

WORKING TOGETHER...

TO ACHIEVE GREATER RESULTS



**TRAVERSE DES SIOUX LIBRARY SYSTEM
STRATEGIC PLAN
2007-2010**

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Traverse des Sioux Library System

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Traverse des Sioux Library System (Tds) is a federated, regional public library system serving all public libraries in the nine counties of south central Minnesota.

Traverse des Sioux Library System is one of twelve regional systems in Minnesota providing services to 96 percent of the state's population. Begun in 1957, this network of regional public libraries provides efficiency in library operation as well as improved access to materials and information through resource sharing and delivery. The organization of Traverse des Sioux began in 1973, and went into operation in February 15, 1975.

In January 2006, the Tds Board approved the hiring of Carolyn Bacon of Bacon & Associates to assist the Tds Board, administration and member libraries to develop a strategic plan for 2007-2010. Meetings were initially held with the Tds Strategic Planning & Finance Committee and then individual interviews were arranged with Tds staff, board members and member library directors. A retreat/planning session was held with Tds administrative staff and member library directors to review the 2003-2006 plan, as well as review the current Tds mission and vision statements, and develop strategic focus areas to help guide the future of Tds.

The four main strategic plan focus areas include:

- Assure Strong Cooperation and Communication Across the System
- Assure a Strong Financial Future
- Explore and Utilize Emerging Technologies
- Broaden Services

During the planning process, a new vision statement was created, the Tds mission statement was validated, objectives and strategies for each focus area were developed, timelines were determined, and Tds staff were assigned as leads to the tasks.

This strategic plan will help lead Tds into the future. This strategic plan will be reviewed regularly and it should be noted that revision may be necessary to assure that Tds best meet the needs of clientele – the Tds member libraries.

Patty Biesterfeld
Acting Executive Director
September 2006

VISION STATEMENT

Working together
to achieve greater results.

MISSION STATEMENT

The Traverse des Sioux Library System exists to promote cooperation, provide support services, and coordinate shared access to needed resources, programs, and technologies to member libraries.

OVERARCHING GOALS & KEY RESULTS



Assure strong cooperation and communication across the system

- ⚙ Increased productivity and efficiency
- ⚙ Serve member needs
- ⚙ Assure clear understanding of roles and duties
- ⚙ Achieve synergy by utilizing and building on each other's strengths



Assure a strong financial future

- ⚙ Increase public funding
- ⚙ Develop diversified funding streams
- ⚙ Assure member library funding



Explore and utilize emerging technologies

- Use technology to enhance staff efficiency (at the regional office and member libraries)
- Enhance access to information sources



Broaden services to member libraries

- Increase TdS and member library capacity and capability



*Assure strong cooperation
and communication across the system*



Increased productivity and efficiency.

Strategy 1a:

- ⚙️ **Explore possible merger with SMILE.**

Measure:

- ⚙️ Draft plan submitted to TdS Board.

Target:

- ⚙️ September 2007.

Definition:

- ⚙️ Committee made up of multitype members will explore possible merger of TdS and SMILE. Will view and compare missions and visions and review other state structures to determine feasibility.

Data Source:

- ⚙️ View missions and visions of both TdS and SMILE.
- ⚙️ View Strategic Plans and Technology Plans.
- ⚙️ Examine state and regional documents (strategic plans, technology plans, and state statutes).
- ⚙️ Discuss pros and cons of merger.
- ⚙️ Compare services offered.
- ⚙️ Discuss Illinois and Florida models.

Baseline Data:

Time Line: Committee began to meet in July 2006 and will meet until plan is presented to TdS and SMILE Boards in September 2007.

Lead: TdS Executive Director

Involved People: SMILE Director
TdS/SMILE Merge Committee

Strategy 1b:

- ⚙ **Develop and assure effective communication protocols and methods are in place that are consistent and have easy accessibility.**

Measure:

- ⚙ Level of satisfaction with effectiveness of communication.

Target:

- ⚙ 80% of survey respondents rank communication “good” to “excellent”.

Definition:

- ⚙ Communication between and among libraries is necessary.

Data Source:

- ⚙ Results from 2007 survey will show level of satisfaction with communication.

Baseline Data: Compare with 2004 survey available at TdS Office.

Time Line: Survey member libraries during the first quarter of 2007.

Lead: TdS Executive Director

Involved People: TdS Administrative Specialist
TdS Staff
Member Library Administration and Staff

Strategy 1c:

⚙ **Establish a blog.**

Measure:

⚙ Blog is up and running and being updated daily/weekly.

