboard to be completed by year’s end. The development of implementation strategies will also be part of the final outcome.

Katherine Cram noted, “I am pleased with the direction being articulated here. We sought expertise with strategic planning and libraries and it appears we got both.” Another noted that “what’s smart about this process is its flexibility.” Sue added, “This is a shaped, but not prescribed process, and it will remain your process.”

It was asked how we will reach people whose first language is not English. It was noted staff and consultants will work with the stakeholder group to identify and bring those folks to the table. Jean Oswald reminded everyone of the great resources at the schools, especially for reaching the Oromo and Somali communities.

5. **Next Steps.** Sue Hall noted Library Strategies is in the habit of working with a subgroup of committed people to plan for the survey and Rapid Results workshops and asked if the group would
consider adding that to the process structure; the group was willing. Library Strategies will put together a roles and responsibilities document for that subcommittee. Anyone interested in volunteering to be on the Rapid Results Subcommittee was encouraged to be in touch with June Mathiowetz.

The timing of the next meeting was discussed. It was noted Library Strategies and the County will work together to figure out the alignment of all of the emerging activities on the work plan to determine when the stakeholders’ feedback might be most useful, an April meeting seemed likely.

6. **Adjournment.** The meeting was adjourned at 11:05 a.m.
Washington County Library
Patricia Conley, Director

BRIEFING for Library Strategic Planning Stakeholders Committee

February 25, 2015
Strategy 1: Identify and provide access to services that meet the needs and expectations of our changing community. (Public Services)
MISSION
To enrich both the individual and the community by assisting people in their search for information, ideas, education and recreation.

READ     LEARN     ENJOY
Framework Goals

- Engage Young Readers
- Provide Entry to the Digital World
- Promote informed, knowledgeable users
- Inspire curiosity
The Library System

- 6 Branches
- 3 Library Express
- 2 Associate Libraries
  - Stillwater
  - Bayport
- County Law Library
- 24/7 access online
Library Governance

• **Minnesota Statutes 134**
  – Establishment of city, county and regional libraries
  – Requires all counties to levy for library support
  – County Board established Library Board in 1966

• **2005 Laws of Minnesota, Chapter 13**
  – Governing Body is Washington County Board

• **County Board Resolution 2005-120**
  – Transfer of certain duties to Library Board
Library Advisory Board 2015

Judy Bull
District 1

Alyssa Bance
District 2

Vacant
District 3

Tony Jurgens
District 4

Katherine Cram
District 5

Marie Skinner
At Large

Sara Meyer
At Large

Karla Bigham
Commissioner, District 4
Library Services & Programs

- An organized **collection** of print, audiovisual and digital resources (e-books, etc.)
- **Borrower** services—loan of library materials, including **inter-library loans** and hard-to-find information
- **Information** services—librarians answer questions, suggest titles, teach literacy skills and assist with information technology
- **Early literacy** services—children’s collections, Storytimes and reading programs
- **Job Search & Homework Assistance** online
- Computers and **High Speed Internet** access, including WiFi
- **Book Clubs & Reading** programs for all ages
- **Programs** and **classes** for children, teen and adults
- **Space** for study, meetings & programs - free
- **Virtual services** are available **24/7** online
2014 Statistical Summary

2.2 million loans
800,000 in-person visits
480,000 homepage visits
633,000 items in collection ($13 million value)
183,000 digital downloads
186,000 borrowers
113,000 reference transactions
$32,999,000 in building valuation

73,000 public computer hours
24,000 children and parents attended Storytimes
14,000 people attended other Library programs
14,000 volunteer hours
3,000 group meetings
1,000 Facebook fans
Population Profile

- New residents—24% projected growth by 2020
- Majority younger than 50—38 median age
- Growing diversity—12% minorities (6% foreign born)
- Educated—42% college graduates
- Affluent—$77,240 median income
  (Less than 6.5% below poverty)
- Value libraries—83% library card holders
Steady population growth is projected in Washington County.

