City of St. Croix Falls Public Library

Strategic Plan
2013-2015

STRATEGIC PLANNING PARTICIPANTS

Sarah Adams	*Library Director*	*Melissa Germain*	*Resident*
Su Leslie	*Librarian*	*Amy Klein*	*Resident*
Cole Zrostlik	*Youth Services Librarian*	*Joanne Peterson*	*Resident*
Sharon Foss	*President, Library Board*	*Amy Sotis*	*Resident*
Randy Korb	*City Council Liaison*	*Kathy Videen*	*Resident*
Kate Peck	*Library Board*	*Merry Vinette*	*Resident*
Josh Carlisle	*Resident*	*Jane Yunker*	*Resident*
Lisa Doerr	*Resident*		
Tom Foss	*Youth Resident*		

BACKGROUND

Strategic Action Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it. The process allows organizations to increase effectiveness and efficiency, make better decisions, enhance organizational capabilities, improve communication and public relations, and increase political support. The information contained in this report and will be shared with participants that have interest in the welfare of this public library, including the Library Board of Trustees and the City of Saint Croix Falls for refinement of action plans and implementation schedules.

OUTCOMES STATEMENT

Reoccurring themes identified by committee members through the planning process are; increasing the library's presence in the community through strengthening partnerships which ultimately transform programming, developing a strong library 'brand' awareness, becoming cutting edge in technology--what is offered and how it is offered, and securing the financial health of the library.

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EXTENSION
Cooperative Extension
Polk County

ORGANIZATIONAL MANDATES

Mandates prescribe what must or should be done under the organization's charter and policies, as well as under federal, state and local laws, codes and regulations. A mandate can be expressed formally or informally through elections, community expectations, legislation, policy, regulations, procedures and budget requirements.
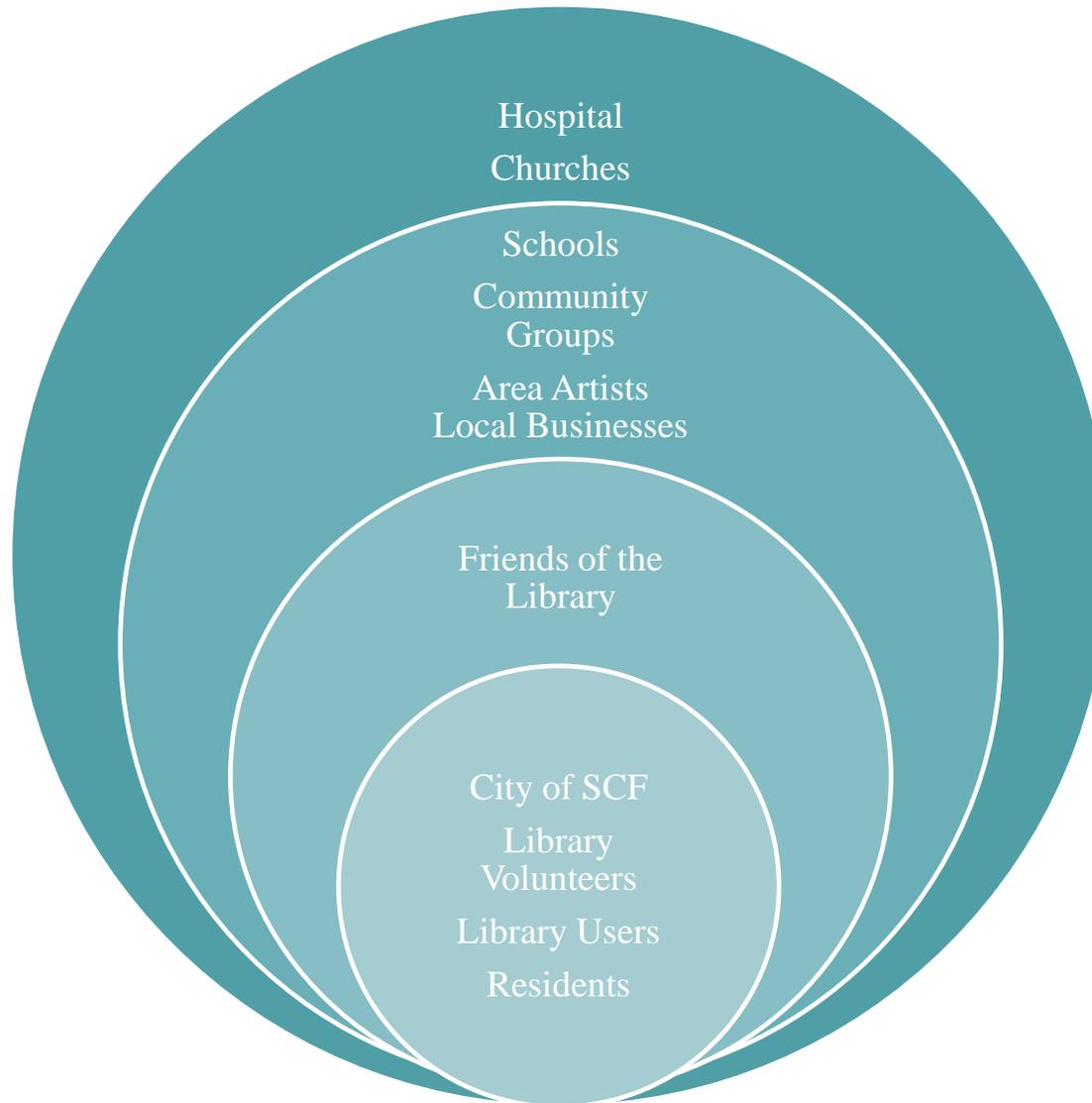
Formal Mandates (Requirements)