Target:

⚙ Blog established by Fall 2006.

Definition:

⚙ To encourage communication and assure updated communications across the region, TdS will establish online, interactive blog for TdS staff and member library staff.

Data Source:

⚙ Online information about blogs.

Baseline Data:

Time Line: Blog to be online beginning in 2007.

Lead: TdS Automation Coordinator

Involved People: TdS Staff
Member Library Administration and Staff



Serve member needs.

Strategy 2:

- ⚙️ **Establish a method to determine member needs on a bi-annual basis and implement a plan for delivery of services.**

Measure:

- ⚙️ Level of satisfaction with TdS' responsiveness.

Target:

- ⚙️ 80% of survey respondents rate as good to excellent.

Definition:

- ⚙️ Prioritize services and review needs and expectations by sending out services survey bi-annually.

Data Source:

- ⚙️ Results of services survey available at the TdS Office.

Baseline Data: Establishing baseline with 2007 survey.

Time Line: Bi-annual Survey beginning in 2007.

Lead: TdS Executive Director with assistance from Consultant

Involved People: TdS Staff
Member Library Administration and Staff



Assure clear understanding of roles and duties.

Strategy 3a:

- ⚙️ **Develop and implement a plan for TdS Board training and mentorship.**

Measure:

- ⚙️ Completion of a Board orientation and role clarification workshop.

Target:

- ⚙️ Completed by March 2007.

Definition:

- ⚙️ Annual board orientation for new members provided by TdS and State Library staff. TdS Board to discuss roles of Board and Advisory Committee and discuss State Statutes, MN Trustees Manual, TdS Bylaws, etc.

Data Source:

Baseline Data:

Time Line: Board orientation held annually in February or March.

Lead: TdS Executive Director

Involved People: TdS Board President
State Librarian and/or Staff
TdS Administrative Specialist

Strategy 3b:

- ⚙ **Design a plan that will serve to define the role of the TdS Board and the TdS Advisory Council of Member Library Directors.**

Measure:

- ⚙ Completion of a joint session between the TdS Advisory Committee and the TdS Board.

Target:

- ⚙ Completed by March 2007.

Definition:

- ⚙ Consultant to meet with TdS Board and Advisory Committee to define roles of both groups and develop understandings of responsibilities and to develop trust and respect.

Data Source:

Baseline Data:

Time Line: Joint session completed before March 2007.

Lead: Consultant

Involved People: TdS Executive Director
TdS Board
TdS Advisory Council of Member Library Directors



Achieve synergy by utilizing and building on each other's strengths.

Strategy 4a:

- ⚙ **Use the strengths and talents of the member library directors and staff to enhance the performance of the entire system.**

Measure:

- ⚙ Inventory of skills, experiences, and ideas are completed after an interview of all member library directors.

Target:

- ⚙ Completed by end of 2007.

Definition:

- ⚙ Identify and use the talents and skills available in the region to assist others in the region.

Data Source:

- ⚙ Inventory results available on the TdS website and at the TdS Office.

Baseline Data: Establish in 2007.

Time Line: Beginning in early 2007.

Lead: TdS Assistant Director

Involved Persons: TdS Staff
Member Library Administration and Staff

Strategy 4b:

- ⚙ **Conduct a year-end synopsis of what worked well at the individual libraries.**

Measure:

- ⚙ Compile and share best practices.

Target:

- ⚙ Completed by end of 2007.

Definition:

- ⚙ Review of what ideas worked for programming, training, etc.

Data Source:

- ⚙ Inventory results available on the TdS website and at the TdS Office.

Baseline Data:

Time Line: Beginning in early 2007 and ongoing.

Lead: TdS Assistant Director

Involved People: Member Library Administration and Staff

Strategy 4c:

- ⚙ **Explore cooperative collection development.**

Measure:

- ⚙ Establishment of a direction for cooperative collection development.

Target:

- ⚙ Workshop held before December 2007.

Definition:

- ⚙ Understanding and developing collection development strategies and policies. Review interlibrary loan borrowing and lending data, which might be helpful when discussing collection development, and purchasing policies.

Data Source:

Baseline Data: Establishing baseline in 2007.

Time Line: Beginning with workshop before December 2007.

Lead: TdS Automation Coordinator

Involved People: Member Library Administration and Staff



Assure a strong financial future



Increase public funding.

Strategy 5a:

- ⚙️ Advocate for funding increases at the state level and for adequate support for member libraries at the city and county level.

Measure:

- ⚙️ Increased attendance at the annual Legislative Day and increased attendance at statewide and regional legislative activities.

