



**Washington County Library Strategic Planning Process
Stakeholder Committee Meeting #4
Wednesday, November 4, 2015 from 12:00-2:00 p.m.
Washington County Government Center - Room #5599
14949 62nd Street N., Stillwater, MN**

AGENDA

- 12:00-12:05 p.m. I. Progress Update (Attachment A) – County Administration**
- The below documents have been completed since our last meeting and can be found on the strategic planning website (link below):
- Notes from City Administrators meeting
 - Notes from third community forum
 - Results of elected officials questionnaire
 - Survey results
 - Rapid Results Planning retreat presentation
 - Online community questionnaire results
- 12:05-12:15 p.m. II. Feedback on fall Rapid Results Planning retreats**
- 12:15-1:15 p.m. III. Discussion of Draft Strategic Plan (Attachment B) – Keith Ryskoski, Library Director, and Karen Rose, Library Strategies**
- 1:15-1:30 p.m. IV. Communicating key messages to the public – Keith Ryskoski**
- 1:30-2:00 p.m. V. Next Steps – Keith Ryskoski**
- Vision and mission (Attachment C)

Library Background and Overview Materials:

WC's Library Strategic Planning website: <https://www.co.washington.mn.us/index.aspx?nid=2298>
Current Strategic Framework: www.co.washington.mn.us/index.aspx?NID=867
Annual Performance Reports: www.co.washington.mn.us/index.aspx?NID=2066
Facilities Plan: www.co.washington.mn.us/DocumentCenter/View/708

ATTACHMENT A
WASHINGTON COUNTY LIBRARY STRATEGIC PLANNING
FINALIZATION PHASE MEETINGS

Stakeholder Committee Meeting #4: *Wednesday, November 4, 2015 from 12-2:00 p.m.*
Washington County Government Center Room # 5599
14949 62nd Street N.
Stillwater, MN 55082

Stakeholder Committee Meeting #5: *Monday, November 16, 2015 from 1:00-3:00 p.m.*
Washington County Government Center Room # Lower Level 12
14949 62nd Street N.
Stillwater, MN 55082

County Board Workshop #2: *Tentatively Tuesday, November 17th following their 9 am board meeting*
Washington County Government Center Room # 5599
14949 62nd Street N.
Stillwater, MN 55082

FINAL Stakeholder Committee Meeting #6: *Tentatively December 8th*
Location TBD

County Board Workshop #3: *Tentatively Tuesday, December 15th following their 9 am board meeting*
Washington County Government Center Room # 5599
14949 62nd Street N.
Stillwater, MN 55082

Six week public comment period and report finalization: *December 23, 2015-February 3, 2016*

FINAL COMMUNITY CAPSTONE EVENT: *Tentatively week of February 15, 2016*

a report to the

Washington County Library System

STRATEGIC PLAN - DRAFT

November 4, 2015



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Washington County Library System Strategic Plan DRAFT - 2015

Overview & Summary

This report was commissioned as part of the Washington County Library strategic planning process. The report reflects the comprehensive activities of a nine-month process that included extensive research and assessment, various channels of community input and broad involvement of library users and non-users in creating a framework for the goals and strategies outlined in this report.

The strategic planning process for Washington County Library involved considerable attention to data analysis and trend research as well as a deliberate and focused attention on gaining community input to identify residents' needs and vision for library service. The data analysis, trend research, and community input provided a framework for the goals and strategies presented in this report.

The Washington County Library is highly valued by County residents who are generally pleased with the level of library service they receive. Yet there is a growing desire to access new and different types of services to accommodate new populations, new ways to learn, and new ways to do business. The goals and strategies that have emerged from this planning process are focused on five specific areas: programming for targeted populations, public awareness and library marketing, space and facility needs, resources and partnerships and staffing models.

This is an important time for Washington County, especially with the hiring of a new Library Director, to anticipate and develop enhanced library service across the County. This report will provide a framework for the County to effectively and efficiently address the changing needs and desires of its residents for more and different library services.

Methodology

Washington County requested a planning process driven by data analysis and extensive community input. Library Strategies also employed the Rapid Results Planning™ (“RRP”) retreat component to engage the community in co-creating the strategic plan.

The scope of work included the creation of a 17-member Stakeholder Committee to oversee and assist with the strategic planning process. A subgroup of this Committee helped to identify participants representing a broad profile of the county to invite to participate in the RRP planning retreats. (See Appendix A: Stakeholder Committee membership list.)