Population Growth

Washington County

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimated Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>34,544</td>
</tr>
<tr>
<td>1990</td>
<td>145,896</td>
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<tr>
<td>2010</td>
<td>238,136</td>
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<tr>
<td>Projected 2020</td>
<td>266,200</td>
</tr>
<tr>
<td>Projected 2030</td>
<td>303,550</td>
</tr>
<tr>
<td>Projected 2040</td>
<td>337,810</td>
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</tbody>
</table>

Sources: U.S. Census Bureau Decennial Census, Metropolitan Council Estimates (7/14) and Forecasts (10/14)

Population Forecasts for the Seven Largest Cities

Washington County

<table>
<thead>
<tr>
<th>City</th>
<th>2010</th>
<th>Projected 2020</th>
<th>Projected 2030</th>
<th>Projected 2040</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woodbury</td>
<td>61,961</td>
<td>74,000</td>
<td>84,400</td>
<td>87,200</td>
</tr>
<tr>
<td>Cottage Grove</td>
<td>34,589</td>
<td>37,500</td>
<td>43,200</td>
<td>49,300</td>
</tr>
<tr>
<td>Oakdale</td>
<td>13,332</td>
<td>16,700</td>
<td>23,300</td>
<td>32,500</td>
</tr>
<tr>
<td>Forest Lake</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stillwater</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Hugo</td>
<td></td>
<td></td>
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<tr>
<td>Lake Elmo</td>
<td></td>
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</tbody>
</table>

Source: Metropolitan Council Forecasts (10/14)
External Dynamics

- The County population is projected to be older and more diverse.

Residents Age 55 and older
Washington County

Population by Race and Ethnicity
Washington County

Sources: U.S. Census Bureau Decennial Census, Minnesota State Demographic Center (3/14)
Sources: American Community Survey, Minnesota State Demographic Center (1/09)
Library Plans

• Strategic Framework 2012 & Beyond
  – Engage Young Readers
  – Provide Entry to Online World
  – Promote Informed, Knowledgeable Users
  – Inspire Curiosity

• Facilities Plan 2009
  – Uses metrics to recommend new/remodeled library facilities through 2030

• New Strategic Plan in the works for 2015!
Library Branch types

• **Regional Resource Libraries**
  – RH Stafford (Woodbury)
  – Park Grove (Cottage Grove)
  – Hardwood Creek (Forest Lake)

• **Mid-sized Libraries**
  – Oakdale
  – Wildwood (Mahtomedi)
  – Valley (Lakeland)

• **Library Express & Community Partnerships**: Hugo, Marine and Newport
North Group

• **Hardwood Creek Library**
  Forest Lake
  – Amy Worwa, Senior Library Manager
  – Kim Lehr, Circulation Supervisor

• **Wildwood Library**
  Mahtomedi
  – Vacant, Library Manager

• **Marine Library Express**
  Marine on St. Croix City Hall

• **Hugo Library Express**
  Hugo City Hall
Central Group

• R.H. Stafford Library
  Woodbury
  – Chad Lubbers, Senior Library Manager
  – Diane Estreen, Library Manager
  – Karen Rodricks, Office Supervisor

• Valley Library
  Lakeland
  – Diane Estreen, Library Manager
South Group

• Park Grove Library
  Cottage Grove
  – Vacant, Senior Library Manager

• Oakdale Library
  – Martha Riel, Library Manager

• Newport Library Express
  Newport City Hall
# Library Budget 2015

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levy Revenue</td>
<td>$5,966,200</td>
<td>$6,012,600</td>
<td>$6,252,700</td>
<td>3.99%</td>
</tr>
<tr>
<td>Non-Levy Revenue</td>
<td>$571,800</td>
<td>$575,800*</td>
<td>$592,300*</td>
<td>2.86%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$6,538,000</td>
<td>$6,588,400</td>
<td>$6,845,000</td>
<td>3.89%</td>
</tr>
<tr>
<td>Services &amp; Charges</td>
<td>$1,522,600</td>
<td>$1,517,900</td>
<td>$1,466,800</td>
<td>-3.37%</td>
</tr>
<tr>
<td>Personnel Services</td>
<td>$3,886,100</td>
<td>$4,130,400</td>
<td>$4,421,100</td>
<td>7.04%</td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>$902,700</td>
<td>$915,100</td>
<td>$957,100</td>
<td>4.59%</td>
</tr>
<tr>
<td>Capital</td>
<td>$103,200</td>
<td>$25,000</td>
<td>$352,000</td>
<td>1308.00%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$6,414,600</td>
<td>$6,588,400</td>
<td>$7,197,000</td>
<td>9.24%</td>
</tr>
<tr>
<td>Adjusted FTEs</td>
<td>64.26</td>
<td>67.86</td>
<td>67.86</td>
<td>0%</td>
</tr>
</tbody>
</table>

