

WATERTOWN REGIONAL LIBRARY STRATEGIC PLAN

2019-2023 | Adopted 12/4/2018

Mission Statement

Connecting people to the joy of reading, information, and lifelong learning.

Community Profile

The Watertown Regional Library provides services for approximately 27,227 residents of the City of Watertown and Codington County. People ages 19 years and younger make up 27.7% of the population, adults ages 20-55 years make up 45.7% of the population, and adults 55 and older make up 26.6% of the population. The educational breakdown of the population is 91% with a high school degree or higher and 20.9% with a bachelor's degree or higher. Students are served by eleven elementary schools, seven junior high schools, five high schools, and three higher education institutions. English is the primary language of 97.7% of the population with 2.3% speaking languages other than English, including .8% speaking Spanish. In 86.3% of families with children under 6 years old, all parents are in the workforce. In families with children ages 6-17 years old the percentage drops to 81.3. Both groups are higher than the national average of 61.1%. Average household income is \$64,187 with median household income at \$50,133. The unemployment rate is 2.8%; 5.6% of people live below the poverty line; and 35% of students receive free or reduced lunches. Major employers include Benchmark Foam, the City of Watertown, Dakota Tube, Glacial Lakes Energy, Persona, Prairie Lakes Healthcare System, Sparton, Terex, Worthington, and Watertown School District.

Community Needs Assessment

*Input from library staff, library board members, community members, the Friends of the Library, and results from a community survey **were utilized to address** how the library can better serve the community. Needs identified include the following: a secure environment for multiple uses; access to technology; broader programming; support; funding; balanced collection development; expanded services; and community resources.*

SWOT Analysis

Strengths, Weaknesses, Opportunities, and Threats were derived from workshop input, then ranked using three votes per workshop participant.

Strengths	Significance based on up to 3 votes per workshop participant
Facility	9
Programming	8
Collection Development	6
Staff	6
Digital collection	4
Social Media presence	3
Tech Support	2
Supportive city & community	2
Physical and online accessibility	2
Responsive to community	
Maximization of resources through collaboration with area libraries	
High quality cataloging records	
Weaknesses	Significance based on up to 3 votes per workshop participant
Safety and security	6
Maintenance and repair planning	6
Internal operations and procedures manual	6
Policy/procedure for patron internet access	4
Parental supervision policy	3
Lack of marketing plan	3
Website needs to be more user friendly	3
Keeping up with technology	2
Not enough staff	2
Lack of Disaster Plan	2
Not enough quiet space	1
Not enough space for collection	1
Need more customer service training	1
Funding	
Portion of local history collection not owned or organized by the library	
Location in city	
Difficulty of maintaining bathroom cleanliness at times	
Lack of café-type space	
Lack of spiritual books in collection	
Lack of Maker Space	

Opportunities	Significance based on up to 3 votes per workshop participant
Collaboration with community organizations	9
Desire for educational community space	8
Community fundraising	6
Grant opportunities	4
Proximity to high school and intermediate school	4
Library's physical presence in city	4
Community desire for more programming	3
Availability of exhibits and exhibitors	2
Patrons' desire to give back to the community	1
Library vending machine technology	

Threats	Significance based on up to 3 votes per workshop participant
Rising community crime	10
City budget uncertainty	9
Perception and expectations versus library capacity	8
Constantly changing technology	7
Changing city demographics	5
Limited expansion space	1
Relocation of Middle School	
Inconsistent weekend traffic	
Community organizations with conflicting missions	
Natural Disasters	
City development/growth patterns moving patrons further from current location	
Perception of library as safe space/unattended children	
Changing political climate	

Watertown Regional Library's Role in Serving the Community

Patron focused spaces, services, collections, and programs

- Safe and secure place for reading, recreation, research, study, and meetings
- Access to technology
- Wide variety of programs for all ages to promote lifelong learning
- Well-developed collection to inform and engage the community
- Knowledgeable staff engaged in the community

