

Strategic Plan

2013





OUR MISSION

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

OUR VISION

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

OUR CORE VALUES

We are committed to quality library services that:

- Celebrate and reflect diversity in library collections, programs, services and staff.
- Draw from our county heritage while contributing to future generations.
- Forge partnerships with other community organizations.
- Invest in a well-trained staff in the belief that effective employees are essential to meet the informational needs of library users.
- Invest in technology and equipment to support community needs at various points of access.
- Offer a variety of warm, welcoming and inviting spaces for community activities.
- Promote the joy of reading and the development of a literate community.
- Protect intellectual freedom and provide a collection representing different points of view.

STRATEGIC DIRECTIONS How will we deal with underlying contradictions and move towards our vision.

A. Enhancing access to content and technology

- Providing technology that people want
- Improving access to collections

B. Optimizing staff resources

- Improving productivity
- Maximizing staff potential

C. Expanding community presence and resources

- Telling our story
- Expanding our partnership base
- Supplementing funding

D. Transforming programming, spaces and Experiences

- Increasing gathering spaces
- Identifying and enhancing programming

FOCUSED IMPLEMENTATION | 1st Year Objectives

Focus Question: *What are the specific, measurable objectives for each Strategic Direction, April 1, 2013-March 31, 2014?*

Strategic Direction	1 st Year Objectives	Success Indicators
Direction A: Enhancing Access to Content and Technology	<ul style="list-style-type: none"> • Implement wifi printing pilot • Redesign home page and add 2 social media sites • Improve mobile access and website presence • Use bookletters and other vehicles (blogs) staff and public • Zinnio implemented, research additional e book vendors, propose additional funding for 2014 • Viability study plan pilot program 	<ul style="list-style-type: none"> • Revenue source • Customer satisfaction • Review analytics • Sites added • Analytics show increased use • Analytics number of subscribers • Analytics show increased use • Pilot program results

Strategic Direction	1 st Year Objectives	Success Indicators
Direction B: Optimizing Staff Resources	<ul style="list-style-type: none"> • ID core competencies & begin training • Job descriptions reviewed and lean practices (events) planned to I.D. work flow efficiencies • Complete a staffing study 	<ul style="list-style-type: none"> • Core competencies ID for all positions and 100 % of staff are proficient in core competencies • Current job descriptions updated as appropriate- lean events practices are implemented • Results will provide tangible evidence for staffing needs

Strategic Direction	1 st Year Objectives	Success Indicators
Direction C: Expanding Community Presence and Resources	<ul style="list-style-type: none"> • One FTE is on Library Foundation • Computer curriculum re-written • Budget for collections is increased • Thrivers visibility and partnership established 	<ul style="list-style-type: none"> • Expand community partnerships • Dynamic & robust marketing plan • 1 staff member on self-sustained Foundation • Involve community leaders in event and program planning • Partnerships on behalf of Thrivers increase • Jobs, small business and entrepreneurial partnerships in place • Re-write computer curriculum • Increased budget dollars for collections

Strategic Direction	1 st Year Objectives	Success Indicators
Direction D: Transforming Spaces & Experiences	<ul style="list-style-type: none"> • Completed evaluation of current programs as aligned with visions • Compiled surveys of community review of programming needs • Developed marketing plan for increased community participation in programming • Completed evaluations of current building • Created an overall building plan for county library service (including existing and new building and alternate service points) 	<ul style="list-style-type: none"> • Programming aligned with program vision and community desires • Flexible spaces • Partnering spaces • Spaces that reflect programming needs • Evaluation of current building • Increase of community participation in programming • Overall building plan in place

FOCUSED IMPLEMENTATION / 1st Year Calendar and Responsibilities

Strategic Direction	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
	April-June	July-September	October-December	January-March 2014
Strategic Direction A	<ul style="list-style-type: none"> Redesign website home page; add 2 social media features) Zinio Budget request for 2014 e-book \$ 	<ul style="list-style-type: none"> Improve mobile access to e-resources Online Reader's Advisor tools 	<ul style="list-style-type: none"> Implement wifi printing Floating collections 	<ul style="list-style-type: none"> Investigate additional e-book vendors
Strategic Direction B	<ul style="list-style-type: none"> Determine staffing study needs Lean events for workflow efficiencies 	<ul style="list-style-type: none"> Lean events for workflow efficiencies Core competencies identified Job descriptions reviewed 	<ul style="list-style-type: none"> Lean events for workflow efficiencies Complete staffing study Training of core competencies 	<ul style="list-style-type: none"> Lean events for workflow efficiencies Training of core competencies
Strategic Direction C	<ul style="list-style-type: none"> Thrivers visibility & partnership established Collection budget increased 	<ul style="list-style-type: none"> Thrivers visibility & partnership established Collection budget increased Re-written computer curriculum 	<ul style="list-style-type: none"> Collection budget increased 	<ul style="list-style-type: none"> Collection budget increased 1 FTE on Library Foundation
Strategic Direction D Resources and Stakeholders	<ul style="list-style-type: none"> Completed evaluation of current programs as aligned with vision 	<ul style="list-style-type: none"> Compiled surveys of community regarding program needs 	<ul style="list-style-type: none"> Completed evaluation of current building spaces Developed marketing plan for increased community participation in programming 	<ul style="list-style-type: none"> Created an overall building plan for county library service including existing and new buildings and alternative service points

