

STRATEGIC VISION FOR LIBRARY SYSTEMS IN THE 21ST CENTURY

ROAD MAP for IMPLEMENTATION



STRATEGIC VISION FOR LIBRARY SYSTEMS IN THE 21ST CENTURY

The Strategic Vision Work Group developed a vision for library systems in the 21st century and COLAND recommended to State Superintendent Tony Evers.

**STRATEGIC VISION FOR
LIBRARY SYSTEMS IN THE 21ST
CENTURY**
STRATEGIC DIRECTION LEADERSHIP

- **COLAND** will lead the strategic vision and directions.
- **DPI** will lead implementation of the strategic vision and directions.
- **Library & Library System Directors** will lead change at the local and regional level to maximize organizational resources and state funding to deliver the quality library services to Wisconsin residents.

¹FUTURE FOR PUBLIC LIBRARIES IN THE 21ST CENTURY

Wisconsin communities prosper in an economy driven by

Knowledge

Creativity, and

Information and technology

when their residents have the opportunity for

Self-directed learning

High speed network technology

Collaboration for community and business start-ups, and

Continuing education for changing careers

**¹Rising to the Challenge: Re-envisioning Public Libraries:
Aspen Institute, October, 2014.**

STRATEGIC VISION FOR
LIBRARY SYSTEMS IN THE
21ST CENTURY

**Strategic Direction 1.
Library Consulting:**

**Leverage distributed expertise to
provide specialized consulting,
verified by Department of
Public Instruction**

FUTURE OF PUBLIC LIBRARIES IN THE 21ST CENTURY

Many Wisconsin libraries are already strategically planning for the digital future and utilizing library consultants.



21st Century Library Trends Planning

**Hatch (Mauston) Public Library
Winding Rivers Library System**

STRATEGIC VISION FOR
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**Strategic Direction 2.
Provide and
Support
Technology:**

Access through aggregation
of software and services
including shared platforms
and expertise

FUTURE OF PUBLIC LIBRARIES IN THE 21ST CENTURY

In some Wisconsin communities, the public library is the leader in providing new technology to the community.



“Created out of a community need . . . ”

Fond du Lac Public Library

STRATEGIC VISION FOR
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Strategic Direction 3.

- A. One State – One Collection**
- B. Resource Libraries: Change the value proposition**
- C. Delivery Service: Transition to multi-hub delivery network**

FUTURE OF THE PUBLIC LIBRARY IN THE 21ST CENTURY

**Public libraries
continue to serve as
repositories of
knowledge in the
21st century while
methods of delivery
have shifted to
electronic**



"Merlin" shared regional catalog

**Spooner Public Library
Northern Waters Library System**

FUTURE OF PUBLIC LIBRARIES IN THE 21ST CENTURY

**Some resource
libraries serve as
cataloging centers
and technology
resource centers for
their library
systems**



**Hedberg (Janesville) Public Library
Arrowhead Library System**

FUTURE OF PUBLIC LIBRARIES IN THE 21ST CENTURY

Libraries are providing more resources though standardization and improved delivery.



**Marshall Public Library
South Central Library System**

STRATEGIC VISION FOR
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**Strategic Direction 4.
Coordinate Electronic
Resources:**

Maximize purchasing power

FUTURE OF PUBLIC LIBRARIES IN THE 21ST CENTURY

**Small public libraries
have networked and
shared resources to
provide their
communities with
more library services.**



“One of nine of the Marathon County Public Library”

***Edgar Free Public Library
Wisconsin Valley Library Service***

STRATEGIC VISION FOR
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**Strategic Direction 5.
Continuing
Education:**

**Maximize impact of continuing
education funding**

FUTURE OF PUBLIC LIBRARIES IN THE 21ST CENTURY

Public libraries have become the engine of development within our communities, advancing the economy by enhancing lifelong learning.



“Literacy and Lifelong Learning for all Ages”

***Mead (Sheboygan) Public Library
Eastern Shores Library System***

GUIDING PRINCIPLES ADOPTED BY COLAND

Transformation is key to success in the 21st century

**Consolidation of library systems after utilizing
LEAN production principles to streamline
operations**

Rethink the concept of resource libraries

**Library systems must help libraries to become an
active learning environment beyond the library
walls**

**Focus on the next big thing
– create a bold vision**

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LEAN Study:

The basic premise of LEAN is to improve the work process, streamlining activities so that work can be done as quickly and efficiently as possible.

