

Waukesha County



"Leading the way with quality and value"

Waukesha County
Federated Library System
Strategic Plan
2015-2017

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Waukesha County Mission Statement:

“The mission of Waukesha County government is to promote the health, safety and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.”

Waukesha County Vision Statement:

“Waukesha County...leading the way with quality and value.”

Waukesha County Core Values:

- Collaboration
- Ethics and Integrity
- Innovation
- Teamwork
- Efficiency
- Communication
- Diversity
- Seeking Cost Savings
- High-Quality Customer Service

Waukesha County Strategic Outcomes:

Strategic Outcomes provide the framework for identifying core priorities and establishing program goals.

- A safe county
- An economically vibrant county
- An environmentally responsible county
- A well-planned county
- A county that assists at-risk citizens
- A county that provides customers with quality programs and services
- A county that provides cost-effective services delivered with competence and skill

Waukesha County Federated Library System Vision:

The citizens of Waukesha County will benefit from a high quality of life when they have vibrant, accessible, connected libraries—ones that are anchors in their communities, offer easy access to a vast body of information, are well managed, and are innovative in their approach to providing library services. Strong libraries foster an environment where people can discover, create, learn, share, and grow and also provide a significant return on investment, improving the county’s overall well-being.

Waukesha County Federated Library System Statement of Purpose:

“Improving member libraries through leadership, collaboration, and support.”

Waukesha County Federated Library System Critical Issues

- Critical Issue #1: Taking the steps necessary to move through the approval process for transitioning from a single county federated library system to a multi-county federated library system.
- Critical Issue #2: If approved, the need to put a structure in place to ensure a smooth transition for both Waukesha County libraries and Jefferson County libraries as well as the WCFLS staff and Board, and Waukesha County and Jefferson County departments of administration.
- Critical Issue #3: The need to complete a comprehensive library system strategic planning process, including participants from both Waukesha and Jefferson Counties, followed by a Waukesha County-specific library service planning effort.
- Critical Issue #4: The need to provide, develop, and maintain a high quality library system staff that results in efficient, effective operations and services, including planning for staffing levels that will appropriately handle the growth of the newly enlarged library system.
- Critical Issue #5: The ongoing need to offer library system services and programs that are of value to member libraries that have changing, diverse and unique needs.
- Critical Issue #6: The need to identify, evaluate, prioritize, and implement technology solutions that maximize the sharing of resources, offer efficiencies of operations, and allow libraries to lead the way in digital services in their communities.
- Critical Issue #7: The need to provide leadership in inter/intra-governmental cooperation and public/private partnerships to take advantage of opportunities for collaboration and efficiencies where those partnerships will benefit our member libraries.
- Critical Issue #8: The need to continuously monitor all areas of operations to ensure that operational expenditures provide the best solutions and offer the proper balance of fiscal prudence, calculated risk, innovation, and sustainability.
- Critical Issue #9: The need to designate library system fund balance through the strategic and budgetary process.
- Critical Issue #10: The need to advocate for state library system funding to ensure that the funding level is stable enough that the Federated Library System is able to effectively fulfill its mission.

Environmental Scan

Overview

The Waukesha County Federated Library System (WCFLS) was established under Chapter 43 of the Wisconsin Statutes by action of the Waukesha County Board of Supervisors in January 1981. WCFLS is an agency of the county as well as a state-funded library system and operates under the authority of a seven member board of trustees.

The Waukesha County Federated Library System is one of the 17 library systems in Wisconsin. The vision of Wisconsin library systems is to provide all Wisconsin residents with access to the high-quality library service needed to meet personal, work, educational, and community goals. Library systems do this by providing services that strengthen and improve member libraries. No county or public library is required to be a member of a library system, yet all of Wisconsin's 72 counties and 387 public libraries *are* library system members.

To participate in a library system, a public library agrees to certain membership requirements, including the commitment to serve all system residents equitably. In return, the library system provides a wide range of services, tailored to regional needs that enhance local library service. This relationship provides all residents of the state with improved library service, as well as the ability to use whichever library or libraries best serve their needs.

