

Arrowhead Library System 2013 – 2017 Strategic Plan

Adopted by the ALS Board:
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Background & Planning Process

Arrowhead Library System (ALS) has been a state-designated regional public library system since 1965 covering Carlton, Cook, Itasca, Koochiching, Lake, Lake of the Woods, and St. Louis counties. Several key events have taken place leading up to the system's current round of strategic planning. Beginning in 2009, ALS sponsored an initiative which extended professional strategic planning facilitation to its member libraries. Over the next three years, 27 public libraries completed these community-based planning processes, including the establishment of service priorities to address identified needs in their local areas. Although ALS's own strategic plan was set to expire in 2010, it was recognized that information being generated through these local processes would be important to *system-level* planning. As a result, ALS waited until member library planning was finished before launching the regional process.

Also during this timeframe, significant changes were occurring in the North Country Library Cooperative (NCLC) – the region's multitype library system. After completing their own strategic planning process in 2011, the NCLC board approached ALS with a request to explore combining as a single regional system. A joint task force was formed to study the issues involved. Through a deliberative process, the task force developed a merger proposal designed to increase both the efficient use and impact of multitype resources. This proposal was approved by the boards of both organizations, and formal merger of the regional systems became effective on July 1, 2012. Although the Arrowhead Library System name was retained, a new board structure was established representing all types of libraries.

An initial task for the merged system was to determine a direction in carrying out its newly expanded role. A comprehensive strategic planning process was designed to include broad participation and input from the agency's stakeholders. This process took place between June and December 2012, with the following major steps:

Environmental Scan – Substantial data about the service area, public library system functions, and multitype library system functions was gathered and analyzed. In addition to the analysis of existing data sources, this phase included conducting focus groups around the region with directors of all types of libraries and a SWOT exercise with ALS staff.

Planning Retreats – Three planning retreats were held to review information collected in the environmental scan; discuss organizational values, vision, and mission; establish priority goals based on the region's top library issues; and identify potential strategies for accomplishing each goal. Composition of the Planning Team included the new ALS board, ALS administrators and staff representatives, and additional representatives from member libraries.

Action Planning – An Oversight Team (comprised of board representatives and ALS administration) rated potential strategies on their effectiveness and discussed how to address existing activities that do not support the newly established priority goals. Goal Teams (comprised of member library representatives, ALS administration and staff, and board representatives) utilized the list of effective strategies to develop detailed action plans for the first year of implementation.

Environmental Scan Results

The strategic planning process and resulting decisions were informed by an analysis of data related to the library system's internal and external environments. Using a multitude of sources, the Planning Team discovered the following themes and current issues in the region.

About the Community: The Arrowhead region covers a vast geographic area (18,700 square miles), much of it rural and with low population density. Overall, only a slight population increase is projected for the region in the next 15 years. However, both ends of the age continuum will grow, with children and seniors each accounting for roughly one-quarter of the population by 2025. Regional residents are less likely to have completed post-secondary education and more likely to face economic challenges than the state average, with the highest incidence of poverty among children. Although many broadband access projects are underway, the Arrowhead region accounts for a majority of the state's unserved territory. More than 28% of rural residents do not have broadband service options, regardless of ability to pay. Analysis of responses from over 400 local leaders participating in individual library planning processes revealed a clear consensus about the community's top priorities for libraries across the region. These include investing in children/early literacy, connecting with community activities and the online world, and lifelong learning. Goals set by member public libraries are closely aligned with these community needs.

About the Regional Public Library System: ALS has a dual role to support member libraries, and to provide direct services to those residents without a local public library. Support currently offered to member libraries is valued and relevant to their needs, making re-allocation a challenge. Public libraries especially value the shared catalog system, regional delivery, quality pre-planned programming, and opportunities for training and networking. Libraries identified additional needs for staff training (with special emphasis on technology skill development), implementation of a more user-friendly ILS (ideally integrating with Duluth), and expanding delivery capacity to keep pace with rapidly increasing InterLibrary Loan activity. In ALS's direct service role, circulation of traditional resources has remained flat while utilization of electronic resources continues to grow exponentially. However, given the large group of residents without electronic access, a virtual-only service model is not possible at this time.

About the Multitype Library System: There are many common needs across different types of libraries in the region. The most frequently cited need was staff training, especially on technology topics. Changes piloted by NCLC in 2011 demonstrated that taking training out into the field and eliminating the matching requirement for scholarships greatly increased the number of library staff participating in training. Public, school and academic libraries also identified the need for more electronic resources and technical support. School libraries in particular have little access to e-books that are relevant to their users. Multitype libraries would also like to build relationships between different types of libraries and expand resource sharing. One of the top requests for collaboration was joint children's programming between public and school libraries. Some additional challenges to be addressed include the diminishment of resources for school libraries and lack of delivery to schools and colleges in the region.

Organizational Core Elements

MISSION

Arrowhead Library System enhances the value of all types of libraries to their communities by cultivating collaboration, technological innovation, and professional development; and enriches the quality of life by providing direct services for those without a public library and access to electronic resources for all people in northeastern Minnesota.

STATEMENT OF ORGANIZATIONAL VALUES

Relevance & Adaptability

ALS recognizes that we live and work in a rapidly changing environment - especially in the digital age. We are committed to staying current with community and member library needs, continuously evaluating and adapting our services to ensure they are meeting those needs.

Stewardship

ALS practices wise stewardship of public resources to ensure they are used efficiently and equitably across the region and amongst different library types. We are transparent in both our decision-making processes and resource allocation.

Intellectual Freedom

ALS believes everyone in the region is entitled to have access to a basic level of public library service. We are proponents of intellectual freedom and the right to unfettered access to a diversity of information.

Collaboration & Communication

All ALS members have something to contribute to the broader library community, and something to gain from it. ALS partners with member libraries to help build their internal capacity, and brings libraries together as partners in collaborative efforts. Communication is essential, and we reach out to keep the public and our membership informed through multiple channels.

REGIONAL GOALS (In Order of Priority)

GOAL #1:

To build stronger relationships among member libraries, increasing collaborative endeavors and resource sharing.

GOAL #2:

To advance the introduction and efficient use of new and proven technology in member libraries.

GOAL #3:

To expand regional capacity in services that build and support literacy development and enthusiasm for learning among children of all ages.

GOAL #4:

To increase and improve professional skills and knowledge among library staff.

GOAL #5:

To support efforts that increase resources for library services.

VISION STATEMENT

The Future of our Library Community

Libraries in northeast Minnesota are strengthened by their membership in the Arrowhead Library System. Libraries of all types – school, academic, special, and public – share resources and collaborate to creatively offer services relevant to their communities’ needs. Use of state-of-the-art technology is widespread and library personnel are well prepared to assist patrons in its use.