- Library is established under WI state statute 43.52
- Library use is free for inhabitants of municipality
- Open to the public an average of at least 25 hours each week
- Seven members on Library Board
- One Board member is City Council Liaison, one is appointed by School District Superintendent
- Library Board has exclusive control of the expenditure of all monies collected, donated or appropriated for the library fund
- Library Board supervises the administration of the library, appoints the librarian, who apooints other assistants and staff
- Head Librarian holds grade level of public librarian certification from the Department of Public Instruction
- Library Director is present in the library at least 10 hours a week while library is open to the public, less leave time
- Library Director is paid to perform board designated duties for no fewer than 25 hours per week
- Library Director reports monthly to Board regarding use statistics, fund expenditures, and other issues
- Library supports Library Director's continuing education for at least 20 contact hours per year
- Library employees are City employees working under the personnel policies of the City (Library Board also creates personnel policy)
- Written agreement with Indianhead Library System to participate in the system and support its activities
- File annual report every February to State through Indianhead Library System, on file at City Hall
- Library annually spends at least $2,500 on library materials
- Minimum total book volumes held is 8,000
- Minimum number of print periodical titles received is 30
- Minimum total annual local expenditures on collection is $11,000
- Minimum year 2013 total operating budget is $69,300
- Adhere to St. Croix Falls Public Library Bylaws, Mission & Policies (2010)

Informal Mandates (Expectations)

- To build community through services to all residents of the City of St. Croix Falls and the surrounding region
- To acquire and make available to all residents books, periodicals, technology and other services as will address their needs to: a) become well informed, b) locate answers to important questions, c) cultivate the imagination and creative expression, d) develop skills for career and vocational advancement, and e) enjoy leisure by means of reading and other media services
- To acquire the means to provide the most frequently requested material locally and upon demand
- To maintain a program of service which locates information, guides reading, organizes and interprets material for people of various backgrounds, and stimulates thinking and intellectual development in individuals of any age
- To strive consistently to discover new methods and improvements for better service for the library's customers
- To act as a partner with other service organizations in the community to enhance and increase the quality of life in St. Croix Falls most effectively