In return for agreeing to the membership requirements, local libraries and their patrons benefit from system membership because state aid enables library systems to:

- expand and improve access to materials and resources through management of an automated, shared catalog and through interlibrary loan services
- provide specialized staff consulting as well as continuing education opportunities to local library staff and trustees
- facilitate delivery services and communications
- guarantee mutual borrowing privileges and monitor reimbursement for service to residents across county lines
- expand the use of new technologies
- support cooperative services and projects in response to regional needs
- encourage enhanced, regional networking opportunities among public, school and academic libraries
- facilitate and promote library services to users with special needs

For the Waukesha County Federated Library System, as with all library systems in Wisconsin, the vast majority of funding for its operations comes from the state of Wisconsin appropriated by the Department of Public Instruction through the Division for Libraries and Technology (DLT). All library systems receive state funds allocated on a formula basis. The formula is based upon population, geographic area, and the level of local library funding. State funding for library systems was reduced 10% in 2011 and has been held at that reduced level since that time, making it increasingly difficult for library systems to achieve their goals and objectives.

Even though Waukesha County Federated Library System has been a County department since its inception and operates within the County operational structure, no Waukesha County funding is used to provide Waukesha County Federated Library System services. The funding from the Waukesha County library levy is distributed to public libraries as a reimbursement for providing library services to residents who live in Waukesha County communities without libraries. Only the residents of the 19 municipalities without their own libraries pay the county library tax. The remaining library municipalities are exempt from the county library levy provided they certify that they will tax themselves locally at a higher mill rate than that of the county. Non-library community residents are taxed based on their usage of libraries. They do not contribute to capital costs. The funds collected from the library levy are distributed by the Federated Library System to the libraries that serve the citizens from the taxed areas.

In the summer of 2014, the state agency charged with the oversight of the state's public library systems, the Department of Public Instruction's Division for Library and Technology (DLT), began a process to examine the structure and efficiencies of the statewide library system. The DLT-appointed LEAN study committee offered a plan for managing change in library systems that could result in improved effectiveness, increased efficiencies and more opportunities for collaborations. While there is still discussion about exactly what changes might be recommended as well as how to implement any such changes, it is expected that some changes in library systems' structure, requirements, and operations will be suggested in the coming years.

In late 2014, neighboring Jefferson County's county library board approached all of its four adjacent library systems to inquire about the possibility of a different library system affiliation. Jefferson County, currently a member of the Mid-Wisconsin Federated Library System (comprised of Washington, Dodge, and Jefferson Counties), was seeking to examine alternative library system choices. Their study concluded with the recommendation that Jefferson County withdraw from Mid-Wisconsin Federated Library

System in favor of partnering with another library system. Their first choice for a new library system affiliation was Waukesha County Federated Library System.

After careful study and consideration, at its March 17, 2015 meeting, the WCFLS Board of Trustees resolved to move forward with the process of allowing Jefferson County to join with Waukesha County in a two county federated library system and requiring an automation consortium buy-in fee of \$50,000 paid to WCFLS by the libraries of Jefferson County and with terms and conditions to be negotiated that would be mutually beneficial.

Both Jefferson County and Waukesha County must follow a statutory process that would allow Jefferson County to withdraw from the Mid-Wisconsin Federated Library System and join with the Waukesha County Federated Library System. Should all those approvals be successful, the Waukesha County Federated Library System would transition from a single-county federated library system to a multi-county federated library system, reducing the number of single-county library systems in the state from four to three. A new name for the library system will need to be selected, new by-laws written, and new trustee appointments made. In summary, the next year looks to be a time of significant change for the organization.

Waukesha County Strategic Outcomes in the WCFLS Plan

All seven of the Waukesha County Strategic Outcomes can be considered important strategic outcomes for WCFLS. However, the four listed below are especially relevant to the structure and services that WCFLS provides. Because WCFLS provides services to libraries rather than directly to citizens, the following four strategic outcomes are highlighted:

WCFLS Provides Cost Effective Services

The challenges of funding constraints combined with the changes in the library world—particularly related to technology—require that WCFLS continue to examine its entire operation with an eye toward cost effectiveness, shared services, and innovation. The change currently being considered offers the possibility of substantially increased state aid as a result of bringing Jefferson County into the library system. It also provides additional cost-sharing opportunities thereby reducing member library costs, provides more ability to leverage buying power, and increases resources for all libraries.