Target:

- ⚙️ Hope for a 40% increase in attendance from 2006 attendance.

Definition:

- ⚙️ Increased advocacy at all levels is needed at all events as well as letter writing.

Data Source:

- ⚙️ Previous attendance records.

Baseline Data: 2006 attendance available at the SMILE Office.

Time Line: Review attendance at the end of second quarter 2007.

Lead: TdS Executive Director

Involved People: SMILE Director
TdS Board
TdS Staff
Member Library Administration and Staff

Strategy 5b:

⚙ Implement “Tell Your Library Story” Campaign.

Measure:

- ⚙ Share patron library stories and messages with area legislators.

Target:

- ⚙ Reach all area legislators through presentations at legislative events or by mail.

Definition:

- ⚙ An effective way to share the library story with legislators is to have specific stories/successes from library patrons.

Data Source:

- ⚙ Directory of area legislators available online and at the TdS and SMILE Office.

Baseline: Beginning baseline in 2007.

Time Line: Beginning with the 2007 legislative session.

Lead: TdS Assistant Director

Involved People: TdS Staff
Member Library Administrators and Staff
Area Legislators



Develop diversified funding streams.

Strategy 6:

- ⚙️ Explore alternative funding sources (grants, sharing of space, etc.)

Measure:

- ⚙️ Utilize new funding source.

Target:

- ⚙️ Utilize one new funding source on an annual basis.

Definition:

- ⚙️ Look for alternative funding sources to supplement ongoing expenses and/or new programs/services.

Data Source:

- ⚙️ TdS budget – income and expenses available at the TdS Office.

Baseline Data: Establishing baseline in 2007.

Time Line: Begin in 2007.

Lead: TdS Executive Director
TdS Board President

Involved People: TdS Board
TdS Administrative Specialist



Assure member library funding.

Strategy 7a:

- ⚙️ **Develop a sustainable fee structure.**

Measure:

- ⚙️ TdS Board, Member Library Directors, and TdS Staff perceive the process of developing a sustainable fee structure as open, responsive, and transparent.

Target:

- ⚙️ 80% of the participants are satisfied with the process.

Definition:

- ⚙️ Developing a fee structure with input from Board, directors, and staff that will be sustainable in the future. Using budget figures and variations of past funding formula factors to determine a fair, efficient, and sustainable fee structure.

Data Source:

- ⚙️ Survey results available at the TdS Office.

Baseline Data: Establishing baseline in 2007.

Time Line: January 2007 survey and completed by July 2007.

Lead: TdS Executive Director

Involved People: Consultant
TdS Administrative Specialist
TdS Strategic Planning & Finance Committee

Strategy 7b:

- ⚙ **Create five-year financial plan.**

Measure:

- ⚙ Completion of five-year financial plan.

Target:

- ⚙ Plan to be completed by the end of 2007.

Definition:

- ⚙ Developing a five-year financial plan will assist TdS Board and Administration to plan for staff and services in the future and be assured of available funding.

Data Source:

Baseline Data: Establishing baseline in 2007.

Time Line: Complete by the end of 2007.

Lead: TdS Administrative Specialist

Involved People: TdS Executive Director
TdS Assistant Director
TdS Board Budget Committee
TdS Board of Trustees



Explore and utilize emerging technologies



Use technology to enhance staff efficiency (at the regional office and member libraries).

Strategy 8a:

- ⚙️ **Develop and implement a plan that takes advantage of what Sirsi has to offer.**

Measure:

- ⚙️ Implementation of additional Sirsi features.

Target:

- ⚙️ Two new features/software enhancements will be offered to TdS member libraries by 2010.

Definition:

- ⚙️ Offering new automation system features.

Data:

- ⚙️ Will begin to research Sirsi website and review what's offered at Sirsi SuperConference before negotiation of next Sirsi contract.

Baseline Data:

Time Line: Beginning in 2007, will research and explore options for new software.

Lead: Automation Coordinator
TdS Automation Committee

Involved People: TdS Staff

Strategy 8b:

- ⚙ **Offer training opportunities that will inform member libraries of emerging technologies.**

Measure:

- ⚙ Offering of workshops.

Target:

- ⚙ Quarterly workshops – training or guest speakers.

Definition:

- ⚙ TdS will continue to host quarterly or more training sessions on emerging technologies.

Data Source:

- ⚙ Training calendars available on the TdS website and at the TdS Office.

Baseline Data: Baseline to be established in 2007.

Time Line: Beginning in early 2007 and ongoing.