School and academic libraries are valued by their students, faculty, and administrators. Staff in these libraries have the professional skills to help students perform well academically, develop critical thinking skills, and grow into lifelong learners. Through membership in the regional system, special libraries help extend the reach of their sponsoring organizations. They share information and expertise about specialized topics with the wider community.

The region’s public libraries are strong and vital hubs in their communities, and a source of great civic pride. People of all ages, locations, and socio-economic backgrounds actively make use of public library services. Public libraries are in tune with changing needs in their communities and respond with services and programming that consistently satisfy and delight the people who use them.

The region is abuzz about libraries.

Annual Progress Measures

Goal 1: To build stronger relationships among member libraries, increasing collaborative endeavors and resource sharing.

- ❖ Number and percentage of libraries, by type, that participated in at least 1 ALS-sponsored networking opportunity.
- ❖ Number and percentage of libraries, by type, that report at least 1 new contact or connection with a member library as a result of participating in an ALS-sponsored activity.

Goal 2: To advance the introduction and efficient use of new and proven technology in member libraries.

- ❖ Number of libraries, by type, with staff participating in ALS-sponsored technology training.
- ❖ Total number of hours of technology training participation by type of library in: ALS lab setting, mobile lab training, utilization of archived training videos.
- ❖ Number of website uses through the mobile version.
- ❖ Number of catalog uses through the mobile app.
- ❖ Utilization/circulation of e-resources (audio & e-books, databases, others as added).
- ❖ Qualitative comparison of technology assessment for public library staff year-to-year.
- ❖ Number and percentage of libraries, by type, that report new or more efficient use of technology as a result of participation in an ALS-sponsored activity.

Goal 3: To expand regional capacity in services that build and support literacy development and enthusiasm for learning among children of all ages.

- ❖ Circulation of themed story unit kits and of traditional story kits.
- ❖ Collective number of children participating in specific programs (summer reading, winter reading, youth one-book, Maud Hart Lovelace awards) region-wide.
- ❖ Total number of children's programs conducted in the region.
- ❖ Total number of participants in all children's programs region-wide.
- ❖ Number of public libraries and school libraries that participated in joint programming.
- ❖ Number of libraries with at least 1 staffperson completing the ECRR II training.
- ❖ Number of staff by type of library who completed the ECRR II training.
- ❖ Number and percentage of libraries, by type (public and school only), that report greater/strengthened capacity in the provision of children's services as a result of participation in an ALS-sponsored activity.

Goal 4: To increase and improve professional skills and knowledge among library staff.

- ❖ Number and percentage of public libraries meeting training requirements.
- ❖ Number and percentage of libraries by type with staff participating in at least 1 ALS-sponsored training.
- ❖ Number of participants in training by format (remote location, central location, virtual).
- ❖ Total participant training hours completed.
- ❖ Number of library staff completing Day I & Day II of the Voluntary Certification program.
- ❖ Circulation of professional collection.

- ❖ Number and percentage of training participants who report increased or improved professional skills and knowledge as a result of participation in an ALS-sponsored training (individual participant post-session evaluations).
- ❖ Number and percentage of libraries, by type, that report increased professional skills and knowledge among their staff as a result of participation in ALS-sponsored training.

Goal 5: To support efforts that increase resources for library services.

- ❖ Number of regional participants in Legislative Day.
- ❖ Number of participants in advocacy training.
- ❖ Number of libraries submitting grant applications, total number of grant applications made, and status of applications (percentage funded, declined, action pending).

Implementation: Using, Monitoring & Updating the Strategic Plan

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present Strategic Plan to ALS board for adoption.	February 2013
2. Communicate newly adopted Plan to stakeholders and the general public: <ul style="list-style-type: none"> ➤ Provide to all ALS staff. ➤ Distribute to all member libraries. ➤ Distribute to participating counties. ➤ Post document or excerpts on ALS website. ➤ Email link to other multitype & public library regional systems. ➤ Issue news release. ➤ Include link in budget letters to participating cities. 	March – April 2013 “ “ “ “ “ July 2013
3. Update postings, website and agency materials with new mission, etc.	March 2013
4. Review Action Plan progress as a regular agenda item at Management Team meetings; use as a decision-making tool; make mid-course corrections.	Monthly (January – December)
5. Review Action Plan progress as part of all ALS staff meetings.	At least 4 times per year.
6. Discuss Action Plan progress as a regular agenda item at ALS board meetings; provide written 1-page summary highlighting progress on each goal since last report.	February, April, June, August, October, December
7. Conduct survey of membership and compile progress indicator data for annual review.	April (Annually 2014 – 2017)
8. Hold annual “Strategic Plan Review” session with board and staff to review implementation successes and challenges (including progress indicator data), revise strategies, and project budget needs.	June (Annually 2014 – 2016)
9. Staff develop Action Plan for the next year of implementation and present to board for approval.	December (Annually 2013 – 2016)
10. Governance Committee outlines process for next full round of strategic planning.	January 2017
11. Complete full round of strategic planning.	April – October 2017

Appendix A - *Year 1 Action Plans*

January 1, 2013 – December 31, 2013

GOAL #1: To build stronger relationships among member libraries, increasing collaborative endeavors and resource sharing.

Strategies & Tasks	Completion Date	Person Responsible	Resources Needed
<u>Strategy Cluster A: Communication with Expanded Membership</u>			
<p>1. Establish membership requirements, categories, and benefits.</p> <ul style="list-style-type: none"> ▪ Gather membership requirements from other MN regional systems. ▪ Create task forces (1 for multitype, 1 for public libraries) to review background materials and draft new ALS membership recommendations. ▪ Develop draft membership requirements for each type of library & benefits associated with each category of membership. <ul style="list-style-type: none"> – School, academic, and special libraries: <ul style="list-style-type: none"> · Develop draft, including recommendations for multitype ILL [Strategy C-1], and expansion of delivery [C-2]. · Share draft document with multitype libraries and State Library Services to collect feedback (<i>NOTE: Ensure ALS Strategic Plan has been disseminated in advance of this step</i>). · Share feedback with task force; reconvene if draft needs revision. · Present draft to ALS board for discussion and approval. – Public libraries: <ul style="list-style-type: none"> · Develop draft, including recommendations for expansion of delivery [C-2], and training requirements [M-1]. 	<p>February 1, 2013</p> <p>February 1, 2013</p> <p>April 19, 2013</p> <p>April 19, 2013</p> <p>May 10, 2013</p> <p>June 13, 2013</p> <p>July 26, 2013</p>	<p>Jim Weikum</p> <p>Shari Fisher (Jim)</p> <p>Shari Fisher (Task Force)</p> <p>Shari Fisher (Chris)</p> <p>Shari Fisher (Jim)</p> <p>Shari Fisher (Jim)</p> <p>Shari Fisher (Task Force)</p>	<p>Volunteers</p>