*includes one-time increase of $100,000
Library Funding Reductions

Levy Changes

- Levy reduced $925,800 from 2009 to 2012; biggest reduction in 2012
- Reductions 2009-2011 made by reducing purchase of materials and holding vacancies; no changes in service levels
- Reduction from 2011 to 2012 = $476,400 (state aid loss=$223,500 + Lake Elmo levy loss=$260,000); required major service level reductions
- In 2012: closed 2 libraries; other libraries closed Sundays and Mondays and 10% of library staff eliminated; new service models proposed

<table>
<thead>
<tr>
<th>LIB Levy</th>
<th>Adopted</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$6,516,200</td>
<td>$6,331,900</td>
<td>($184,300)</td>
</tr>
<tr>
<td>2010</td>
<td>$6,093,700</td>
<td>$5,871,400</td>
<td>($222,300)</td>
</tr>
<tr>
<td>2011</td>
<td>$6,066,800</td>
<td>$5,843,000</td>
<td>($223,800)</td>
</tr>
<tr>
<td>2012</td>
<td>$5,590,400</td>
<td>$5,590,400</td>
<td>$0</td>
</tr>
<tr>
<td>2013</td>
<td>$5,966,200</td>
<td>$5,966,200</td>
<td>$0</td>
</tr>
<tr>
<td>2014</td>
<td>$6,012,600</td>
<td>$6,012,600</td>
<td>$0</td>
</tr>
</tbody>
</table>
Partnerships

- **Associate Libraries**: Stillwater & Bayport
- **Library Express**: Hugo, Marine & Newport
“Legacy Libraries of Washington County”

Cities of Stillwater and Bayport

Delineates mutual services among three libraries – seamless service partnerships

Gives associates access to regional and statewide library services, interlibrary loan

Describes services County Library provides to Associates, such as online catalog, delivery

Effective through 12/31/15
Library Express: New Models

• **Hugo** model (2010)
  – Express pick-up and return
  – Programming
  – Funded with federal LSTA grant in partnership with Carver Co

• **Marine** model (2012)
  – Express library with pick-up and return; no county staff
  – Collection & Programming
  – Remain in county library levy; full library privileges for residents

• **Newport** model (2012)
  – Express library with pick-up and return; no county staff
  – Programming
  – Remain in county library levy; full library privileges for residents
Beyond WCL ....

• **Metropolitan Lib Services Agency**
  Created by 7 metro counties & City of St. Paul
  a.k.a. **MELSA**

• **Minitex**
  Multi-state network of academic, public, government, and special libraries

• **OCLC**
  Membership, computer library service and research organization, international
Minnesota Library Laws

• M.S. 134: Public Libraries
  – Cities and counties given authority to establish & levy for libraries;
  – 12 Regional Library Systems established;
  – Local governments must maintain levy amount to participate in regional system.

• M.S. 134A: County Law Libraries

• M.S. 609.541: Criminal Code - Library Property
• **Private information** includes...
  - Information on borrower’s record (except name)
  - Titles linked to borrower’s name

• **Need informed consent** to provide private information to another individual

• **Minor has the right** to request that the library withhold private data from the parent or guardian.