At the onset of the process, a Library Strategies consultant conducted independent interviews with each of the Washington County Commissioners to gain background, perspective and expectations.

A series of three community forums were conducted between May and July in Cottage Grove, Stillwater and Forest Lake, to provide an opportunity for citizens to express their needs and desires for future library services. (See Appendix B: Community Forum Notes.)

Meanwhile a resident survey was mailed to 1,500 households designed to capture current library satisfaction, usage and perceptions as well as projections of future library needs and usage. (See Appendix C: Washington County Library 2015 Residential Survey report.) Also, an online questionnaire was made available to the public on the Washington County Library website page. Approximately 200 residents responded to this questionnaire, providing additional community input.

Concurrent to the summer’s community input activity, Dr. Anthony Molaro, a Library Strategies consultant and assistant professor in the Master of Library and Information Science program at St. Catherine University conducted an assessment of the current Washington County Library environment with comparisons to five peer libraries as well as to the Twin Cities metro area libraries

(with the exception of St. Paul and Hennepin County). In addition, Dr. Molaro conducted a SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis with library department staff. (See Appendix D: Washington County Assessment of Current Library Environment.)

Dr. Molaro also conducted research on new and emerging library trends to provide forward thinking perspective on the evolution of library service. In addition to this research, demographic and trend data were also used to provide a residential profile of Washington County for this report. (See Appendix E: Washington County Assessment of New and Emerging Trends in Library Services.)

To provide further insights into community-level needs and environment, a questionnaire was sent to the elected officials of the 33 communities and townships within Washington County. Also, a meeting was held with city administrators of these communities to discuss current and future community issues that could be impacted by library services.

Finally, two all-day retreats were held in September and October in Woodbury and Forest Lake. These retreats attracted 30-50 people - current users and non-users of the Library - who represented specific targeted populations of the County. (See Appendix F: RRP Retreat Participants.) These retreats were designed to put a framework on the strategic plan and identify key themes from which to develop goals and strategies. The retreats were also designed to increase dialogue and introduce potential partnerships with organizations throughout the County.

The outcome of the above activities includes this strategic plan report as well as a forthcoming Implementation Plan that will be developed with library staff following approval and acceptance of the strategic plan.

Findings & Rationale

As part of the investigative portion of the strategic planning process, Library Strategies, with the assistance of County staff, examined a wide variety of qualitative and quantitative data and inputs in preparation for creation of the strategic plan. Many of these assessments and analyses have been presented to the County previously in comprehensive reports. Presented here, in much abbreviated form, are the major findings from these analyses, and in particular, the assessments that contribute to various rationales included in the strategic planning goals.

Library Assessment, Comparative Data and Staff SWOT Analysis

Library Strategies conducted an assessment of the Library system, looked at peer data from comparable library systems across the country, and did a “Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with library department staff. These assessments were fully documented in separate reports to the County. Here are the major findings from these three assessments:

- Washington County Library, in comparison to comparable library systems, is an average to good system. Overall, the Library fares better in comparison to national peers, whereas it lags somewhat behind metro area library averages.
- The Library is highly efficient and provides good value to residents per taxpayer dollar.
- The Library is very dedicated to customer service, and overall, receives high satisfaction marks from residents.
- The current mission and vision of the Library/County do not appear to be widely embraced by staff, nor are they driving a direction for the Library.
- In comparison to peer libraries, the Washington County Library is funded at a rate of \$77,000 less annually than national peers, and \$410,000 less annually than metro area peers.
- Washington County uses a system where the Library department pays rent to the County for its facilities. This is an appropriate system, but the peer libraries in the metro area do not have this added, substantial fee. With this rent payment accounted for, the Library's operational resources are even lower in comparison to its metro area peers.