<ul style="list-style-type: none"> · Share draft document with public libraries and State Library Services to collect feedback. · Share feedback with task force; reconvene if draft needs revision. · Present draft to ALS board for discussion and approval. 	<p>August 1, 2013</p> <p>September 20, 2013</p> <p>October 10, 2013</p>	<p>Shari Fisher (Chris)</p> <p>Shari Fisher (Jim)</p> <p>Shari Fisher (Jim)</p>	
<p>2. Recruit members and secure agreements with the new library system.</p> <ul style="list-style-type: none"> ▪ Develop packet for multitype membership in the new regional system including signature page with membership requirements checklist; return deadline of December 1, 2013. ▪ Send packets to all multitype libraries on the existing list of members. ▪ Develop packet for public library membership in the new regional system including signature page with membership requirements checklist; return deadline of December 1, 2013. ▪ Send packets to all public libraries in the region. ▪ Conduct initial ALS visits to each school, academic, and special library member. ▪ Establish periodic schedule for future visits to multitype members. 	<p>September 1, 2013</p> <p>September 1, 2013</p> <p>October 18, 2013</p> <p>October 18, 2013</p> <p>2014</p> <p>2014</p>	<p>Shari Fisher (Chris, Brian)</p> <p>Shari Fisher (Chris)</p> <p>Shari Fisher (Chris, Brian)</p> <p>Shari Fisher (Chris)</p> <p>NEW STAFF</p> <p>NEW STAFF</p>	<p>New staff position – multitype liaison</p>
<p>3. Maintain a current membership list.</p> <ul style="list-style-type: none"> ▪ Update existing basic contact list as new agreements are received. ▪ Develop an enhanced membership list with information about resources and focus of individual libraries: <ul style="list-style-type: none"> – Determine what information to collect, tailored to different types of libraries (input from membership-elected board reps). 	<p>September 30, 2013</p> <p>September 30, 2013</p>	<p>Chris Carlson</p> <p>NEW STAFF (Chris)</p>	

<ul style="list-style-type: none"> – Collect information from member libraries. – Create enhanced list and place on ALS website. 	December 31, 2013 January 2014	“ “	
<p>4. Create a communication plan.</p> <ul style="list-style-type: none"> ▪ Use Survey Monkey to collect input from different types of libraries on preferred methods of communication and virtual networking needs. ▪ Summarize survey responses. ▪ Establish membership communication plan. 	January 31, 2013 March 1, 2013 March 31, 2013	Shari Fisher (Jim) Chris Carlson Jim (Mgmt Team)	Consultant

<i>Strategy Cluster B: Facilitate Networking & Collaboration Between Libraries</i>			
<p>1. In-person opportunities for networking among members at the sub-regional level.</p> <ul style="list-style-type: none"> ▪ Support regional children’s services committee (CLAS). [Strategy L] ▪ Explore need and direction for revitalizing organization of school media staff in the region (MEMO chapter or other?). 	See GOAL 3 December 1, 2013	NEW STAFF	
<p>2. In-person opportunities for networking among members at the regional level.</p> <ul style="list-style-type: none"> ▪ Hold COMPASS users group meetings to discuss ILS and other regional technology issues (December meeting in Duluth, others at ALS). ▪ Hold regional advisory (ARLAC) meetings to gather input on regional library issues and facilitate sharing/networking; establish regular meeting schedule at initial session. 	Quarterly (Feb, Apr, Sept, Dec) Quarterly (May & TBD)	Mark Koukol Jim Weikum	
<p>3. Virtual opportunities for networking among members.</p> <ul style="list-style-type: none"> ▪ In communication survey, request input about what virtual networking tools member libraries want. [See Strategy A-4]. 	January 31, 2013	Shari Fisher (Jim)	

<i>Strategy Cluster C: Resource Sharing</i>			
<p>1. Inter-Library Loan processing.</p> <ul style="list-style-type: none"> ▪ Include ILL in the Lean assessment process to improve efficiency of operations. [See Strategy T-1] ▪ Track and compile ILL activity data for multitype libraries; share data with Membership Requirements/Benefits Task Force for discussion and recommendation about how to proceed with this service (e.g. continue, add fees, eliminate). [See Strategy A-1] 	<p>See GOAL 5</p> <p>January 31, 2013</p>	<p>Shari Fisher (ILL Staff)</p>	
<p>2. Expand delivery.</p> <ul style="list-style-type: none"> ▪ Include delivery in the LEAN assessment process to improve efficiency of operations, AND to develop a plan for expansion (e.g. adding libraries new to ILS, increased frequency of delivery where only 1-2x/week, adding multitype libraries not currently served) based on recommendation of Membership Requirements/Benefits committee. [See Strategies A-1 & T-1] 	<p>See GOALS 1 & 5</p>		
<p>3. Develop a mechanism for better resource sharing among all types of member libraries w/o having all libraries on the ILS.</p> <ul style="list-style-type: none"> ▪ Assemble Task Force of affected stakeholders. ▪ Develop mechanisms for better sharing between libraries within the region. 	<p>February 1, 2013</p> <p>June 1, 2013</p>	<p>Mark Koukol Mark Koukol (Nancy, Task Force)</p>	<p>Volunteers</p>
<p>4. Increase number of libraries using a common ILS.</p> <ul style="list-style-type: none"> ▪ Share information about how those libraries interested in joining the regional ILS can get prepared (<i>Note: complete this task after the new ILS contract is in place</i>). ▪ Provide opportunity for additional libraries to join the ILS. 	<p>August 31, 2013</p> <p>2014</p>	<p>Mark Koukol</p>	

<p>5. Rotating collections (audio, video, large print).</p> <ul style="list-style-type: none"> ▪ Include rotating collections in the LEAN assessment to determine the most efficient process (floating? eliminate audio?). [See Strategy T-1] 	<p>See GOAL 5</p>		
<p>6. Donations to Book Stations.</p> <ul style="list-style-type: none"> ▪ Mail weeded books to regional book stations, and offer these materials to new book stations that emerge. 	<p>Quarterly 2013</p>	<p>Paula Stanaway</p>	

GOAL # 2: To advance the introduction and efficient use of new and proven technology in member libraries.