• **Tennessen Warning Notice**
  - When an individual is asked to supply private data
Questions?
<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
<th>Action</th>
<th>Status</th>
<th>Evaluation</th>
<th>Staff Assigned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage Young Readers</td>
<td>Provide strong foundation for literacy</td>
<td>Develop &quot;Play2Learn&quot; programs with MN Children's Museum (MCM)</td>
<td>Funding achieved 7/2/13; in operation @ Stafford Fall 2013</td>
<td># of users; survey of users; analysis by MCM</td>
<td>Youth Services Librarian</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conduct Summer Reading Programs</td>
<td>Since 1/1/12, 35,276 children &amp; adults have attended 1,303 storytimes; 13,175 people have attended literacy based programs for children;</td>
<td># attendance; # programs; surveys</td>
<td>Youth Services Team; Adult Services Team; Legacy Programming Team; Division Manager for Public Service</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide Literacy Skills Programs &amp; Services for Youth</td>
<td>Number of Storytimes</td>
<td># attendance; # programs; surveys</td>
<td>Youth Services Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Designate a children's librarians for each service area</td>
<td>Accomplished 1/7/13</td>
<td>Annual performance reviews</td>
<td>Library Director, Division Manager for Public Services, Managers</td>
</tr>
<tr>
<td>Support academic achievement</td>
<td></td>
<td>Library Card Drives in schools</td>
<td>Outreach by library staff to ESL night at SWCSD; Forest Lake; planned with WBL schools &amp; Ramsey PL</td>
<td></td>
<td>Library Group Managers; Youth Services Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social Media Outreach</td>
<td>Users via Facebook, Twitter doubled in last 12 months</td>
<td></td>
<td>Social Media Team</td>
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<tr>
<td></td>
<td></td>
<td>Increase open hours</td>
<td>Accomplished 1/1/13 &amp; 1/1/14</td>
<td>Sunday evaluation of visitors, circulation, etc.</td>
<td>Library Director/County Administration &amp; Board</td>
</tr>
<tr>
<td>Instill love of reading</td>
<td></td>
<td>Conduct teen literacy programs</td>
<td></td>
<td># participants in teen programs</td>
<td>Youth Services Team</td>
</tr>
<tr>
<td>Goal</td>
<td>Objective</td>
<td>Action</td>
<td>Status</td>
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<tr>
<td><strong>Provide entry to the online world</strong></td>
<td><strong>Offer free public access to the Internet</strong></td>
<td>Replace computers as needed; switch to County WiFi</td>
<td>Switch to County WiFi completed 2013</td>
<td></td>
<td>Deputy Director</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase open hours at 5 branches</td>
<td>Accomplished 1/1/13 &amp; 1/1/14</td>
<td></td>
<td>Library Director/County Administration &amp; Board</td>
</tr>
<tr>
<td><strong>Assist people in becoming discriminating users of the Internet</strong></td>
<td>Provide Classes on computer &amp; Internet use (also Tablets, e-readers, etc.)</td>
<td></td>
<td></td>
<td>Public Service Staff; E-Reader Team</td>
<td></td>
</tr>
<tr>
<td><strong>Provide users with the latest emerging &amp; proven technology</strong></td>
<td>Expand downloadable e-book options</td>
<td></td>
<td></td>
<td>Collections Development Librarian</td>
<td></td>
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<tr>
<td></td>
<td>Outreach program for local publishers &amp; authors = Library Local Content</td>
<td></td>
<td></td>
<td>Public Services Division Manager</td>
<td></td>
</tr>
<tr>
<td><strong>Expand use of social media</strong></td>
<td>600 Facebook users by mid-2013</td>
<td></td>
<td>594 &quot;Likes&quot; 7/15/13</td>
<td>Social Media Team</td>
<td></td>
</tr>
<tr>
<td>Goal</td>
<td>Objective</td>
<td>Action</td>
<td>Status</td>
<td>Evaluation</td>
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<tr>
<td><strong>Promote Informed, Knowledgable Users</strong></td>
<td><strong>Promote literacy in all forms</strong></td>
<td>Programs on financial &amp; legal literacy</td>
<td>Accomplished</td>
<td>Division Manager for Public Service, Managers &amp; various teams</td>
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<td></td>
<td></td>
<td>Books clubs for adults</td>
<td>Adult Services Team established</td>
<td># of book clubs &amp; attendees at programs</td>
<td>Division Manager for Public Service, Managers &amp; various teams</td>
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<td></td>
<td><strong>Support workforce readiness</strong></td>
<td>Small Business Development programs</td>
<td></td>
<td>MELSA team representative; Managers</td>
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<td></td>