STAKEHOLDER ANALYSIS

The key to success for public organizations is satisfying important stakeholders according to each stakeholders criteria for satisfaction. A stakeholder is any person, group or organization that can place a claim on the organization's resources, attention or output (or is affected by its output). In other words, a stakeholder is: **"Those you affect... those who affect you."** The following Stakeholders were identified and ranked by priority:

Hospital
Churches

Schools

Community
Groups

Area Artists
Local Businesses

Friends of the
Library

City of SCF

Library
Volunteers

Library Users

Residents

MISSION STATEMENT

A mission statement is an action-oriented formulation of the St. Croix Falls Public Library's reason for existence. The mission statement also defines how the organization proposes to get from where it is currently to where it wants to be in the future.

> *"St Croix Falls Public Library is a municipal resource dedicated to providing open access to information materials and services in a sustainable environment that supports and connects all community members through applied technology, professional librarianship and compassion."*

CORE VALUES

A value statement should identify how an organization conducts itself and what system of values it wishes to operate under. The following statements articulate the principles and values held by the St Croix Falls Public Library:

Open Access
- The Library values free, open, unrestricted access to its collections and services
- The library is committed to connecting library users to the ideas, information and materials they wish to explore in a caring, nonjudgmental manner

Customer Focus
- The Library values all users and is responsive to their service needs
- Kindness, Courtesy, and Respect are excercised with every service interaction

Service Excellence
- All Library staff offer quality service to all customers by displaying a positive attitude, valuing the diversity of people and perspectives, and expecting integrity and competence in professional actions.
- All Library staff strive to earn the trust and confidence of all library users

Community
- Create connections to material resources, workshops, area educators and artisans
- Provide information to inform the citizenry
- Venue for community groups and engagement

Sustainability
- Serve as a symbol of sustainable design for present and future generations
- Promote 'green' living through the building, its operations and collection

STAKEHOLDER VALUES

Based upon public input, listed below are values that stakeholders would like the St Croix Falls Public Library to adopt. These additional values can help guide the Library's behavior, how it conducts its business, and builds relationships with key stakeholders.

Growth and Innovation
- The Library values continuous learning and innovation in the pursuit of excellence
- The Library staff responds to present situations and anticipates future needs
- The Library staff strives to offer materials, programs and services that represent the needs of area residents

Good Stewardship
- The Library staff and board values responsible stewardship of all the resources with which it is entrusted.
- The Library director is committed to maximizing the efficiency of staff time and talent, making the best use of all resources in the delivery of quality library service