Strategies & Tasks	Completion Date	Person Responsible	Resources Needed
<i>Strategy Cluster D: Technology Training</i>			
<p>1. Assess technology training needs.</p> <ul style="list-style-type: none"> ▪ Recruit interested representatives from member libraries to participate in a task force to advise on technology training. ▪ Develop technology assessment based on Web Junction’s tool, including open-ended question (What training do you want?). ▪ Forward assessment to all public library directors to complete locally and respond via Survey Monkey regarding technology training needs for that library’s staff as a whole. 	<p>March 31, 2013</p> <p>April 30, 2013</p> <p>June 30, 2013</p>	<p>Mark Koukol</p> <p>Mark Koukol (Tech Task Force)</p> <p>Shari Fisher</p>	<p>Volunteers</p>
<p>2. Provide technology training curriculum.</p> <ul style="list-style-type: none"> ▪ Review survey results and determine for which technology topics to arrange regional training, and which to refer library staff to external sources [In conjunction with overall training task force – Strategy N]. ▪ Outline monthly topics for technology training, including ILS-related and non-ILS topics [In conjunction with overall training task force – Strategy N]. ▪ Provide technology training open to member libraries: <ul style="list-style-type: none"> – Conduct training based on monthly theme in ALS lab 3 times per month; explore remote participation options. – Record lab training sessions and create ALS archives for later viewing. 	<p>July 31, 2013</p> <p>July 31, 2013</p> <p>Begin August 2013 (Per overall training plan)</p> <p>“</p>	<p>Mark Koukol (Tech Task Force)</p> <p>Mark Koukol (Tech Task Force)</p> <p>Mark Koukol (NEW STAFF)</p> <p>Mark Koukol (NEW STAFF)</p>	<p>New staff position - technology</p>

<ul style="list-style-type: none"> – Purchase equipment for a mobile training lab, develop criteria, and provide training at locations around the region (e.g. minimum number of participants). – Select and provide training on 1 new device (e.g. Kindle) for public libraries; each library completing training receives device to keep. ▪ Include technology-related articles in communications to member libraries, including promotion of regional and external training opportunities [per Communications Plan]. 	<p>July 31, 2013</p> <p>December 31, 2013</p> <p>Begin August 2013 (Monthly)</p>	<p>Mark Koukol (NEW STAFF)</p> <p>NEW STAFF</p> <p>Mark Koukol (NEW STAFF)</p>	<p>Funds for laptops & related equipment (possible grant)</p> <p>Funds for devices (possible grant)</p>
<p>3. Communicate with member libraries the value and benefits of new technologies and importance of updating job descriptions/hiring staff with technology ability.</p> <ul style="list-style-type: none"> ▪ Include as part of agenda in ALS site visits to public libraries [See Strategy R-2]. ▪ Provide follow-up assistance in writing/updating job descriptions. 	<p>December 31, 2013 (Visit schedule TBD)</p> <p>December 31, 2013</p>	<p>Jim Weikum (Shari)</p> <p>Jim Weikum (Shari)</p>	

<i>Strategy Cluster E: Update to User-Friendly Interfaces</i>			
<p>1. Select and integrate new user-friendly ILS.</p> <ul style="list-style-type: none"> ▪ Obtain comments on RFI and pool of viable candidates from automation consultant. ▪ Review Polaris update process in Duluth. ▪ Send RFI to potential ILS vendors, including scenarios with and without the addition of Duluth. ▪ Review RFI responses and select candidates for demos. ▪ Hold demos at ALS, open to 	<p>January 1, 2013</p> <p>January 31, 2013</p> <p>February 1, 2013</p> <p>April 30, 2013</p> <p>June 1, 2013</p>	<p>Mark Koukol</p> <p>Mark Koukol</p> <p>Mark Koukol (Consultant input)</p> <p>Mark Koukol (COMPASS)</p> <p>Mark Koukol</p>	<p>Volunteers</p>

<ul style="list-style-type: none"> member libraries. ▪ Convene ILS Committee to develop recommendation. ▪ Secure contract with selected vendor. ▪ Install new ILS. 	<p>July 1, 2013</p> <p>August 1, 2013</p> <p>February 1, 2014</p>	<p>Mark Koukol (COMPASS)</p> <p>Shari Fisher</p> <p>Mark Koukol (Robert)</p>	<p>Funds for new ILS</p>
<p>2. Have a strong mobile presence for Internet access.</p> <ul style="list-style-type: none"> ▪ ALS catalog: <ul style="list-style-type: none"> – Launch mobile app for regional catalog. – Communicate directions to member libraries for instructing patrons on how to use the mobile catalog app. – Communicate mobile catalog app instructions to the public. ▪ ALS website: <ul style="list-style-type: none"> – Discuss options for mobile version of website with WA Fisher. – Determine how to proceed with mobile version of website for patron use [<i>NOTE: Consider implementing other changes to the website simultaneously as outlined in Goal 1?</i>] 	<p>January 1, 2013</p> <p>January 1, 2013</p> <p>February 1, 2013</p> <p>January 1, 2013</p> <p>April 30, 2013</p>	<p>Mark Koukol</p> <p>Mark Koukol</p> <p>Shari Fisher (Brian)</p> <p>Robert Sundstrom</p> <p>Robert Sundstrom (COMPASS)</p>	<p>Funds?</p>
<p>3. Automate the Bookmobile.</p> <ul style="list-style-type: none"> ▪ Determine whether Horizon has a web-based client to implement in the short-term. ▪ Implement automation of the Bookmobile as part of the new ILS. 	<p>March 31, 2013</p> <p>February 1, 2014</p>	<p>Mark Koukol</p> <p>Mark Koukol</p>	<p>Additional funds?</p>