<td></td>
<td>Classes to improve computing skills, jobs skills, workforce readiness</td>
<td></td>
<td>Managers</td>
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<tr>
<td><strong>Maintain an organized, accessible collection</strong></td>
<td>Expand collections</td>
<td>$100K added to 2014 budget for increased e-collection; MELSA-3M Cloudlink Library implemented late 2013; e-magazines added</td>
<td># and type of items added to collection</td>
<td>Library Director, County Administration, County Board, Collection Development Librarian</td>
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<td>Install radio frequency inventory control (RFID); upgrade self-checks</td>
<td>Implemented on all new materials in 2013; 40,823 tagged as of 3/14; 6 new self-checks added 2012-14; credit card payment available @ 5 branches</td>
<td>Deputy Director &amp; Tech Services Team</td>
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<tr>
<td>Goal</td>
<td>Objective</td>
<td>Action</td>
<td>Status</td>
<td>Evaluation</td>
<td>Staff Assigned</td>
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<td>Inspire Curiosity</td>
<td>Maintain a varied collection accessible to all</td>
<td>Increase funds for purchase of materials by 20%</td>
<td>Increase in 2014 by 15%</td>
<td>See above</td>
<td>Library Director, County Administration, County Board, Collection Development Librarian &amp; Workforce Center Senior Program &amp; volunteers</td>
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<td>Install RFID</td>
<td>Incrementally being installed; will still need funding for adding RFID retrospectively to older materials</td>
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<td>Deputy Director &amp; Tech Services Team</td>
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<td>Provide programs for adults, youth &amp; children</td>
<td>With MELSA provide arts &amp; cultural heritage programs</td>
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<td>Prepare oral &amp; written history of the Library</td>
<td>Moved to doing an archival project for possible digitization; hired an archivist who reviewed and organized historic files; DD meeting with MDL 4/14</td>
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<td>Deputy Director &amp; Office staff</td>
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<td>Increase open hours</td>
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<td>Foster partnerships</td>
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<td>Develop programs with partner county organizations, e.g. WCHS</td>
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<td></td>
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<td>Reach out to local school districts to develop partnerships</td>
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<tr>
<td>MONTH</td>
<td>TASK</td>
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</tbody>
</table>
| Feb - March | - Finalize contract  
- 2<sup>nd</sup> meeting with SP Committee (Feb 25)  
- Finalize work plan  
- Document requests  
- Visits to libraries to begin environmental scan  
- Meeting with SP Subgroup |
| April     | - Meetings with County Commissioners  
- Develop & review community survey  
- Begin analysis of current services & gaps  
- Gather benchmarking data  
- 2<sup>nd</sup> meeting with Subgroup to plan RRP Visioning retreats |
| May       | - Continue analysis of current services  
- Continue benchmarking  
- Launch community survey  
- Conduct managed conversations w/Library staff |
| June – July | - Analyze survey data  
- Conduct 4 focus group  
- Analyze input from focus groups  
- Analyze findings from analysis of current services, industry trends & benchmarking  
- Prepare Summary Report |
| July      | - Present Summary Report to SP Committee  
- 3<sup>rd</sup> meeting w/Subgroup to finalize plans for RRP retreats  
- Create marketing plan for engaging community in dialogue on future of WCL  
- Disseminate marketing plan |
| August    | - Present Summary Report to: County Commissioners, Library Board, Library staff |
| September | - Facilitate 2 RRP retreats (North/South)  
- Summarize input from RRP retreats  
- Draft Strategic Plan |
# HANDOUT #3

## Washington County Work Plan

<table>
<thead>
<tr>
<th>Month</th>
<th>Tasks</th>
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</table>
| **October** | - Present Strategic Plan to SP Committee, review & revise  
- Present final draft of plan to Commissioners, Library Board & Library staff |
| **November** | - Design Strategic Plan Dashboard  
- Conduct implementation planning retreat w/Library Staff  
- Draft Implementation Plan |
| **December** | - Conduct capstone event to share Strategic Plan with community |