LEAN PRINCIPLES EMBRACED BY COLAND¹

- **Focus on the customer; keep pace with customer demands**
- **Use value stream mapping to eliminate waste and simplify processes**
- **Create flow: goal of one-stop shopping**
- **Aim for perfection; get it right the first time; eliminate errors and redundancy**

¹**Lean Thinking, Womack & Jones, 1996**

LEAN, STRATEGIC DIRECTIONS AND IMPLEMENTATION

The LEAN Study identified opportunities for service redesign and potential cost savings for reallocation

- **Change to a multi-hub delivery network.
Potential dollars: \$250k - \$500k**
- **Redesign intrasystem delivery network:
Potential dollars: \$250k - \$300k**
- **Consolidate continuing education management.
Potential dollars: \$80k - \$100k**
- **Consolidation of hardware and tech support:
Potential dollars: \$300k - \$500k**

STRATEGIC VISION FOR LIBRARY SYSTEMS IN THE 21ST CENTURY

Strategic Directions and Implementation

ROAD MAP TO SUCCESS:

**A roadmap and timeline
for a transparent and
inclusive process to work
toward the strategic
visions approved by
COLAND**

Next Step: STEERING COMMITTEE

- **Representatives from COLAND and the LEAN work group, with additional members --including large & small libraries with geographic representation.**
 - **Provides strategic vision, oversight and leadership**
 - **Works with DPI to select project manager, providing feedback and guidance**
 - **Ensures transparency and communication to all stakeholders**
 - **Works with DPI to assess budget and legislative requests for 2017-2019 biennial budget**
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Next Step: PROJECT MANAGER

- **Coordinates communication among the work group participants and library community as needed**
- **Creates and manages the development and implementation process:**
 - **Develops process**
 - **Develops new service delivery models**
 - **Develops pilots for new service delivery models as necessary**
 - **Develops implementation plans with work groups for successful new service models**

SERVICE WORK GROUPS

- **Experts within and outside of the library community and major stakeholders for each service area**
 - **Work Group charge: Develop service delivery models and implementation plans with a focus on improving services to libraries and patrons while gaining efficiency**
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PROPOSED WORK GROUPS

Resource Libraries

Technology

Resource Sharing

Electronic Resources

CE & Consulting

Chapter 43

System Administration



WORK GROUP TIMELINE

Jul. 1 – Dec. 31 2015	Jan. 1 – Jun. 30 2016	Jul. 1 – Dec. 31 2016	Jan. 1 – Jun. 30 2017
Resource Libraries	Electronic Resources	CE	
Technology	Technology	Consulting	
ILS/Discovery	ILS/Discovery	ILS/Discovery	ILS/Discovery
Delivery	Delivery	Delivery	Delivery
ILL	ILL	ILL	ILL
Chapter 43	Chapter 43	Chapter 43	Chapter 43

PROJECT MANAGEMENT FUNDING

In total, for the 2015/16 and 2016/17 fiscal years: \$500,000 is recommended to support the following:

- **Project Manager time and expenses -- estimated at \$400,000**
- **Work group travel and meeting expenses -- estimated at \$20,000**
- **Outside expertise and consultants -- estimated at \$40,000**
- **Data gathering, surveying and analysis -- estimated at \$40,000**

PILOT PROJECT

Recommend that the Steering Committee, Work Groups, Division for Libraries and Technology (DLT) & LSTA Advisory Committee work together to create opportunities for LSTA funding for a Pilot Project.



STRATEGIC VISION FOR LIBRARY SYSTEMS IN THE 21ST CENTURY

Strategic Directions and Implementation

This roadmap provides direction for the first two years of a process intended to lead change at the local and regional level to maximize organizational resources and state funding to deliver the highest quality library services to Wisconsin residents for the tax dollars provided.

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Strategic Directions and Implementation

The remaining path of the project will be informed by the following:

- **Gathering data and information;**
- **Consolidating and improving service models;**
- **Determining a new governance support structure;**
- **Delivering coordinated library services.**

STRATEGIC VISION FOR
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CENTURY

**ILS CONSORTIA IN WISCONSIN:
A SNAPSHOT OF THE LANDSCAPE**

Stef Morrill, Director WiLS

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