WCFLS Provides Well Planned Operations

Effective organizations require proper planning. The most recent county library planning effort took place in 2011. A new county library planning committee will be appointed in 2015.

In addition to the county library plan, a strategic planning process for WCFLS operations is needed. Library system services should be periodically reviewed so that changes in the landscape can be incorporated into the service plan. Whereas the county library planning committee looks at library services countywide, the WCFLS strategic plan looks at library system operations and the services provided for the benefit of its member libraries. A library system strategic planning process has begun. It will include input from both the Waukesha County and Jefferson County libraries and will conclude with a full library system plan in June of 2015.

WCFLS Provides Customers with Quality Programs and Services

The libraries of Waukesha County, not the federated library system, provide programs and services to the citizens of Waukesha County. However, the Waukesha County Federated Library System's support and assistance helps the libraries provide these quality programs and services. From the CAFÉ integrated library system to the early literacy program support, WCFLS is an essential ingredient in the recipe for modern-day library services.

WCFLS Assists At-Risk Citizens

WCFLS assists libraries with programs that support and improve services for at-risk citizens. From applying for grants that help libraries serve special populations to demonstrating how libraries need to comply with the Americans with Disabilities Act, WCFLS offers leadership and expertise to help improve the lives of our at-risk citizens. WCFLS has statutory responsibilities in terms of special needs populations and annually plans services and programs to meet those requirements. Recent examples of WCFLS projects include the Lake Country Memory Project, which is bringing together four member libraries with the Alzheimer's Association of Southeastern Wisconsin to provide memory cafes in libraries, and the hearing loop installations in member libraries made possible by successful WCFLS grant applications.

Major Strategic Outcomes and Objectives

Objective 1: Provide exemplary library system services that are valued by member libraries.

Action Steps:

- Work with member library directors throughout the year to encourage support of the budget, services, and mission.
- Participate in state-level activities and organizations that add value to WCFLS.
- Query library directors on satisfaction with current services and ideas for new services.
- Introduce an annual budget based on proper balance between current fiscal obligation, analysis of future changes, input from library directors and county officials.

Performance Measure:

2014 Actual 2015 Target 2016 Target 2017 Target

% of libraries checking "yes" on state library system effectiveness rating	100%	100%	100%	100%
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Objective 2: Effectively integrate strategic goals and objectives into the annual County budget process, staff goals, and performance evaluations.

Action Steps:

- Use the modified employee evaluation form incorporating strategic planning objectives into specific employee goals.

- Measure employee performance against strategic goals and objectives.
- Prepare annual operating budget according to strategic goals and objectives.

Performance Measure:

Through the annual county employee survey, ensure that a minimum of 80% of the WCFLS employees understand how their work and assigned goals directly contribute to the overall success of the county in meeting its key strategic priorities.

	<u>2014 Actual</u>	<u>2015 Target</u>	<u>2016 Target</u>	<u>2017 Target</u>
% of staff agreeing with statement	100% (of staff who took survey)	100%	100%	100%

Objective 3: Ensure that each WCFLS employee has a training plan established to provide professional development and to ensure that services are delivered with competence and skill.

Action Steps:

- Work with the county human resources department to assess need for training and seek out additional training opportunities for each staff member.
- Meet with each staff member to discuss their long-term goals.
- Encourage each staff member to attend at least one in-person continuing education event each year and share what’s learned with other staff members and member libraries, if applicable.
- Incorporate training and professional development into the annual employee evaluation.

Performance Measure: A minimum of 80% of the WCFLS staff answer the following statement affirmatively on the annual county employee survey: "During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development."

2014 Actual 2015 Target 2016 Target 2017 Target

% of staff agreeing with statement	100% (of staff who took survey)	100%	100%	100%
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Objective 4: Facilitate a work environment that rewards and recognizes employees that exemplify Waukesha County Core Values.