Lead: TdS Automation Coordinator

Involved People: TdS Staff



Enhance access to information sources.

Strategy 9a:

- ⚙️ **Preview and explore affordability of increased formats, wireless opportunities and online information sources.**

Measure:

- ⚙️ Note percentage of libraries that have implemented increased formats, wireless opportunities and/or new online information sources.

Target:

- ⚙️ 60% of member libraries are aware of or have implemented one or some new technologies by the end of 2009.

Definition:

- ⚙️ Awareness of emerging technologies with plans to implement.

Data Source:

- ⚙️ Technology Plan Survey available on the TdS website and at the TdS Office.

Baseline Data: 2005 status.

Time Line: Begin in 2007.

Lead: TdS Automation Coordinator
TdS Technology Librarian

Involved People: TdS Staff
TdS Automation Committee
Member Library Administration and Staff

Strategy 9b:

⚙ **Update TdS Technology Plan.**

Measure:

- ⚙ Complete plan.

Target:

- ⚙ Technology Plan to be completed by July 2007 to incorporate into the RLBSS FY08 Grant application.

Definition:

- ⚙ Update TdS Technology Plan.

Data Source:

- ⚙ 2004-2007 Technology Plan, 2007 Survey available online and at the TdS Office.

Baseline Data:

Time Line: Begin Fall 2006 and completed by July 2007.

Lead: TdS Automation Coordinator
TdS Executive Director

Involved People: TdS Staff
TdS Automation Committee
Member Library Administration and Staff

Strategy 9c:

- ⚙ **Attain public feedback regarding use of online resources.**

Measure:

- ⚙ Public awareness and overall satisfaction with usability of online resources.

Target:

- ⚙ 70% of those surveyed give an overall rating of “good” or “excellent” when using online resources.

Definition:

- ⚙ Survey the public to see if they are using all online resources and their opinion.

Data Source:

- ⚙ Public survey results available at the TdS Office.

Baseline Data: Baseline established in 2007

Time Line: Begin in 2007 through 2010

Lead: TdS Assistant Director
TdS Automation Coordinator

Involved People: TdS Automation Coordinator
TdS Automation Committee
Member Library Administration and Staff



Broaden services to member libraries



Increase TdS and member library capacity and capability.

Strategy 10a:

- ⚙ **Explore the need for and feasibility of additional staff.**

Measure:

- ⚙ Creation of a staffing model that incorporates future staffing needs.

Target:

- ⚙ Complete review of current staff and create staffing model by June 2008.

Definition:

- ⚙ Work within the 2007-2010 Strategic Plan to create a plan for services, staff and funding for the next three-five years.

Data Source:

- ⚙ Current staffing.

Baseline Data:

Time Line: Begin early 2008 and complete plan by end of 2008

Lead: TdS Executive Director

Involved People: Consultant
TdS Staff
TdS Board of Trustees

Strategy 10b:

- ⚙ **Coordinate programming across the region.**

Measure:

- ⚙ Number of events coordinated across the region.

Target:

- ⚙ Two events coordinated by TdS annually.

Definition:

- ⚙ Increase TdS and member library capacity and capability by coordination of workshops, shared speakers and entertainment to save costs.

Data Source:

- ⚙ Calendar of events available on the TdS website and at the TdS Office.

Baseline Data: Increase from 2006.

Time Line: Begin in 2007.

Lead: TdS Assistant Director

Involved People: TdS Staff
Member Library Administration and Staff

Strategy 10c:

- ⚙ **Promote statewide continuing education opportunities.**

Measure:

- ⚙ Level of increased awareness of member library staff for educational opportunities.

Target:

- ⚙ 70% of responders rate as “aware” or “very aware” and /or attend at least one workshop or event during each year.

Definition:

- ⚙ Promotion or all training opportunities in the region and statewide.

Data Source:

- ⚙ Member library survey available at the TdS Office.



Baseline Data: Establishing baseline in 2007.



Time Line: Beginning in 2008.

