

## **2010 Winnefox Strategic Planning Process**

This plan is based on the process outlined in *Planning for results : a public library transformation process* by Ethel Himmel and Bill Wilson, published by ALA in 1998

### **1. Estimate the level of effort for each task and set the planning timetable**

When: October, November 2009

Who: Winnefox staff, member library directors

Winnefox staff will draft an outline and timetable for a planning process for review by member directors. Staff will revise the draft planning process outline and timetable, based on suggestions, and distribute a final proposal to directors and to the Winnefox board for approval at the November meeting.

### **2. Prepare for keeping people informed**

When: Ongoing

Who: Winnefox staff, planning committee

Member directors will be kept informed of the planning process by regular updates from Winnefox staff and by reports from representatives on the planning committee. Winnefox trustees will receive progress reports at each board meeting.

### **3. Select the planning committee**

When: November and December

Who: Winnefox director, member library directors, Winnefox board

The planning committee will consist of:

- 5 library directors, one from each county, chosen by each county's Librarian Advisory Committee (LAC)
- 1 representative chosen by the Winnefox Cooperative Technical Services (WCTS) Executive Committee
- 1 representative chosen by the Winnefox Technology Executive Council (WTEC)
- 2 Winnefox trustees
- Winnefox Director
- Winnefox Assistant Director (non-voting)
- Winnefox Technology Coordinator (non-voting)

Each LAC, the WCTS Executive Committee, and WTEC will meet, either physically or via email, to choose their representatives. Trustees will be appointed at the November board meeting.

#### **4. Orient the planning committee**

When: December and January

Who: Planning committee

The committee will review *Planning for results*, finalize the timetable, and begin to discuss how tasks will be carried out. They will also review the previous planning process, the resultant plan, and progress made towards the plan's goals.

#### **5. Scan the libraries and identify member libraries' service needs**

When: January and February

Who: Planning committee, library directors and staff

Staff, library directors and the planning committee will discuss trends in library services to attempt to predict future service needs. Discussion should not be limited to current services but rather should focus on what member libraries expect Winnefox to be doing over the next 3 – 5 years. A visioning process may be conducted at the System annual meeting on 19 January 2010 to brainstorm possible future services for Winnefox.

#### **6. Scan the System**

When: January and February

Who: Planning committee, Winnefox staff

Staff and the planning committee will examine current Winnefox services and identify trends (i.e.: where will we be in 3-5 years if no changes are made). They will also identify strengths and weaknesses in system organization and staffing.

#### **7. Scan other library systems**

When: January and February

Who: Planning committee

The planning committee will look at services provided by other library systems in Wisconsin.

#### **8. Determine which library service needs the system should address**

When: March

Who: Planning committee

The committee will identify which of the service needs identified in step 5 the system is able to provide. Among the issues to be examined considered will be:

- How important is each service need when compared with the others?
- Are there other agencies better able to provide this service?

- Can Winnefox or member libraries partner with other agencies to provide this service?
- What service gaps would be created if the system stopped doing something in order to start a new service or expand a current service?
- What is the role of the Winnefox technology project list?
- Is the service one required by statute? Chapter 43.24(2) of Wisconsin statutes specifies that library systems shall provide the following services, although it does not specify the manner or extent to which the service shall be provided:
  - (a) Written agreements that provide that member libraries will provide services to all residents of the system area and to provide for the loan of materials between member libraries.
  - (b) Backup reference, information and interlibrary loan services from the system resource library
  - (d) Referral or routing of reference and interlibrary loan requests from libraries within the system to libraries within and outside the system.
  - (e) Continuing education for library staff and trustees.
  - (fm) Electronic delivery of information and physical delivery of library materials to participating libraries.
  - (g) Service agreements with all adjacent library systems.
  - (h) Professional consultant services to member libraries.
  - (i) Any other service programs designed to meet the needs of participating public libraries and the residents of the system area, as determined by the public library system board after consultation with participating public libraries.
  - (k) Promotion and facilitation of library service to users with special needs.
  - (L) Cooperation and planning with other types of libraries resulting in agreements for the appropriate sharing of library resources.

## **9. Set goals and objectives**

When: March and April

Who: Planning committee

Based on the list of services developed in the previous step the committee will begin to state how those services should be delivered. They will also discuss the impact of proposed changes and may make recommendations of services that might be reduced or eliminated.

Goals are statements of what services the system will offer. An example would be: “Winnefox will offer a variety of continuing education programs to allow member library directors to fulfill certification requirements.” Objectives are quantitative statements that specify how the goal is to be met. One goal may have several objective associated with it. An example of an objective would be: “Winnefox will offer at least [number] workshops a year on [topic].”

### **10. Establish evaluation criteria and techniques**

When: April and May

Who: Planning committee

At the same time the goals and objectives are developed the committee will develop criteria for evaluating how well the system is providing services.

### **11. Compile the draft plan**

When: May and June

Who: Planning committee

The committee will draft a plan after reviewing the service priorities, goals, and objectives. The draft plan will be submitted to Winnefox trustees and member library directors for comment. The directors will discuss the draft plan in LAC meetings in May and June, after which the committee will revise the plan based on comments from directors and trustees.

### **12. Obtain final approval**

When: 28 July

Who: System board

The plan will be submitted to the system board for approval at their July meeting.

### **13. Publish and distribute the final plan**

When: August

Who: Winnefox staff

The approved plan will be distributed to member libraries, DLTCCL, and other interested parties.

### **14. Implement plan's recommendations**

When: Beginning in August

Who: Winnefox and member library staff

### **15. Evaluate the plan's progress**

When: Annually

Who: Winnefox administration

Winnefox administration will review the plan's progress at the end of each year and report to member libraries and the Winnefox board.

DRAFT