Action Steps:

- During staff meetings discuss the county's core values.
- Incorporate the county's core values into annual staff performance evaluations.
- Post the county's core values in a general staff area.
- Work to consistently convey gratitude to exemplary employees through positive feedback, celebrations, or small rewards, such as chocolate.

Performance Measure: Through the annual employee survey, ensure that a minimum of 80% of the federated library system (WCFLS) staff have answered the following statement affirmatively: "I agree that I can be recognized for extra effort while demonstrating the County Core Values."

2014 Actual 2015 Target 2016 Target 2017 Target

% of staff agreeing with statement	100% (of staff who took survey)	100%	100%	100%
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Objective 5: Develop strategies to improve communications within and between the federated library system (WCLFS) staff, member libraries, other County departments, and WCFLS board members.

Action Steps:

- Continue to develop website content
- Hold weekly staff meetings
- Attend County department head meetings (Director)
- Attend and participate in Alliance of Public Librarians (APL) meetings
- Prepare and distribute frequent communications
- Provide board members with information to support decision-making process

Performance Measure: Through the annual employee survey, ensure that a minimum of 80% of the federated library system (WCFLS) staff have answered the following statement affirmatively: "I agree that information and knowledge are shared openly within my department."

	<u>2014 Actual</u>	<u>2015 Target</u>	<u>2016 Target</u>	<u>2017 Target</u>
% of staff agreeing with statement	100% (of staff who took survey)	100%	100%	100%

Performance Measure: Increase subscriptions to e-Newsletter by 25% per year

	<u>2014 Actual</u>	<u>2015 Target</u>	<u>2016 Target</u>	<u>2017 Target</u>
Number of e-newsletter subscribers	150	188	234	293

Objective 6: Form a two-county federated library system effective January 1, 2016.

Action Steps:

- Provide information regarding the plan to form a new two-county federated library system to all appropriate people and organizations.

- Seek all needed approvals.
- Formulate a plan for altering the library system territory and submit it to the state's DPI/Division for Libraries and Technology for approval, after which a new state aid payment will be calculated.
- Forward names for consideration for new library board trustee appointments.
- Convene a new library system library board beginning in January of 2016.
- Select new library system name.
- Create and adopt new by-laws.
- Work with County Purchasing Department on new library delivery contract to incorporate service to Jefferson County libraries.
- Begin offering library system services to Jefferson County libraries in January of 2016.

Performance Measure: State Aid Payment Increases by \$258,000 for 2016 and subsequent years.

	<u>2014 Actual</u>	<u>2015 Target</u>	<u>2016 Target</u>	<u>2017 Target</u>
State Aid Payment Amount	\$958,636	\$958,636	\$1,216,636	\$1,216,636

Objective 7: Migrate the Jefferson County Libraries' data into the CAFÉ automation system as a result of the addition of Jefferson County to the library system.

Action Steps:

- Work with CAFÉ vendor, Polaris, to add Jefferson County libraries.
- Assess current services and equipment in the Jefferson County libraries.
- Prepare plan for changes to the wide area network.
- Prepare migration plan.
- Implement migration of the libraries.

Performance Measure: Increase the number of libraries in CAFÉ and, as a result, the number of items to which the citizens have direct access.

	<u>2014 Actual</u>	<u>2015 Target</u>	<u>2016 Target</u>	<u>2017 Target</u>
Number of Libraries in CAFÉ consortium	16	16	24	24

Objective 8: Plan for adding the number of staff in the needed areas sufficient to handle the growth of the library system.

Action Steps:

- Seek input from library directors regarding service needs.
- Work with human resources department on staffing plan.
- With library system board approval, hire one FTE position already funded in the 2015 budget.
- Hire additional staff as approved in the annual budget process and with library system board approval.

Performance Measure: Increase the number of staff to ensure that effective, quality services are being delivered to member libraries in an expanded service area.

	<u>2014 Actual</u>	<u>2015 Target</u>	<u>2016 Target</u>	<u>2017 Target</u>
Size of Staff in FTE	5.45	6.45	7.45	8.00