<i>Strategy Cluster F: Technology Tools & Resources</i>			
<p>1. Improve Internet connectivity in member public libraries.</p> <ul style="list-style-type: none"> ▪ Complete E-Rate application for Baudette; attempt to secure an alternative fiber provider. ▪ Track Northeast Service Coop's 	<p>January 1, 2013</p> <p>July 1, 2013</p>	<p>Shari Fisher (Jim)</p> <p>Mark Koukol</p>	

implementation of fiber project and assist member libraries as needed during conversion.		(Robert)	
2. Expand e-resources. <ul style="list-style-type: none"> ▪ Increase acquisition of Overdrive downloadable materials based on input by e-collection development volunteer advisors. ▪ E-magazines: <ul style="list-style-type: none"> – Encourage COMPASS members to view archived webinar. – Explore regional contract for ZINIO e-magazines with participating library cost-sharing; establish a direction. ▪ Databases: <ul style="list-style-type: none"> – Advocate for support of statewide homework help database as part of MEMO platform. – Explore potential to expand Learning Express license to schools and academic libraries. – Evaluate current and potential databases to determine mix for 2014 while maintaining budget neutrality. ▪ Research existing models and explore establishment of a regional school library e-book consortium (with access to content by all types of libraries); obtain school library input. ▪ Explore cost and options for adding downloadable music and movies. 	<p style="text-align: center;">Monthly (Jan – Dec 2013)</p> <p>January 15, 2013</p> <p>February 28, 2013</p> <p style="text-align: center;">See GOAL 5</p> <p>January 1, 2013</p> <p>September 30, 2013</p> <p>December 31, 2013</p> <p>December 31, 2013</p>	<p>Jennifer Ancel (Volunteers)</p> <p>Jim Weikum</p> <p>Jim Weikum (COMPASS)</p> <p>Shari Fisher</p> <p>Mark Koukol (COMPASS)</p> <p>NEW STAFF – Children’s (CLAS)</p> <p>Jennifer Ancel</p>	<p>Funds for purchase base = 2012 actual</p> <p>Possible funds for rural patron share</p>

<i>Strategy Cluster G: Increase Technology Staff Capacity</i>			
1. Add staff with expertise in new technology. <ul style="list-style-type: none"> ▪ Collect related job description examples from other regional systems. ▪ Obtain board approval for new position. ▪ Draft a job description covering new technology and training functions. [See 	<p>January 1, 2013</p> <p>February 28, 2013</p> <p>April 30, 2013</p>	<p>Jim Weikum</p> <p>Jim Weikum Shari Fisher</p>	<p>Funds for staff</p>

GOAL 4] <ul style="list-style-type: none"> ▪ Conduct hiring process. 	July 15, 2013	Jim (Mgmt Team)	wage & benefits
2. Develop a mobile tech team / “Geek Squad”. <ul style="list-style-type: none"> ▪ Research SELCO’s service model, fee structure, and staffing (including Help Desk operations) and share findings with ALS Management Team. 	September 1, 2013	Nancy Reisgraf	

GOAL # 3: To expand regional capacity in services that build and support literacy development and enthusiasm for learning among children of all ages. (Birth – High School)

Strategies & Tasks	Completion Date	Person Responsible	Resources Needed
<i>Strategy Cluster H: Early Literacy Initiatives</i>			
<p>1. Equip library staff with effective practices in early literacy.</p> <ul style="list-style-type: none"> ▪ Hold 1st annual Early Literacy Symposium: 1-day workshop on Every Child Ready to Read II open to member libraries covering latest research, methods, and time for skills practice. Present in a way to accommodate those not previously trained in version I. ▪ Arrange continuing education credit, ECRR II certification, and college credit for participants, as available. ▪ Provide 1 early literacy activity kit to each library participating in the symposium. ▪ Add updated books on early literacy and at least 2 ECRR II manuals/materials kits to the ALS professional collection. 	<p>December 31, 2013 (Spring 2013 if possible)</p> <p>“</p> <p>“</p> <p>“</p>	<p>NEW STAFF</p> <p>NEW STAFF</p> <p>NEW STAFF</p>	<p>New staff position – children’s Funds for presenter (Saroj Ghoting?)</p> <p>\$45 per kit</p> <p>\$180 per manual; funds for books</p>
<p>2. Support development of early literacy programming in member libraries.</p> <ul style="list-style-type: none"> ▪ Provide 1-to-1 consultation on early literacy program development to member libraries, including encouragement of collaboration between public libraries and early childhood entities. 	<p>See Strategy K</p>	<p>NEW STAFF</p>	
<p>3. Provide story kits for check out.</p> <ul style="list-style-type: none"> ▪ Make full list of story kits available on ALS website. ▪ Promote story kits in member communications . ▪ Develop 12 complete themed story time unit kits with books, props, activity ideas, and supporting 	<p>March 1, 2013</p> <p>August 1, 2013</p> <p>December 31, 2013</p>	<p>Paula Stanaway</p> <p>NEW STAFF</p> <p>NEW STAFF</p> <p>(CLAS, Print Shop)</p>	<p>Funds for materials</p>

<p>materials each year for checkout to member libraries. Professional print shop packaging.</p> <ul style="list-style-type: none"> ▪ Purchase 2 “regular” pre-made story kits per year for checkout to member libraries. ▪ Automate reservation process for all story kits. 	<p>December 31, 2013</p> <p>February 1, 2014</p>	<p>NEW STAFF (CLAS) Mark Koukol</p>	<p>\$400 for kits</p> <p>New ILS</p>
<p><i>Strategy Cluster I: Programming for School-age Children</i></p>			
<p>1. Provide regional support for children’s reading programs.</p> <ul style="list-style-type: none"> ▪ Summer Reading Program (SRP): <ul style="list-style-type: none"> – Provide kick-off day with outside presenter to introduce summer theme to librarians. – Research options and offer SRP online management tool to all interested public libraries (Discuss with CLAS in September). – Order/provide yearly manuals and supporting materials (e.g. bookmarks, posters, reading logs) for summer program to each participating public library. ▪ Winter Reading Program: <ul style="list-style-type: none"> – Convene children’s librarians to develop annual winter program theme. – Design, produce and distribute supporting materials. 	<p>March 31, 2013</p> <p>August 31, 2013</p> <p>October 15, 2013</p> <p>September 30, 2013</p> <p>December 1, 2013</p>	<p>NEW STAFF</p> <p>Mark Koukol (NEW STAFF)</p> <p>NEW STAFF</p> <p>NEW STAFF (CLAS)</p> <p>Brian Minor</p>	<p>Funds for presenter</p> <p>Funds for online tool</p> <p>Funds for materials</p> <p>Print shop materials</p>
<p>2. Facilitate collaborative programming between public and school libraries.</p> <ul style="list-style-type: none"> ▪ Annual Youth One-Book project: <ul style="list-style-type: none"> – Facilitate organization of a region-wide “One Book” project for school-age children (choose one grade level per year). – Provide copies of selected book to school libraries for classroom use (2 copies per participating classroom). – Arrange author visits to 	<p>September 30, 2013</p> <p>January 1, 2014</p> <p>March 31, 2014</p>	<p>NEW STAFF (CLAS)</p> <p>NEW STAFF</p> <p>NEW STAFF</p>	<p>Funds for books</p> <p>Funds for</p>