- The lower funding level translates primarily into fewer staff. The Library has fewer staff on average than peers, and there is some indication of staff burnout, as well as a need for increased professional development opportunities for staff.
- In comparison to national and Twin Cities peers, the Library is below average in cardholder penetration, number of programs and program attendance. However, this disparity may be due to Washington County's active purging to remove inactive cards. Other libraries may not actively manage their cardholder lists in this manner.
- In comparison to national and Twin Cities peers, the Library is somewhat above peers and recommended indicators for purchase of print materials. For all collections (including downloadable) it is average to below average in collections budget per capita.
- In addition to some of the above areas, the SWOT analysis indicated opportunities for more partnerships, expanded programming, and improvements in outreach. Threats and weaknesses included lack of space, internal communication challenges, and splintering off of city libraries outside of the system.
- The associated but independent libraries in Stillwater and Bayport do assist in providing quality library service primarily to the residents in those communities as well as to other County residents. This arrangement is a positive for all County residents but there is disparity of service between these libraries and the rest of the County libraries in the system.
- Community libraries exist in Newport and Marine-on-St. Croix but are not fully associated libraries. These libraries are supported by the County with the addition of "Express Library" locker services.
- Lake Elmo has an independent library that is not affiliated with the County system and is not part of the County's taxing district.
- The associate and independent libraries in Washington County present challenges in the public's understanding of the library as well as disparities in library service standards.

Library Service Trends

An examination and report on New and Emerging Trends in Library Services was also conducted by Library Strategies in an attempt to project possible future directions for the Library. A summary of those trends and key findings follows:

- Reading remains as popular as ever in the Internet Age, but the formats on which people access the written word is varied and changing rapidly. Specifically, eBooks and digital content usage is expected to climb, while use of print materials may remain flat or decline very gradually.
- The “Internet of Things” – or the network of objects embedded with computer or digital technology will increase dramatically. Further, technology devices and usage are changing very rapidly, and the pace of change is not expected to decrease. This is an opportunity that is being embraced by many libraries who are emerging as the “go to” place for technology training and internet literacy.
- “Maker” technologies are a significant trend in libraries. These creative “makerspaces,” primarily based in technology, are becoming a standard service offering in many public libraries.
- Internal library systems technologies (as opposed to technology service offerings to patrons) are not expected to see significant changes in the foreseeable future.
- Despite reductions in print materials in many cases, libraries are not getting smaller. Instead, more space is needed for meeting rooms, programs, separate teen areas, quiet spaces, and other specialized activities. Libraries increasingly focus on flexible space that can be easily altered in the future.
- Various software technologies exist to assist in staff and other internal efficiencies, such as in scheduling for example.
- The use of more powerful data analytics offer libraries increasing opportunities for improving service and being more efficient. These technologies are more affordable and accessible than previously.
- Many public libraries have adopted primary missions beyond books, such as lifelong learning and other education services, programming and cultural events, early literacy advancement, technology training, some social service functions, and more, depending on community needs.

- For many communities, public libraries are playing an increased role in economic and workforce development.
- Some libraries are challenging traditional organizational structures (such as technical services, adult services, and children's services), and moving to management and staff structures designed to achieve strategic goals (advancing literacy, economic development, outreach, partnerships, etc.) This may include functional reorganization based on programs and populations served rather than on geography. The strategic goals in this report could drive reorganization around core priorities in service delivery and program development.
- Marketing services to the community is increasingly a part of library operations. Easy-to-use and attractive websites are a both a core service and a critical marketing tool. (Note: The Library receives low marks and satisfaction levels for its current website.)

Demographic and Other Trends and Factors in the County

A wide variety of federal, state, county and regional data sources and reports were examined as part of the investigative phase to project major trends for the County that would affect Library service:

- The County is expected to experience significant population growth by 2040, with a current population of approximately 248,000 increasing to 338,000 – an increase of 90,000 or 36%.
- The largest percentage population increases are expected to occur in the Hugo and Lake Elmo areas, with significant growth in total numbers also occurring in Woodbury, Cottage Grove, and Forest Lake.
- The percentage of households with seniors is expected to see the largest increase.
- Based on recent trend reports from the U.S. Census and American Community Survey, the total number of children and teens is not expected to grow significantly – but will remain more or less stable at current levels. (For the past eight years, the percentage of total population under 19 years has decreased from 28.9% to 27.8% but the total number has gone up and down and ultimately grown slightly by about 3,000 individuals.)

