

## **Winnefox Strategic Planning Process**

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

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

When: September, October, November

Who: Winnefox staff, member library directors

Winnefox staff will draft a plan for review by member directors. Directors will discuss the plan in LAC meetings and suggest changes. Staff will revise the draft plan, 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: September & early October

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 and consultant**

When: December

Who: Winnefox director, member library directors, Winnefox board

The planning committee will consist of:

- 5 library directors, one from each county
- 1 representative chosen by the WCTS Executive Committee
- 1 representative chosen by the WALs Executive Council
- 2 Winnefox trustees
- Winnefox Director
- Winnefox Assistant Director
- WALs Program Coordinator

Each LAC will meet in October or November to discuss the planning process and choose their representative to the committee. The WALs & WCTS Executive Committees will meet, either physically or via email, to choose their representatives. Trustees will be appointed at the November board meeting.

Staff will solicit bids for an outside consultant to meet with each LAC in January or February to discuss libraries' service needs as spelled out in Step 5.

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

When: December & January

Who: Planning committee

The committee will review *Planning for results*, finalize the timetable, and begin to discuss how tasks will be carried out.

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

When: January & February

Who: Planning committee, library directors and staff, consultant

Discussion should not be limited to discussion of current services but rather should focus on what member libraries would like Winnefox to be doing over the next 3 – 5 years. A visioning process will be conducted at the System annual meeting on 16 January to brainstorm possible future services for Winnefox. The consultant will meet with each LAC at a subsequent meeting to discuss the ideas that came out of the brainstorming session as well as current services.

As part of the discussion the committee will examine the issues on the attached list, which was compiled from comments made by directors during the 2005 director search process and in the 2007 system plan review process.

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

When: January & 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. This may involve inviting staff from other systems to meet with the committee or the committee visiting other system offices.

#### **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?
- The role of the WALS 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 & objectives**

When: April & May

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. 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. Review system measurement and evaluation techniques**

When: April & 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. Revisit the impact of the choices and compile the draft plan**

When: June & July

Who: Planning committee

The committee will draft a plan after reviewing the service priorities, goals, and objectives. The draft plan will be submitted to 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 director comment.

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

When: 25 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, DLTCL, and other interested parties.

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

When: Beginning in August

Who: Winnefox & member library staff