<p>participating communities (explore doing this in conjunction with Spotlight).</p> <ul style="list-style-type: none"> ▪ Maud Hart Lovelace Book Awards: <ul style="list-style-type: none"> – Recruit public and school library participation in the book award program including having children engage in voting (March 2014). – Create promotional materials for libraries to distribute to children beginning at the Summer Reading Program finale. – Explore MN History Center costumed visitor for kick-off. ▪ Regional marketing for children’s programming: <ul style="list-style-type: none"> – Work with regional television stations to air public service announcements promoting regional children’s programming. – In conjunction with making contacts about collaborative programming, work with schools to set up a system for distributing information to children and families about Summer & Winter Reading and Legacy programs (e.g. PDF flyers sent to all parents via school communication system). 	<p>September 30, 2013</p> <p>June 1, 2013</p> <p>September 1, 2013</p> <p>March 30, 2013</p> <p>September 30, 2013</p>	<p>NEW STAFF</p> <p>Brian Minor (NEW STAFF)</p> <p>NEW STAFF</p> <p>NEW STAFF (Sue Schumacher)</p> <p>NEW STAFF (CLAS, Brian)</p>	<p>author visits</p> <p>Funds for print shop raw materials</p>
<p>3. Facilitate direct programming for children.</p> <ul style="list-style-type: none"> ▪ Movie licensing: <ul style="list-style-type: none"> – Coordinate movie licensing group rate for interested public libraries. – Forward special movie-related program ideas from vendor to participating libraries. ▪ Legacy child/family programming: <ul style="list-style-type: none"> – Modify guidelines to formally encourage collaboration between public and school libraries in holding child-related Legacy events in local communities. 	<p>February 28, 2013</p> <p>February 28, 2013</p> <p>May 31, 2013</p>	<p>Shari Fisher</p> <p>Shari Fisher</p> <p>Nancy Dougherty (Legacy Cmte)</p>	

<ul style="list-style-type: none"> - Disseminate information to public and school libraries about new Legacy guidelines, and explain how to contribute recommendations for future programs. ▪ Kids Stuff: <ul style="list-style-type: none"> - Provide 2 Kids Stuff summer programs available to public libraries. - Line up performers for summer 2014. 	July 1, 2013	Nancy Dougherty (Legacy Cmte)	
	August 31, 2013	NEW STAFF	Funds for performers
	December 31, 2013	NEW STAFF	Funding

<i>Strategy Cluster J: Services for Tweens & Teens</i>			
1. Provide support for development of tween and teen programming. <ul style="list-style-type: none"> ▪ Make ANIME an available add-on to public library movie licensing [See Strategy I-3]. ▪ Determine a regional approach to tween/teen programs: <ul style="list-style-type: none"> - Develop a set of focus group questions to gather input on what the target population wants. - Conduct a youth focus group (participants recruited through local schools and youth organizations) and record input. - Considering focus group input, determine how to adapt existing programs (e.g. Teen Read Week/Teen Tech Week) or develop new ones (e.g. after-school activities) that are relevant to the target population and readily usable by public and school libraries. 	February 28, 2013	Shari Fisher	
	May 31, 2013	NEW STAFF (CLAS)	
	May 31, 2013	NEW STAFF (CLAS)	
	September 30, 2013	NEW STAFF (CLAS)	

<i>Strategy Cluster K: Technical Assistance</i>			
1. Provide a consultant/liaison for children's services to member libraries. <ul style="list-style-type: none"> ▪ Collect related job description 	January 1, 2013	Jim	

<ul style="list-style-type: none"> examples from other regional systems. ▪ Draft a job description covering support for children’s services as outlined in Goal 3. ▪ Obtain board approval for new position. ▪ Conduct hiring process. 	February 1, 2013	Weikum	Funds for staff wage & benefits
	February 14, 2013	Shari Fisher	
	May 1, 2013	Shari Fisher Shari Fisher (Jim)	

<i>Strategy Cluster L: Facilitate Children’s Services Networking Across Libraries</i>			
1. Support regional children’s services committee. <ul style="list-style-type: none"> ▪ Open participation in CLAS (Children’s Librarians Arrowhead System) to all types of libraries. ▪ Increase the number of scheduled meetings to four per year. 	February 1, 2013	Shari Fisher (NEW STAFF)	
	March, May, September 2013 & January 2014	Shari Fisher (NEW STAFF)	

GOAL # 4: To increase and improve professional skills and knowledge among library staff.

Strategies & Tasks	Completion Date	Person Responsible	Resources Needed
<i>Strategy Cluster M: Encourage Increased Priority on Staff Development</i>			
<p>1. Establish training requirements for member public libraries.</p> <ul style="list-style-type: none"> ▪ Recommend including a membership requirement for each public library that 25% of FTEs have completed these competencies (e.g. through Voluntary Certification, ALA Certification, or MLS degree); and require continuing education for ALL public library staff in core competency topics (8 hours annually for full-time staff; pro-rated for part-time staff based on the percentage of time worked) [See Strategy A-1] ▪ Recruit interested representatives from member libraries to participate in a task force to advise on training. ▪ Develop a set of core competencies for public library staff, based on those identified in the Voluntary Certification program. ▪ Establish a reward program to recognize libraries where 100% of staff meet training requirements (e.g. plaque to display in library, honor them at annual meeting). ▪ Develop a tracking template for staff training; due to ALS with annual report. 	<p>March 18, 2013 [See GOAL 1]</p> <p>May 1, 2013</p> <p>May 31, 2013</p> <p>May 31, 2013</p> <p>May 31, 2013</p>	<p>Shari Fisher (Membership Requirements/ Benefits Task Force)</p> <p>NEW STAFF</p> <p>NEW STAFF (Training Task Force)</p> <p>NEW STAFF (Training Task Force)</p> <p>NEW STAFF (Training Task Force)</p>	<p>Volunteers New staff position – training</p>

<i>Strategy Cluster N: In-house Training Series on Demand Topics</i>			
<p>1. Identify regional training needs and select relevant topics.</p> <ul style="list-style-type: none"> ▪ Develop overall 12-month training plan including technology and non-technology topics. [See N-2 for Year 1 topics already outlined based on information collected during the strategic planning environmental scan] ▪ Develop survey to determine what training is needed in the core competency areas and what member library training priorities are for the next 12-month period [NOTE: In conjunction with technology assessment – See Goal 2, Strategy D-1]. 	<p>July 31, 2013</p> <p>April 2014</p>	<p>NEW STAFF (Tech Task Force & Training Task Force)</p> <p>NEW STAFF</p>	
<p>2. Provide in-region, in-person staff development training.</p> <ul style="list-style-type: none"> ▪ Offer a monthly training series to include: <ul style="list-style-type: none"> – Technology training [See Strategy D-2] – Every Child Ready to Read II workshop [See Strategy H-1] – Voluntary Certification Days 1 & 2 – Advocacy training [See Strategy R-3] – LEAN workshop [See Strategy T-1] – Cataloging (RDA) – Different training formats will be utilized depending on the topics selected including: <ul style="list-style-type: none"> · “YouTube” – type training videos archived at ALS; optional phone connection to presenter for those developed within the region. · Live presenter providing training at several locations around the region. · Major presenter providing single session at a central location. · Group webinars at ALS. 	<p>Begin August 2013 (Monthly through July 2014)</p>	<p>NEW STAFF</p>	<p>Funds for presenters</p> <p>Participant mileage</p>
<p>3. Provide virtual training opportunities.</p> <ul style="list-style-type: none"> ▪ Archived training videos [See Strategy N-2] ▪ Group webinars at ALS. [See Strategy N-2] ▪ All technology trainings recorded and archived. [See Strategy D-2] 			