- There will be significantly more diversity in the County's population, expected to rise to 20% or more non-white in the coming decades.
- Based on recent U.S. Census trend reports, the County will likely experience an increased number of households at higher incomes, while simultaneously seeing a growth in under-resourced households. (Median household income increased from \$66,305 in 2000 to \$80,748 in 2013.
- Meanwhile, the percentage of households in poverty during this same period increased from 2.9% to 5.8% and has not recovered since the Great Recession.)
- Washington County residents are highly educated, with 96% obtaining a high school graduate degree or higher. In addition, around 40% of its population has bachelor's degree or higher, up from 26% in 1990. Educational achievement and higher household incomes both correlate positively with library usage and reading.
- A relatively large percentage of employed Washington County residents do not currently work in the County.
- Transportation within the County is a major issue and concern for a high percentage of households that are under-resourced, a portion of the senior population, and teens.
- According to Metropolitan Council reports, expanded public transportation is needed along I-94 to Woodbury and beyond, south toward Cottage Grove and Hastings (across the border in Dakota County), along Highway 36 to Stillwater, and north parallel to I-35E to Hugo and Forest Lake.

Community Survey

Under Library Strategies' guidance, Rainbow Research conducted an independent, confidential, random sample survey of 1,500 residents of Washington County regarding Library service, both current and projected into the future. The margin of error for the survey was + or – 2.5%. The primary findings from the survey report were:

- The survey responses were weighted toward people 40 and older, so while still valid, it should be noted that service to children and young adults is probably under-represented in the results.

- The Stafford Library in Woodbury is the most popular library for respondents. Other heavily used libraries, in order, were Park Grove in Cottage Grove, Hardwood Creek in Forest Lake, Stillwater Public, Oakdale and Wildwood.
- The Library is used first and foremost on-site for physical resources (i.e., checking out books), as well as remotely for many resources, and on-site for meetings or space. Use of the Library for courses or education, and for technical resources showed lower use. Patterns of use were surprisingly similar for all age groups, except the 75 and older population.
- The Library is used at least every other month by 64% of respondents.
- Nearly 25% of respondents also use another public library outside of Washington County – a particularly high figure.
- Respondents showed a high satisfaction level with all current services, and 75% strongly agree that they feel welcomed at the Library.
- The highest use of the Library remains checking out books, followed by browsing collections, getting help from a librarian, and checking out DVDs or CDs.
- In terms of projecting use 5 years in the future, the highest increase in expected use by respondents was “Visiting the Library in person,” followed by “Use of on-line resources,” “To read or study,” and “Take a class or learn a new skill.” Virtually all other Library services also showed expected increases, but at a lower percentage or rate.
- Respondents thought the Library was an important gathering place for their community, and that the physical location mattered to them.
- 61% of those responding to the question agreed or strongly agreed that they were willing to pay additional taxes for expanded Library services and hours.

Qualitative Inputs: Community Voices, Municipal Administrators Meetings, Forums, Retreats

Qualitative data and input into a strategic planning process is often richer and more meaningful in providing directions on community needs and desires than various “hard” data. Community voices enrich the conversation, and provide much needed balance and perspective in the process. Library Strategies and the Library conducted a wide range of offerings and venues for County

residents to provide qualitative input into the process (see Methodology, page 2), all of which provided rich data, much of which will prove useful to Library administration in looking at detailed provision of service. Here, however, we summarize the major themes and findings heard across these processes:

- Washington County residents highly value their public libraries, and would like to see enhanced services and facilities.
- There is not clarity among Washington County residents as to what are Washington County libraries versus associated libraries or community libraries. Most people associate with the library nearest to them rather than the system.
- The Library's website is not user friendly and users would like to see a major overhaul and upgrade. This message was heard in virtually all venues.
- Increasing and enhancing services to seniors is a priority, particularly in outreach, technology training and support, and programming and lifelong learning activities.
- Enhancing services to teens, at least in some areas of the Library system, is desired. Creating dedicated, vibrant teen spaces in some of the system libraries seems to be the major focus or need.
- Early literacy is a concern across the County, however, most agree that the Library has good early literacy services currently and the major area for improvement is in outreach and public awareness.
- Increased and enhanced programming and educational activities for all ages is desired. It was widely noted, however, that the Library should not duplicate other offerings in the community, particularly activities offered by community education programs.
- Respondents want the Library to maintain strong print collections, but also increase downloadable and digital materials.
- Respondents would also like to see the Library keep up-to-date with technology, but are more concerned about technology training and assistance than hardware/software.
- Increased or enhanced services to under-resourced, diverse, and special needs households and individuals was heard widely. Major strategies or concerns in this area centered around outreach, transportation issues, and lack of awareness among these varied populations.