Goals and Objectives

1. *Provide a safe and secure place for the public*

- a) Assess the facility and develop a Facility Maintenance and Replacement Plan
 - i) Develop a maintenance needs assessment plan by May 2022
 - ii) Develop replacement schedule based on needs assessment by May 2022
- b) Assess library safety and security to develop a Safety Plan and training procedures
 - i) Improve and maintain video surveillance cameras through rotational update/replacement cycle on an ongoing basis
 - ii) ✓ Establish procedures in case of criminal activities on library grounds by May 2019
 - iii) ✓ Assess possibility of electronic staff door locks for security by January 2022
 - iv) ✓ Obtain bids for anti-theft security gates by March 2022
- c) Assess library space usage
 - i) Assess space usage on an ongoing basis
 - ii) Distribute collections based on space usage assessment on an ongoing basis
 - iii) Assess possibility of additional meeting rooms by December 2023
 - iv) Explore possibility of a craft room by December 2023

2. *Provide public access to technology*

- a) Develop policy and procedures for public technology usage
 - i) Explore options for one-on-one assistance in computer lab by August 2022
 - ii) ✓ Create procedure for computer lab usage by March 2019
 - iii) ✓ Review EnvisionWare software settings by March 2019
- b) Monitor and evaluate community needs for ongoing technology updates, upgrades and maintenance
 - i) Assess viability of adding a maker space by March 2023
 - ii) Create and maintain a five-year replacement cycle for library technology
 - iii) ✓ Wireless printing from all devices by March 2019
 - iv) ✓ Assess the need for a teleconference center in the Community Room by December 2019

3. Provide a wide variety of programs for all ages

- a) Establish a process for planning, implementing, and evaluating library programming
 - i) Survey program participants periodically
 - ii) Explore new programming possibilities based upon community input and staff strengths on an ongoing basis
 - iii) Create and maintain programming cycle
 - iv) Review submitted suggestions from LATC students by May 2022
 - v) Assess social media analytics on an ongoing basis
 - vi) Analyze marketing budget by May 2022
 - vii) Market research of community to identify partnerships and avoid duplication of services by September 2023
 - viii) Market current databases, services, programs, and online resources on an ongoing basis
 - ix) ✓ Establish programming committee by January 2019

4. Provide a well-developed collection

- a) Assess and plan for expansion of physical and digital collection growth
 - i) Assess collection usage to identify most popular titles, authors, and series on an ongoing basis
 - ii) ✓ Assess materials budget distribution and establish purchasing deadlines by Dec 2019
 - iii) ✓ Create standing order for adult collections by January 2020
 - iv) ✓ Explore non-traditional collections such as a “library of things” by January 2020
- b) Assess and plan for collection space optimization
 - i) Evaluate space distribution on an ongoing basis
 - ii) Create and implement weeding schedule for all collections by March 2023

5. *Develop knowledgeable staff engaged in the community*

- a) Empower library staff
 - i) Create staff procedures manual and training documents by May 2023
 - ii) Provide opportunities for continuing education and professional development for library staff on an ongoing basis
 - iii) ✓ Create staff professional development sharing portal by February 2019
- b) Increase community engagement
 - i) Increase library presence at community events each year
 - ii) Develop library marketing plan by January 2023
 - iii) Explore opportunities to collaborate with Codington County Jail by February 2023
 - iv) Collaborate with area schools, childcare centers, and agencies serving area youth to meet the needs of teachers, childcare providers, and youth from birth to eighteen on an ongoing basis
 - v) Collaborate with LATC and Mount Marty to provide for their informational and recreational needs on an ongoing basis

Evaluation Plan

The City Librarian will create a timeline for all projects and assign them to library staff who will report progress quarterly. A formal review of the plan occur each January and September to ensure the plan is progressing as intended and to analyze what, if any, adjustments should be made.