PRACTICAL VISION

What we want to see in place in the next 5 years

A. Efficient & Effective Internal Operations

1. Responsible and responsive use of funding
2. High quality staff

B. Robust Community Outreach/Collaboration

1. Creative, effective marketing
2. Versatile, inviting Community Spaces
3. Strong and meaningful community collaborations

C. High Quality Programming & Services

1. Dynamic social interaction
2. Easily accessible, barrier free technology
3. A variety of enriching experiences
4. Quality, relevant high demand collections

Strategic Plan for Carver County Library Services 2013-2018

Summary of Strategic Planning Actions

Our strategic planning process took place from January 1- March 31, 2013. Our implementation of the plan begins April 1, 2013. The planning process involved Technology of Participation ® methods from the Institute of Cultural Affairs led by outside facilitators from Regenerate Group, LLC. Two Community Listening sessions, open to the public, took place with over 60 community participants to elicit feedback about what we were doing well and what new ideas and initiatives would be important to best serve the greater community.

Community members recognized that we have changing demographics in the county and need to provide services to meet these needs, such as bringing library services to those without mobility and programming to serve literacy and language barriers. An all staff visioning session with 55 staff members took place to gather feedback. Our Strategic Planning Team involved over 30 members from staff leadership, staff members, board members, city and county officials, high school and college students in the county, and community members. An environmental trend analysis was facilitated to explore and discuss library trends that are emerging, on the horizon, currently in place and working well, and that are no longer relevant.

We evaluated data from the 2010 census that was aggregated and compiled by the Carver County Public Health Department. This supported our research to inform us how to best serve our long time and new residents. We also carefully reviewed and aligned our plan with the themes of the Carver County Strategic Plan in the areas of community, culture, connections, finances, and growth. Four planning workshops followed our background research:

- **Practical Vision: What do we want to see in place in the next five years as a result of our actions? (The graphic recording on the report cover was designed during our vision sessions to capture our shared vision.)**
- **Underlying Contradictions: What are the obstacles that keep us from achieving our vision?**
- **Strategic Directions: How will we deal with the underlying contradictions and move toward our vision?**
- **Focused Implementation: What will be our specific, measurable first year objectives for each strategic direction?**
- **Prioritization: What are our priorities for the first 90 days of our plan?**

Implementation teams were created to involve staff and community liaisons that offer expertise in each strategic direction which will interface with internal staffing teams in order to create whole systems change. Our overall planning process was top down and bottom up so that all voices were heard from all of our stakeholders to create a shared sense of ownership of the plan.

Strategic Planning Committee Participants: Kathy Bognanni, Katy Boone, Lorraine Brady, Kathleen Carlson, Ashley Cheney, Tari Clay, Nick Dimassis, Judith Grytdahl, Kristin Hahn, Heidi Hoks, Jesse Hunt, Suzanne Hunt, Janet Karius, Debra Kitt, Richard Kvitek, Linda Landsman, Randy Maluchnik, Kathleen McDonald, Sarah Nagle, Glenda Noble, Greg Osterdyk, Jeffrey Peck, Mark Peterson, Meghan Peterson, Linda Prybylo, Naomi Russell, Roger Sauerbrey, Steve Taylor, Elizabeth Thielen, Gene Werlich, James Weygand, Nora Ytterberg, Megan Zeien.

Strategic Planning Implementation Team members: Nick Dimassis, Kathy Bognanni, Katy Boone, Lorraine Brady, Tari Clay, Mary Erickson, Celia Gust, Kristin Hahn, Heidi Hoks, Suzanne Hunt, Janet Karius, Dan Keyport, Debra Kitt, Cindy McCleary, Jeff Olmsted, Kathy Perschmann, Meghan Peterson, Linda Prybylo, Naomi Russell, Sandy Seha-Luoma, Jennifer Anderson Tuttle, James Weygand, Maren Wilbur, Mary Wilson.

Leadership Team: Nick Dimassis, Kathy Bognanni, Heidi Hoks, Janet Karius

Facilitated by Regenerated Group, LLC, BethMarie Ward, CTF owner and principal, Cheryl Kartes, CTF Graphic Recorder, Christy James co-facilitator