- There was substantial interest, although not universal, in the creation of “makerspaces” or other creative areas in some of the libraries.
- Although not shared in all of these qualitative venues, there was significant interest in advancing the Library’s mission around workforce and economic development.
- Advancing partnerships in the community was a regular theme, both to increase resources and connections for the Library, but also as a public awareness and community advancement tool more broadly. Stronger partnerships with schools was desired across all of these forums, although many noted that it will be a challenge working across multiple, diverse school districts.
- Increasing use of volunteers for more diverse tasks was a common theme.
- Stronger marketing, public relations, and public awareness of the Library and its services was widely desired.
- In the community retreats, and to some extent in the other qualitative venues, most people expressed a preference for larger, full service libraries rather than small community or neighborhood libraries. This was not universally expressed, but was the preponderance of the direction for the majority of those in attendance.
- There was significant agreement that more space was desired for the current library facilities – for meetings, programs, training and educational offerings, community gathering – and that additional facilities or expansions are also likely needed in the future. Respondents strongly agreed that there should be an emphasis on flexible, changeable space in any renovations or expansions in the future.

Investigative Phase: Major Drivers

All of the above findings and rationales listed above must be considered in shaping the Library’s strategic directions and goals, balanced, of course, by resource, geographic and other realities. However, the short list of major drivers that must be accounted for in shaping the strategic plan include:

- 1. Significant projected population growth for the County.**
- 2. The increasing diversification of the County’s population, especially seniors, non-white populations, and under-resourced households.**

- 3. Current and future funding and staffing levels for the Library. More particularly, realistic capital *and* operational budgets must be factored into any major directional changes.**
- 4. Use of the Library is gradually shifting from use of hard copy materials to digital materials and access to resources, educational offerings and training, programming, and community gathering spaces.**
- 5. The Library is a diversified system, offering facilities ranging from full-service, large libraries to community libraries and express locker systems, and that diversity of facilities is likely to continue in the future. Upgrades and renovations are needed at a number of current Library facilities. A one-size-fits-all approach to facilities is unlikely to serve the range of needs and desires among County communities and residents.**
- 6. Relationships with and provision of services at associated and community libraries in the County must be accounted for in the Library's strategic directions.**
- 7. Lack of transportation, particularly for households and individuals without easy access to cars, is a significant barrier to use of the Library for many residents. In parallel, a large percentage of County residents currently work outside of the County.**
- 8. Increasing community partnerships and private support are significant trends in increasing support for public libraries.**
- 9. Nationwide, library staffing structures and management models are changing to better fit service needs and directions, and community goals.**
- 10. There is an opportunity to further advance awareness and use of Library services among County residents.**

Mission Statement

The current mission of the Washington County Library is:

To enrich both the individual and the community by assisting people in their search for information, ideas, education, and recreation.

The Library also operates under County's vision statement:

Washington County – a great place to live, work and play...today and tomorrow.

A strong mission statement is critical in providing direction, focus and activities into the future. While the Library, as a department of Washington County, must operate under the broader mission and vision of the County, Library Strategies believes that a more energetic mission for the Library will greatly advance the work of the Library in accomplishing its strategic directions.

Library Strategies recommends that the Library Board and staff revise and refresh the mission statement and work to align practices and policies with that mission. The mission statement should be more active and energetic with language such as: "The Washington County Library brings together people, information, and ideas to enrich lives, advance education, and build community."

Recommended Goals & Strategies

GOAL 1: Increase and Enhance Lifelong Learning, Outreach, Digital Resources, and Youth Services to Meet Targeted Community Needs

Strategy 1: Increase programming and lifelong opportunities for all ages, with a focus on adult and teen programs

Strategy 2: Expand outreach services to targeted senior, under-resourced, and diverse populations, including adding full-time staff dedicated to community outreach and incorporating expanded use of volunteers

Strategy 3: Enhance technology drop-in and training services, particularly for older adults, and expand digital resources, especially downloadable materials and website resources

Strategy 4: Further develop youth services, particularly teen services and resources at selected sites, and early literacy outreach to parents and young children

Strategy 5: Examine the collections development program and, while maintaining or increasing the collections budget, consider decreasing the percentage of budget allocated to hard copy materials and redirect resources to digital materials or other library service needs