<i>Strategy Cluster O: Support for Participation in External Training</i>			
1. Scholarship program for continuing education. <ul style="list-style-type: none"> ▪ Develop guidelines for professional development scholarship program (e.g. must identify which core competency will be addressed, follow-up report due prior to reimbursement, limitations on number allowed per library, what is covered – external training only?). ▪ Per communication plan, inform member libraries of scholarship availability and parameters. ▪ Track initial utilization of scholarships and assess whether changes are needed to the program. 	August 1, 2013	Shari Fisher (Jim)	Dedicate funds for scholarships
	August 1, 2013	Shari Fisher (Jim)	
	October 31, 2013	Shari Fisher (Jim)	
2. Support external conferences. <ul style="list-style-type: none"> ▪ Provide financial and staff support to annual “Spotlight on Books” conference on youth literature. ▪ Provide support to the Great Lakes Symposium. 	March 30, 2013	Shari Fisher (NEW STAFF – Children’s)	Financial contribution
	June 30, 2013	Jim Weikum	
3. Notify members of opportunities for external training. <ul style="list-style-type: none"> ▪ Per communication plan, encourage member library participation in Webinars and other external trainings related to core competencies; let public libraries know these count toward annual training requirements. 	Begin June 2013 (Monthly)	NEW STAFF	

<i>Strategy Cluster P: Orientation Support for New Staff</i>			
1. ALS orientation for new library lead staffperson. <ul style="list-style-type: none"> ▪ Review and update ALS orientation outline for public library directors, utilizing input from recently hired directors. ▪ Develop ALS orientation for multitype 	April 1, 2013	Jim Weikum	
	July 1, 2013	Jim Weikum	

libraries. ▪ Update ALS policy manual.	2014	Shari Fisher	
2. Mentoring program for new staff (Phase I). ▪ Determine whether a sortable member library staff list can be added to the existing website. ▪ Request libraries to categorize staff based on a given set of job function categories. ▪ Send out an email notice introducing new library directors and encouraging others to connect and welcome them. ▪ Interview new library directors and include a story and picture in the Weeder.	January 1, 2013 January 1, 2013 Within 1 Week of Notice of Hire Within 1 Month of Hire	Robert Sundstrom (Mark) Mark Koukol Jim Weikum Chris Carlson	

<i>Strategy Cluster Q: Professional Resources</i>			
1. Library professional collection. ▪ Per communications plan, send out an update to all member libraries on how to access the professional collection list, and how to recommend items for the collection. ▪ Post a list of professional collection on the website for libraries not on the ILS. ▪ Add new items to the collection in core competency areas [ALSO See Strategies H-1, S-1 and S-2].	January 1, 2013 January 1, 2013 Monthly 2013	Mark Koukol Mark Koukol NEW STAFF - Training (Jennifer)	Funds for purchase

GOAL # 5: To support efforts that increase resources for library services.

Strategies & Tasks	Completion Date	Person Responsible	Resources Needed
<i>Strategy Cluster R: Advocacy</i>			
<p>1. Organize efforts to advocate at the state level.</p> <ul style="list-style-type: none"> ▪ Initial communication with elected officials: <ul style="list-style-type: none"> – Send letters to all state legislators representing our region (new, continuing, departing); include background information on ALS for new officials. – Send letter regarding the impact of Legacy in our region to Chairs of Senate and House committees overseeing the program. ▪ Participate in MLA/MEMO Legislative Day: <ul style="list-style-type: none"> – Schedule an appointment with each legislator from our region. – Make lodging arrangements. – Recruit participants ensuring at least one advocate from each legislative district: [Also see Strategy R-4] <ul style="list-style-type: none"> · Email notice to public library directors and discussion at COMPASS meeting. · Email notice to ALS board members and discussion at board meeting. · Letter to local library board chairs requesting recruitment of local board, Friends, and foundation board members. · Letters from ALS elected board members (possibly on their own letterheads?) to recruit participation of their school, academic, and special library director peers. – Hold a pre-trip briefing within 1 week of Legislative Day with the option of participating virtually. 	<p>January 1, 2013</p> <p>January 1, 2013</p> <p>February 1, 2013</p> <p>February 1, 2013</p> <p>February 1, 2013</p> <p>February 1, 2013</p> <p>February 1, 2013</p> <p>February 1, 2013</p> <p>March 4, 2013</p>	<p>Jim Weikum</p> <p>Jim Weikum</p> <p>Chris Carlson</p> <p>Heather McLaughlin</p> <p>Jim Weikum (Shari)</p> <p>Jim Weikum (Shari)</p> <p>ALS Board Chair (Jim)</p> <p>Jim Weikum (Amanda, Steve, Christopher)</p> <p>Jim Weikum</p>	

<ul style="list-style-type: none"> – Research multitype best practices in advocacy. 	September 1, 2013	Jim Weikum	
<p>2. Organize efforts to advocate at the local level.</p> <ul style="list-style-type: none"> ▪ Annual ALS visits to each public library: <ul style="list-style-type: none"> – Send letters to all public library directors; develop visit schedule. – Conduct visits at each library including library board, city council, Friends, foundation members as determined locally; share information about ALS’s new strategic plan & importance of technology skills among staff [See Strategy D-3]. ▪ Build relationships with school superintendents: <ul style="list-style-type: none"> – Contact school media staff to discuss proposed contact with school administration and gather input on message points. – Send letters to superintendents, including information about ALS multitype function, member benefits and requirements. ▪ Explore Geek the Library campaign for public libraries: <ul style="list-style-type: none"> – Research any participating libraries in Minnesota. – Present informational webinar at ARLAC meeting and determine interest. 	<p>February 28, 2013</p> <p>December 31, 2013</p> <p>May 24, 2013</p> <p>August 1, 2013</p> <p>June 1, 2013</p> <p>June 30, 2013</p>	<p>Jim Weikum</p> <p>Jim Weikum (Shari)</p> <p>Jim Weikum</p> <p>Jim Weikum</p> <p>Jim Weikum</p> <p>Jim Weikum</p>	
<p>3. Increase stakeholder advocacy skills.</p> <ul style="list-style-type: none"> ▪ Hold an advocacy skills training in at least 2 locations and open to staff from all types of libraries, library boards, Friends, and foundation board members. ▪ Determine periodic schedule for advocacy training (e.g. every 2-3 years). 	<p>November 15, 2013</p> <p>December 31, 2013</p>	<p>NEW STAFF - Training</p> <p>NEW STAFF - Training</p>	<p>Expert presenter</p>
<p>4. Communication to keep stakeholders informed of advocacy issues.</p> <ul style="list-style-type: none"> ▪ Disseminate notice of MLA advocacy update e-mail list and encourage 	February 1, 2013	Jim Weikum	