Lead: TdS Assistant Director

Involved People: TdS Staff
Member Library Administration and Staff

Traverse des Sioux Library System
Strategic Scorecard 2007 – 2010

Strategic Focus Area	Objective/Outcome	Strategy	Measure	Target
 <p>Assure strong cooperation and communication across the system.</p>	1. Increased productivity and efficiency	1. a. Explore possible merger with SMILE 1. b. Develop and assure effective communication protocols and methods are in place that are consistent and have easy accessibility 1. c. Establish a blog	1. a. A draft plan regarding merger will be submitted to the TDS/SMILE Board 1. b. Level of satisfaction with effectiveness of communication 1. c. Blog is up and running	1. a. By September 2007 1. b. 80% of respondents rank communication “good” to “excellent” 1. c. Blog established by Fall 2006
	2. Serve member needs	2. a. Establish a method to determine member needs on a bi-annual basis and implement a plan for delivery of services	2. a. Level of satisfaction with TDS’ responsiveness	2. a. 80% rate as “good” to “excellent”
	3. Assure clear understanding of roles and duties	3. a. Develop and implement a plan for TDS Board training and mentorship 3. b. Design a plan that will serve to define the role of the TDS Board and the TDS Advisory Council	3. a. Completion of a Board Orientation and Role Clarification Workshop 3. b. Completion of a joint session between the TDS Advisory Council and the TDS Board	3. a. and b. Completed by March 2007
	4. Achieve synergy by utilizing and building on each other’s strengths	4. a. Use the strengths and talents of the member library directors and staff to enhance the performance of the entire system 4. b. Conduct a year-end synopsis of what worked well at the individual libraries 4. c. Explore cooperative collection development	4. a. Inventory of skills, experiences and ideas are completed after an interview of all member library directors 4. b. Compilation of regional best practices 4. c. Establishment of a direction for cooperative collection development	4. a. and b. Completed by end of 2006. 4. c. Workshop held by December 2007
 <p>Assure a strong financial future.</p>	5. Increase public funding	5. a. Advocate for funding increases at the state level and for adequate support for member libraries at the city and county level.	5. a. Increased attendance at the annual Legislative Day and increased regional legislative activities	5. a. 40% increase in attendance over 2006 figures
	6. Develop diversified funding streams	6. a. Explore alternative funding sources (grants, retail, space costs, etc.)	6. a. Utilize new funding source	6. a. 1 alternative funding source utilized on an annual basis
	7. Assure member library funding	7. a. Develop a sustainable fee structure 7. b. Create a 5 year financial plan	7. a. Member library directors and staff and TDS Board perceive the process of developing a sustainable fee structure as open, responsive, and transparent 7. b. Plan is created	7. a. 80% of respondents are satisfied with the process 7. b. Completed by December 2007

 <p>Explore and utilize emerging technologies.</p>	<p>8. Use technology to enhance staff efficiency (at the regional office and member libraries)</p>	<p>8. a. Develop and implement a plan that takes advantage of what SIRSI has to offer 8. b. Offer training opportunities that will inform member libraries of emerging technologies</p>	<p>8. a. Implementation of additional SIRSI features 8. b. Offering of workshops</p>	<p>8. a. 2 new features are offered in 2010 8. b. Quarterly speakers/workshops</p>
	<p>9. Enhance access to information sources</p>	<p>9. a. Preview and explore affordability of increased formats, wireless opportunities and on-line information sources 9. b. Update TDS Technology Plan 9. c. Attain public feedback regarding use of on-line resources</p>	<p>9. a. % of libraries that have implemented increased formats, wireless opportunities and/or new on-line information sources 9. b. Plan is completed 9. c. Public awareness, and overall satisfaction with useability of on-line resources.</p>	<p>9. a. 60% of member libraries are aware of or implemented new technologies by the end of 2009 9. b. Update completed by July 2007 9. c. 70% of those surveyed give an overall rating of “good” or “excellent” when using on-line resources</p>
 <p>Broaden services to member libraries.</p>	<p>10. Increase TDS and member library capacity and capability</p>	<p>10. a. Explore the need for and feasibility of additional staff 10. b. Coordinate programming across the region 10. c. Promote state-wide continuing education opportunities</p>	<p>10. a. Creation of a staffing model that incorporates future staffing needs 10. b. Number of presenters/courses that are coordinated across the region 10. c. Level of member library staff level of awareness re: educational opportunities</p>	<p>10. a. Completed by June 2007 10. b. 2 events in 2007 10. c. 70% of responders rate as “aware” or “very aware”</p>

Member Library Survey

Should have questions that are sure to cover:

1. Communication
2. Member library needs and expectations
3. Evolving level of clarity re: roles and responsibilities
4. Perceptions about fee structure (about the process that was used)
5. TDS responsiveness

2006 TdS Strategic Planning Committee

William Stangler, President
TdS Board of Trustees

Carolyn Baird, Director
New Ulm Public Library

Patty Biesterfeld
TdS Acting Executive Director

David Gosdeck, Vice President
TdS Board of Trustees

Cheryl Bjoin, Director
Watonwan County Library

Jeanne DeMars
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