PRIMARY RATIONALES FOR GOAL AND STRATEGIES:

- *Lack of robust programming due to lack of staff and space resources which may be affecting various usage statistics*
- *Trend of public libraries to increase programming and training opportunities*
- *Strong community need for increased outreach to seniors, which is expected to increase with growth in senior population*
- *Growing populations of under-resourced and diverse households with different needs*
- *Lack of public transportation for some populations*
- *Increased demand for assistance and training support regarding the multiple technologies available today*
- *Expressed community desire for at least piloting expanded teen programming and services, and perceived need for increased early literacy outreach particularly to under-resourced families*
- *Higher than average expenditures on print and other hard copy materials, and the potential for reallocation of a percentage of these resources*

GOAL 2: Advance Public Awareness of the Library to Increase Use of Services

Strategy 1: Overhaul the Library's website to make it more user-friendly for users of all ages, and to increase promotion of services

Strategy 2: Create a three-year marketing and promotions plan with specific goals and outcomes to provide direction, focus and accountability for PR activities

Strategy 3: Increase dedicated marketing and promotions resources to allow for additional public relations activities

Strategy 4: Explore the use of partnerships and volunteers to enhance promotion and marketing

PRIMARY RATIONALES FOR GOAL AND STRATEGIES:

- *Dissatisfaction with the website by patrons, and outdated website approach compared to peer libraries*
- *Lack of awareness of the full range of Library services by a significant portion of respondents and commentators*
- *Lower usage statistics, such as cardholder penetration, in comparison to metro area peer libraries*
- *Recently proposed, but still restricted internal staffing and other resources for Library marketing*
- *Opportunities to cost-effectively advance marketing through partnerships (such as with schools or colleges), and the use of marketing or promotion volunteers*

GOAL 3: Improve Library Facilities to Better Meet the Needs of County Communities and Residents

Strategy 1: Based on the strategic plan and recommendations, create a ten- to twenty-year facilities plan that includes updating existing facilities and planning for the identification of additional library space (see separate Facilities and Service Model Plan).

Strategy 2: Pilot the creation of one, larger innovative teen space and one creative “makerspace” area in the Library system

Strategy 3: Examine current use of space, and explore opportunities to rework current space for flexible programming, meetings, small business support, technology access, educational and community gathering space

PRIMARY RATIONALES FOR GOAL AND STRATEGIES:

- *Significant projected population growth, particularly in Cottage Grove, Hugo, Lake Elmo, and Woodbury*
- *Some facilities in need of renovation or upgrade due to age, lack of flexibility, facility condition, index assessment, or increased use*
- *The changing nature of Library service and the increasing need for programming, meeting room and flexible space*
- *Community desire for enhanced teen service not currently available anywhere in the system, and similar desire for more creative, innovative, active makerspace among users*
- *Low usage statistics in some areas, due in part to lack of facilities in certain areas, lack of functional programming space, and open hours*

GOAL 4: Develop Additional Resources and Partnerships to Enhance Current Services and Operations

Strategy 1: Based on strategic plan and directions, incrementally increase the annual budget to align with metro area peers to allow for development of services, expansion of facilities, and subsequent increase in usage

Strategy 2: Work with the Washington County Library Partners to increase private support

Strategy 3: Create a plan and designate a full-time staff position to spearhead a community and school partnership and engagement program

Strategy 4: Expand the current volunteer program, particularly for marketing, programming and outreach activities

PRIMARY RATIONALES FOR GOAL AND STRATEGIES:

- *Current funding levels below peer metro area libraries*
- *Need for staff to meet increasing service load*
- *Willingness of a majority of respondents to support a tax increase*
- *Need and desire for increased or enhanced service in numerous areas*
- *Projected increase in population and communities of need, and subsequent demand for library services*
- *Opportunities for increased resources from private sources, partnerships, and volunteers if resources are dedicated to those areas*

GOAL 5: Explore New Models of Management and Staffing to Better Serve Patrons and Increase Efficiency

Strategy 1: Review current management structure, and explore new library models to align more closely with strategic areas such as partnerships, outreach, programming, and marketing

Strategy 2: Develop a long-term staffing plan to direct human resources to changing Library directions

Strategy 3: Examine current internal communications, and explore alternatives to advance efficiency and understanding among staff

Strategy 4: Access technology to increase efficiency in staff utilization across the County, particularly regarding scheduling

Strategy 5: Offer more evening/weekend hours to provide access to library resources, especially internet service, particularly to meet the needs of students and small businesses in areas where internet access is unreliable

PRIMARY RATIONALES FOR GOAL AND STRATEGIES:

- *The focus of the Library is shifting and administrative structures need to match new priorities*
- *Innovative and effective management models have been developed elsewhere in libraries*
- *Staff expressed dissatisfaction with burnout and lack of communication*
- *The Library system is large, diverse, and geographically spread out which contributes to difficulties in communication and collaboration across the system*
- *If the Library engages in any expansions, communications and management will become even more of a challenge*
- *Weak or problematic internet access in pockets of the County*

Conclusion

Based on the research, analysis, and community input and participation in defining a vision for the future of library service in Washington County, Library Strategies presents this report with recommendation for clear and direct goals and strategies to guide the Washington County Library for the next three years. An important next step is the creation of a detailed, internal Implementation Plan with Library staff to carry the goals and strategies forward with specific activities, accountabilities and outcome measurement processes.

Attachment C

Library Vision and Mission Discussion

Washington County

Mission:

Providing quality services through responsible leadership, innovation, and the cooperation of dedicated people.

Vision:

A great place to live, work and play...today and tomorrow.

Washington County Library (current)

Mission:

Washington County Library's mission is to enrich both the individual and the community by assisting people in their search for information, ideas, education, and recreation.

Vision:

The Washington County Library is a cornerstone of the county community that, through leadership, technology, collections, programs, and other services, provides access to information and technology used to inspire intellectual curiosity, facilitate life-long learning, and literacy. It preserves the best of the past while seeking new ways to promote, maintain, and enhance library services.

Washington County Library Strategic Planning Process
Stakeholder Committee Meeting #4
Wednesday, November 4, 2015 from 12:00-2:00 p.m.
Government Center - Room #5599
14949 62nd Street N., Stillwater, MN

MINUTES

Present: Jo Bailey, Lynne Bertalmio, Judy Bull, Katherine Cram, Curt Geissler, Dennis Johnson, Renee McGivern, Shayla Denaway, Jill Tammen, Tom Triplett, Brian Zeller

Staff and Guests: Kevin Corbid (WC Deputy Administrator), Michael Lopez (Lake Elmo Library), June Mathiowetz (WC Administration Staff), Keith Ryskoski (WC Library Director), Karen Rose (Library Strategies), Joyce Schneider (WC Library Deputy Director)

Absent: Polly Bloom, John Keilholz, Ryan Laager, Jean Oswald, Bill Sullivan

1. **Welcome.** Curt Geissler, Chair, opened the meeting at 12:00 p.m.
2. **Progress Update.** June Mathiowetz noted the next Stakeholder Committee meeting is scheduled for Monday, November 16th to continue discussions of the strategic plan draft. It will be followed by a County Board workshop on Tuesday, November 17th. The group briefly discussed scheduling of the final stakeholder's meeting. June also noted the County's library strategic planning website continues to be updated, including the following additional documents since the last stakeholder meeting:

- Notes from City Administrators meeting
- Notes from third community forum
- Results of elected officials questionnaire
- Survey results
- Rapid Results Planning retreat presentation
- Online community questionnaire summary

It was noted if stakeholders would like a hard copy of any of those documents, to let June know and copies will be mailed to you.

3. **Feedback on Fall Rapid Results Planning Retreats.** A total of 63 people attended the two Rapid Results Planning Retreats held on September 26th and October 10th. Keith Ryskoski solicited feedback from stakeholders on their retreat experiences and the following comments were offered:

- *The range of backgrounds and sharing and listening that occurred was helpful to the process, especially the presence of high school attendees.*
- *An 'ah ha!' moment occurred for me around comments made suggesting we focus on looking at baby boomers as a resource and tap them more fully in enhancing what our library system can offer to the community.*
- *The idea of a "Master Librarian" program was intriguing.*
- *The library director, Keith Ryskoski, did a great job with opening speeches and reminding people of the creative potential that exists for us as a community in shaping this resource, but then somehow it didn't seem like we quite got to that creative part as the meeting continued, bouncing back to something not so creative.*

- *The unstructured time at lunch was useful and insightful.*
- *On the issue of diversity, it's clear we need to do something more to reach all populations, but it is a challenge to find effective strategies.*

- 4. Discussion of Draft Strategic Plan.** Karen Rose and Keith Ryskoski facilitated a discussion of the plan's five goals. A number of specific word edits were recommended. Karen will incorporate the changes discussed into the next version that will be used for the County Board workshop on November 17th.

Other general comments about the document were also made. Renee McGivern stressed website changes are needed and that users need to be able to find the top five functions of the library right away. Katherine Cram wondered why we don't have a goal specifically stating "Washington County wants every resident to have access to library services." Shayla Denaway noted she was "very encouraged by the plan's focus on partnerships and felt that this, in the end, is what will successfully get us to where we want to be as a county library system." Jill Tammen noted the Lakeland newsletter came out recently and has an article discussing library facilities. Renee also wondered about the goal around schools and why we would want to put any staff person through such a complex, if not impossible, task. Michael Lopez asked about how this strategic plan will address Lake Elmo concerns. Staff noted the plan provides a general framework for future efforts and specific area concerns will continue to be addressed through ongoing partnerships and continued conversations. Jill Tammen suggested the plan needs to be clearer about the need for more staff. Karen Rose summarized that she was hearing three things generally from the conversation: "that there's need for more staff, more resources and more facilities."

On a final note, Renee McGivern highlighted the need for us to "recognize the choice element this library system work provides and that the group can dream here. It's not as heavily mandated as so many other areas of government. This is a creative process and we can make this valuable resource and system uniquely ours and an attractive piece of what it means to live in Washington County."

- 5. Communicating key messages to the public.** This agenda item was deferred to the next meeting due to time limitations, but Keith Ryskoski noted the importance of effectively communicating this strategic plan to the public and asked everyone to think about how that might best be done for the next meeting's discussion.
- 6. Next steps.** There were a few questions raised during the meeting about how the strategic plan will be addressing facilities. Staff noted the next stakeholder meeting will focus on the facilities section of the strategic plan that will soon be available for review. County staff clarified the plan will set a general framework for further work and partnering to be done around facilities, but does not make city-specific recommendations.

Keith Ryskoski noted work around re-setting the County library's vision and mission is beginning. Due to time limitations, more discussion will occur at a future meeting on the topic, but anyone who would like to weigh in on a potential new vision or mission can send thoughts, comments, specific language or even a draft mission and/or vision statement to June so it can be compiled and considered as part of further vision-mission discussions. Keith provided a handout with sample vision and mission statements for the group to review (Handout #1).

- 7. Adjournment.** Chair Curt Geissler thanked Karen Rose and Library Strategies for their excellent work on the first portion of the strategic plan. The meeting was adjourned at 2:05 p.m.

Mission Statements:

We connect people in XXXXX with the imperative and the joy of learning through a lifetime.

Provide free access for all to the knowledge and ideas that transform lives.

Our mission is to nourish minds, transform lives and build community together.

To best serve the XXXXX community, the library will be a provider of resources, spaces, and experiences that enrich and empower people's lives.

XXXXX library...your connection to ideas, information, and inspiration.

The mission of the XXXXX library is to support lifelong learning for county residents of all ages by:

- Anticipating and responding to their needs for information
- Encouraging their desire to read
- Enriching the quality of life in their communities

Our mission is to provide access to material, information, and programs delivered by a courteous and informed staff to all members of the XXXXX community.

The people of XXXXX are empowered and their lives enriched by services which enhance their access and use of information and ideas in the global community.

Connect, Learn, Enjoy @Your Library

Vision Statements:

The vision of the XXXXX library system is to be responsive, innovative and caring in providing convenient, high quality services and facilities in a cost efficient manner to all members of our community.

XXXXX library ...your community hub. We are a nimble organization working to provide a wealth of resources and experiences to enrich the lives of residents.

We envision a XXXXX where library services ensure every person has the opportunity and resources to read, graduate, engage, work and learn.

We are a cornerstone of a thriving XXXXX: welcoming people of all ages and cultures; strengthening neighborhoods and learning networks; and inspiring all with the world of ideas.

The mission of the XXXXX library is to preserve intellectual freedom and strengthen the communities it serves by providing open and affordable access to ideas and information.

To inspire intellectual curiosity, the joy of discovery, and facilitate lifelong learning.

Create extraordinary learning environments and experiences.