member libraries / board members to subscribe; include this information in stakeholder letters. [See Strategy R-1]			
<i>Strategy Cluster S: Generating New Funding</i>			
1. Pursue grant opportunities. <ul style="list-style-type: none"> ▪ Announce upcoming grant opportunities and availability of one-to-one consultation on grantwriting for libraries in member communications. ▪ Research best grant seeking resources and add to ALS professional collection. ▪ Hold a grantwriting workshop for member libraries. 	Monthly (Begin Feb. 2013) March 1, 2013 2014	Shari Fisher Shari Fisher (Jennifer) NEW STAFF - Training	Funds for purchasing
2. Strengthen role of Friends groups in generating funds to support library services. <ul style="list-style-type: none"> ▪ Assess and add resources to the professional collection which relate to creation and functioning of Friends groups; contact MALF for recommended resources. ▪ Approach MALF to provide training on how to create/maintain/ revitalize Friends groups and their roles/relationships with public libraries. 	March 1, 2013 2014	Jim Weikum (Jennifer) NEW STAFF - Training	Funds for purchasing

<i>Strategy Cluster T: Cost-Saving Measures</i>			
1. Lean Library Management best practices. <ul style="list-style-type: none"> ▪ Contract with redesign consultant to assess and make recommendations for process improvements to ALS delivery services (including proposal for expansion), InterLibrary Loan, technical services (including rotating collections), and Mail-A-Book. ▪ Conduct an application process 	September 1, 2013 September 30, 2013	Shari Fisher (Jennifer) Shari Fisher	Funds to contract with John Huber

<p>for at least 2 member public libraries to receive on-site consultation with the redesign consultant.</p> <ul style="list-style-type: none"> ▪ Complete the Lean assessment process, as per contract. ▪ Provide a regional workshop on “LEAN” open to all libraries following completion of the redesign assessment. 	December 31, 2013	Consultant	
	December 31, 2013	Consultant (Shari)	
<p>2. Evaluate the most cost-effective way to deliver outreach services (e.g. Mail-A-Book, Bookmobile, “kiosk” lockers, etc.).</p> <ul style="list-style-type: none"> ▪ Research best practices in rural outreach from across the country. ▪ Assess current data on Bookmobile stops / utilization; make adjustments to routes. ▪ Analyze and compare costs to operate different outreach service models. ▪ Survey the ALS rural population pool regarding service options that best meet their needs. ▪ Develop recommendation for future approach to outreach. ▪ Secure assistance from professional marketing expert on public relations for ALS direct services. 	April 30, 2013	Jim Weikum (Bookmobile & Mail-A-Book Staff)	Substitutes to cover staff time on this project
	April 30, 2013		
	June 1, 2013	“	
	September 1, 2013	“	
	October 31, 2013	“	
	2014	Shari Fisher	PR consultant

Appendix B: Current Activities Not Supporting Priority Goals

As part of the action planning process, an Oversight Team identified and discussed current activities that were deemed ineffective, or do not support the organization’s newly established priority goals. These activities, their status, and future actions to be taken are outlined in the table below.

<i>Activity</i>	<i>Status</i>	<i>Decision & Action</i>
1. BiFolkal kits	Ineffective	Eliminate: <ul style="list-style-type: none"> Find another entity to take and utilize entire collection (member library, Area Agency on Aging, AEOA). Shari Fisher
2. Mail-A-Book	Not within priority goals	Modify: <ul style="list-style-type: none"> Develop immediate strategy with staff to address organization of the work area and resolve safety concerns. Review previous consultant recommendations for implementation in the short-term. Include Mail-A-Book in the Lean assessment to identify longer-term process efficiencies (e.g. development of catalog, etc.). [See Goal 5]. Shari Fisher & Jim Weikum
3. Bookmobile	Not within priority goals	Modify: <ul style="list-style-type: none"> Assess and modify routes [see Goal 5]. Evaluate overall approach to outreach services [see Goal 5]. Maintain safety and mechanical functioning of Bookmobile during 2013. Jim Weikum
4. Reading programs for rural adult patrons	Not within priority goals	Eliminate: <ul style="list-style-type: none"> Discontinue Bookmobile reading programs for adults (2013). Assess elimination in 2014 as part of Mail-A-Book re-organization. Shari Fisher & Jim Weikum
5. Best-seller funding (\$40,000) & Cross-over funding (\$113,000)	Not within priority goals	Modify: <ul style="list-style-type: none"> Retain current formula and allocations, but beginning 2013 distribute only by lump sum check (notify libraries of this change immediately). Provide libraries with the option of returning some or all of allocation to be dedicated for purchase of e-books. Shari Fisher
6. Cataloging of unique items for libraries	Not within priority goals	Modify: <ul style="list-style-type: none"> Send these items to Minitex.

participating in ILS		<ul style="list-style-type: none"> ▪ Libraries can use the workforms available in Horizon.
7. Rotating audio	Other: Declining participation	<p>Modify:</p> <ul style="list-style-type: none"> ▪ As of January 1, 2013, leave items in place and change from rotating to floating; notify libraries of this change immediately. ▪ Suspend purchasing for 2013. ▪ Assess public utilization of audio materials, current collections in member libraries, etc. to determine whether funds will be dedicated to increase floating collection in 2014. <p>Shari Fisher</p>
8. Print shop	Other: Under-utilized	<ul style="list-style-type: none"> ▪ Review plan to decrease errors. ▪ Conduct a time study to determine available capacity. ▪ Determine actual cost (enterprise fund) and competitiveness as a marketable service. ▪ Determine future direction based on assessment results; postpone equipment purchases in 2013. <p>Shari Fisher</p>