Public Input
- The customer's opinion and input is welcomed in all initiatives and undertakings
- The Library board and staff considers the impact on library users in all decisions
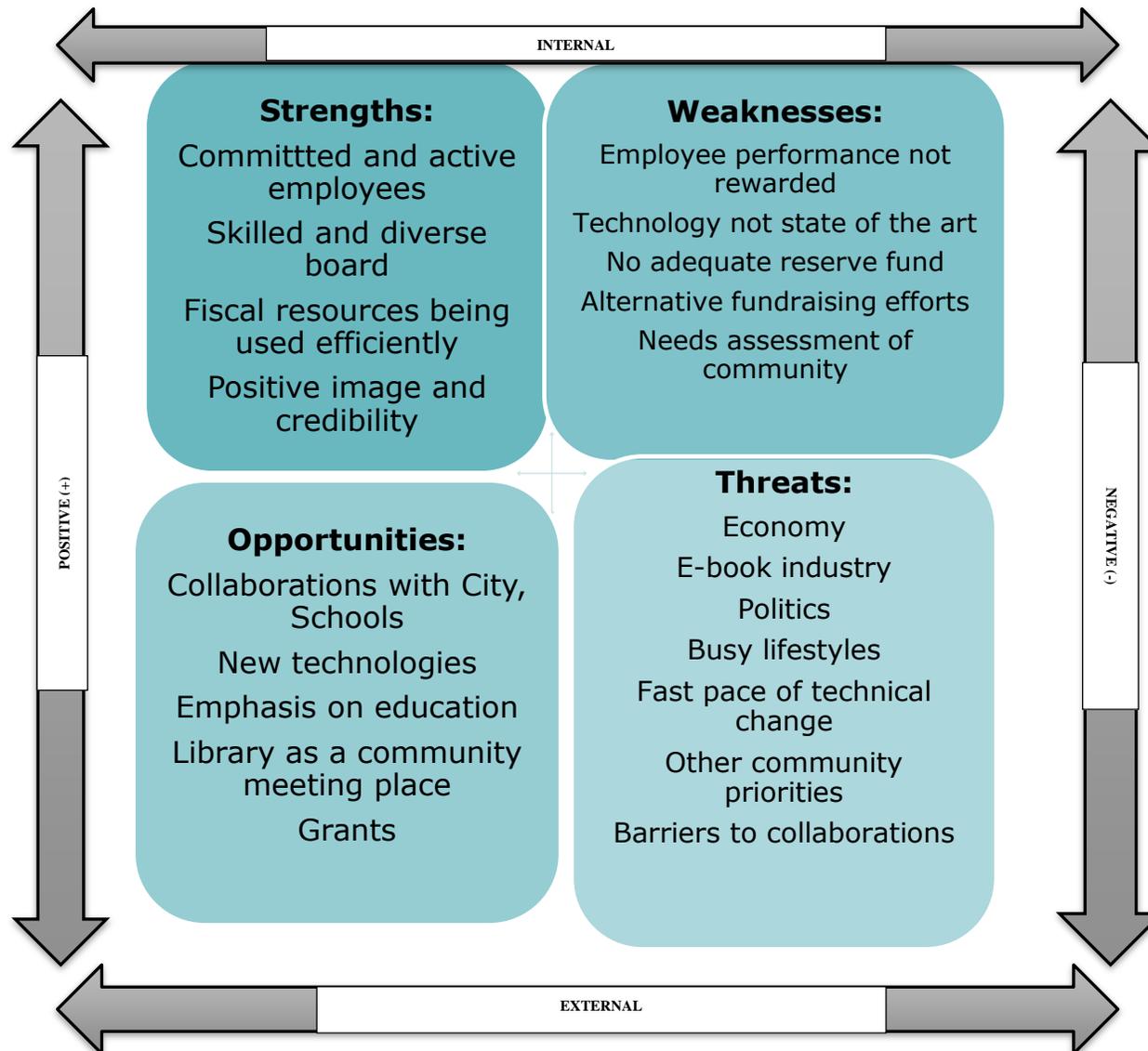- Goal: Every person using the Library leaves satisfied

Flexibility
- Ability to adapt to change-what we do and how we do it
- Evolve with emerging technologies
- Expand Library hours

Collaboration
- Actively persue partnerships to advance these values

ASSESSING THE ENVIRONMENT (SWOT ANAYLSIS)

Internal strengths and weaknesses of St Croix Library were identified, along with the organization's external opportunities and threats. The analysis of these four elements, known by the acronym SWOT, is very useful in clarifying the conditions within which the library operates. The SWOT analysis supplies an overall systems view of the department and the factors that affect it. SWOT provides valuable clues about probable effective strategies, since every effective strategy builds upon the strengths and takes advantage of opportunities, while it overcomes or minimizes the effects of weaknesses and threats. In other words, it lays the foundation for identifying department issues and effective strategies

INTERNAL

POSITIVE (+)

NEGATIVE (-)

Strengths:
Committted and active employees

Skilled and diverse board

Fiscal resources being used efficiently

Positive image and credibility

Weaknesses:
Employee performance not rewarded

Technology not state of the art

No adequate reserve fund

Alternative fundraising efforts

Needs assessment of community

Opportunities:
Collaborations with City, Schools

New technologies

Emphasis on education

Library as a community meeting place

Grants

Threats:
Economy

E-book industry

Politics

Busy lifestyles

Fast pace of technical change

Other community priorities

Barriers to collaborations

EXTERNAL

ST CROIX PUBLIC LIBRARY ISSUES AND GOALS

A strategic issue is a fundamental challenge affecting the organizational mandates and mission. Based upon an Organizational Assessment, Library board and staff identified and prioritized several strategic issues for the planning committee. Thereafter, goals and objectives were developed to address the top (5) strategic critical issues:

ISSUE 1#   COMMUNITY NEEDS

- **Goal: Refine core functions to effectively meets the need of the community**
  - Develop a survey to measure community needs
  - Determine if library hours are accessible to entire community
  - Evaluate all existing and new library programs
  - Expand job search and business development resources
  - Expand e-book library
  - Create a social and cultural space in plaza
  - List staff recommendations of new literature
  - Introduce more social activities for adults
  - Provide information technology training for staff

ISSUE 2#   PROGRAMS

- **Goal: Design and implement programs that will enhance the library as a community asset**
  - Assemble issue specific focus groups to design & implement programs that will enhance the library
  - Invite local experts to present on topics important to the community
- **Goal: Implement a marketing campaign to increase awareness of library services**
  - Develop a new 'brand' that aligns with community vision
  - Utilize communication tools such as Movie Theatre advertising, Monday Mailers, and social media to 'Tell the Library's story'

ISSUE 3#   PARTNERSHIPS

- **Goal: Collaborate with other groups to extend library services**
  - Identify or map all potential partnerships; invite to a forum to discuss possible collaborations
  - Partner with other libraries and friends groups to increase variety of programs
  - 'Friends group' members and Library Board represent the library at all community events
  - Engage the school district and student council: Youth representation on Board; Youth Book Clubs; Quarterly Art Shows and performances

ISSUE 4#   RESOURCE ALLOCATION

- **Goal: Maintain/Grow the budget through City allocation**
  - Conduct Economic Impact Study
  - Develop communication plan to consistently interact with elected officials
  - Conduct regular strategic planning workshops as a tool to identify needs and direction of library
  - Improve communication with the community and the school district

ISSUE 5#   FUNDING

- **Goal: Establish a Library Foundation**
  - Secure grants for seed money
  - Utilize revenue generated from 'Friends Group'
  - Launch Foundation campaign

Work Plan Template

Purpose: To create a "script" for your improvement effort and support implementation.

Directions:

1. Using this form as a template, develop a work plan for each goal identified.
2. Distribute copies of each work plan to the members of the collaboration.
3. Keep copies handy to bring to meetings to review and update regularly. You may decide to develop new work plans for new phases of your reform effort.

Goal:

Results/Accomplishments:

Action Steps *What Will Be Done?*	Responsibilities *Who Will Do It?*	Timeline *By When?* *(Day/Month)*	Resources A. Resources Available B. Resources Needed *(financial, human, political & other)*	Potential Barriers A. What individuals or organizations might resist? B. How?	Communications Plan *Who is involved?* *What methods?* *How often?*
Step 1:			A. B.	A. B.	
Step 2:			A. B.	A. B.	
Step 3:			A. B.	A. B.	
Step 4:			A. B.	A. B.	

Evidence Of Success *(How will you know that you are making progress? What are your benchmarks?)*
Evaluation Process *(How will you determine that your goal has been reached? What are your measures?)*

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Improving Existing Strategies

Six to nine months after implementation of the Strategic Plan, use worksheet to evaluate each of the strategies.

Strategy	Strengths	Weaknesses	Modifications to Improve	Summary Evaluation
				☐ Maintain ☐ Replace with a new or revised strategy ☐ Discontinue
				☐ Maintain ☐ Replace with a new or revised strategy ☐ Discontinue
				☐ Maintain ☐ Replace with a new or revised strategy ☐ Discontinue
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Notes: