



Walla Walla County
Rural Library District

**Walla Walla County
Rural Library District
Strategic Plan
2022-2024**






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Front cover photo: Richard Duvall

At-a-Glance Strategic Plan

This one-page overview focuses on the questions of What, How, and Why within WWCRLD's strategic plan.

WHAT actions are being planned by WWCRLD?		
<ul style="list-style-type: none"> • Programs and opportunities for community members of all ages, at all locations. • Comprehensive facilities plan to increase accessibility • Focused outreach to partners and underserved communities 	<ul style="list-style-type: none"> • Bilingual communications strategy • Update collection policy to include diverse materials • Periodic needs assessments • Partner to expand broadband internet access • Library technologies that increase accessibility and user experience 	<ul style="list-style-type: none"> • Leading business resources • Programs/tools for entrepreneurs • Relationships with local businesses
HOW will this be done?		
 <p>First Initiative Establish the libraries as community hubs and places for civil discourse, engagement, and lifelong learning.</p>	 <p>Second Initiative Provide equitable access to programs, resources, and services.</p>	 <p>Third Initiative Strengthen economic and community growth.</p>
WHY is this being done?		
<p>MISSION: WWCRLD educates and inspires by providing enriching materials and services that are accessible to all, in our buildings, online, and out in the community.</p> <p>VISION: WWCRLD libraries are inviting centers for education, arts, and culture. Representative, knowledgeable staff provide our communities with free access to high quality collections, inspiring programs, and responsive services. We serve as the county's hub for civil discourse and lifelong learning.</p> <p>VALUES: Accessibility, Service Excellence, Intellectual Freedom, Partnerships, Public Trust, Community Investment</p>		

Mission, Vision, Values

The foundation of any strategic plan begins with a well thought out organizational mission and a broad vision for the future. It is also important to establish the library's key organizational values. Mission, vision, and values explain WHY strategic initiatives are implemented by an organization.

Mission Statement

Walla Walla County Rural Library District educates and inspires by providing enriching materials and services that are accessible to all, in our buildings, online, and out in the community.

Vision Statement

Walla Walla County Rural Library District libraries are inviting centers for education, arts, and culture. Representative, knowledgeable staff provide our communities with free access to high quality collections, inspiring programs, and responsive services. We serve as the county's hub for civil discourse and lifelong learning.

Values

- **Accessibility:** Providing equitable services, collections, and employment opportunities that are inclusive of all and reflect the diversity of our county.
- **Service Excellence:** Acting with initiative, creativity, and flexibility and utilizing state of the art technology to provide high quality service to all.
- **Intellectual freedom:** Dedication to providing free and open access to information and supporting library user's right to privacy.
- **Partnerships:** Collaboration with other libraries, schools, agencies, and organizations.
- **Public trust:** Effective and efficient stewardship of library resources, providing a place for civil discourse and community engagement.
- **Community Investment:** Providing facilities at the heart of each community as a gathering place for all ages and the fundamental source for lifelong learning.

Strategic Initiatives in Detail

The strategic initiatives show HOW an organization will accomplish its mission, vision, and values. Related actions explain WHAT an organization will do to meet each initiative.

First Initiative

Establish the libraries as community hubs and places for civil discourse, engagement, and lifelong learning.



Goal

Focus on community investment and engagement by increasing the number of programs and participation throughout the District, developing space within branches for community gathering, and establishing formal outreach activities and partnerships.

Actions

1. Offer active programs and enrichment opportunities to engage community members of all ages, at all locations.
2. Develop a comprehensive facilities plan that evaluates and makes recommendations for increasing all locations' ability to provide accessible gathering spaces.
3. Conduct focused outreach to underserved communities and strategic partners.

Strategic Initiatives in Detail

Second Initiative

Provide equitable access to programs, resources, and services.

Goal

Through outreach and strategic partnerships, provide and promote more inclusive and representational programs and resources, connect community members with services and technology that support basic needs, and increase accessibility for all.



Actions

1. Adopt and maintain a bilingual communications strategy for marketing the library's programs and services.
2. Update collection policy to include the purchase of diverse materials.
3. Conduct periodic needs assessments of the community to build inclusive collections, programs, and resources.
4. Advocate for and develop partnerships to expand broadband internet access throughout the county.
5. Provide library technologies that increase accessibility and elevates the user experience.

Strategic Initiatives in Detail

Third Initiative

Strengthen economic and community growth.

Goal

Participate in Walla Walla County's economic and community growth by providing information to foster business development, increasing entrepreneurial engagement, and collaborating with stakeholders to enhance our community gathering spaces.



Actions

1. Add leading business resources to the library collection.
2. Offer programs and tools for entrepreneurial exploration and development.
3. Establish relationships with the local business community to increase partnership opportunities.

Strategic Plan Process - Primary Source

In May 2021, Walla Walla County Rural Library District (WWCRLD) released a request for proposals to assist in developing our strategic plan covering the next three years. After selecting the agency *Primary Source* to partner with us in this process, WWCRLD's staff advisory team comprised of Rhonda Gould, Ana Romero, and Joanna Snedden began working closely with Primary Source's Kate Laughlin and Lesley Bourne, to build the library's road map through 2024.

The heart of this strategic plan is the Walla Walla County community. By reaching out to and involving the local schools, social services, business owners, and other community stakeholders via multiple focus group sessions, WWCRLD's visioning gained greater perspective and relevancy. By soliciting input from all community members via a widely shared survey, WWCRLD strengthened its plan for how to better serve the greater Walla Walla County community today and in the years to come.

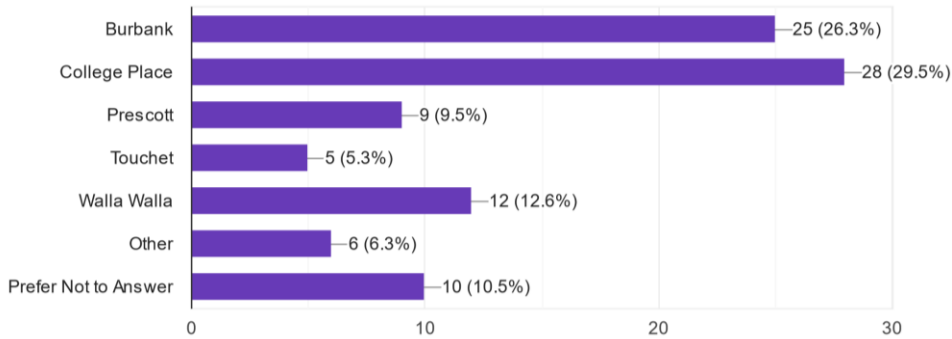
The findings in this document, used to inform the greater strategic plan of WWCRLD, were compiled from:

- Many meetings with the WWCRLD staff advisory team
- Meetings with full WWCRLD staff in focused discussion
- Process with WWCRLD staff to develop library's new mission and vision statements
- Community survey in English and Spanish conducted throughout county, online and in person
- Focus group meetings with members of key stakeholder groups, such as schools, government, and business
- Final vetting process with WWCRLD staff advisory team

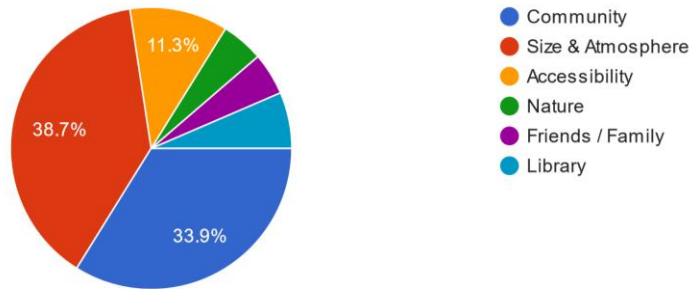
Community Survey Results

Your Community

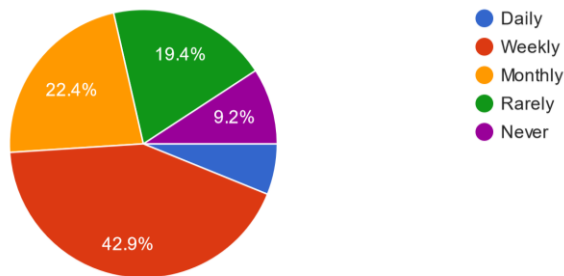
What town do you live in or closest to?



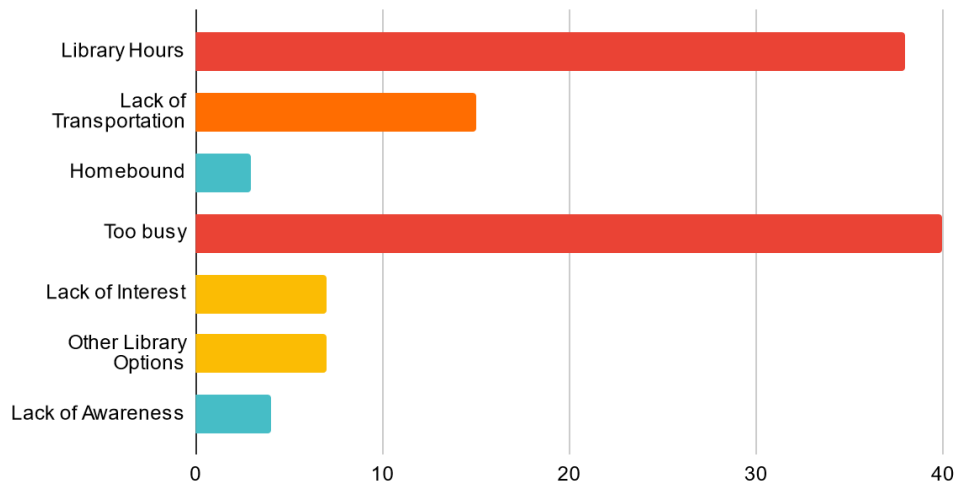
What are your favorite things about Walla Walla County?



How often do you visit your nearest branch?

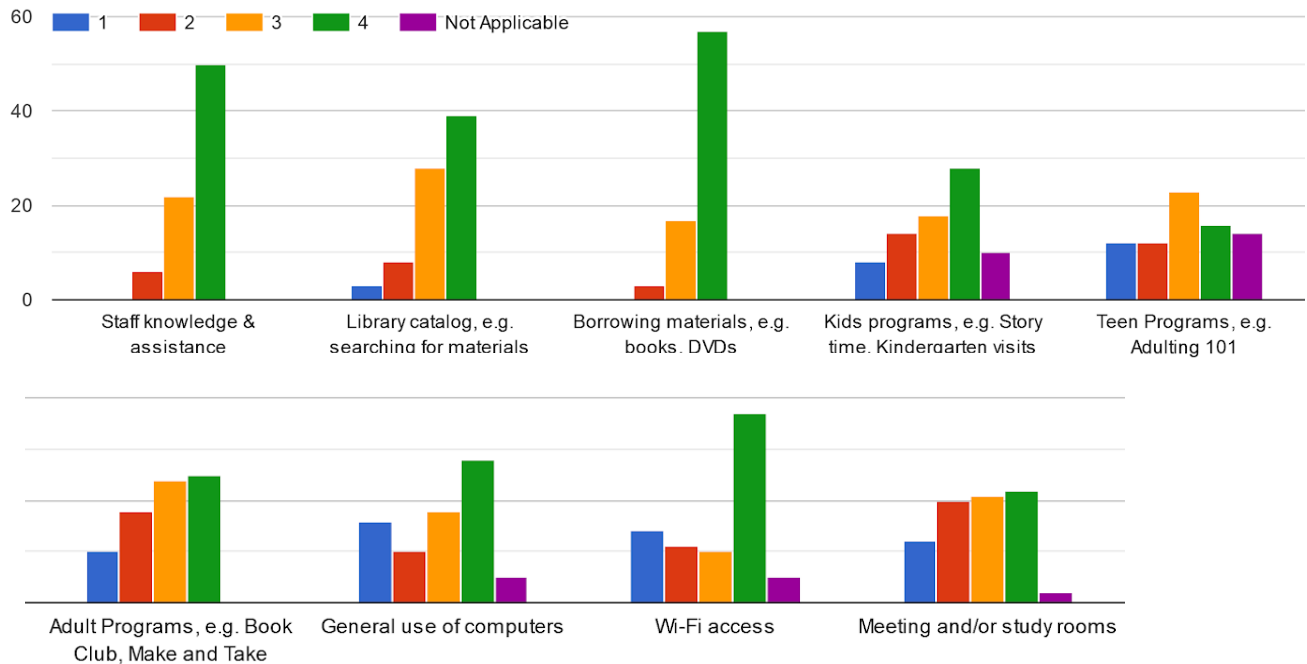


What barriers prevent you from coming into your nearest WWCRLD branch?

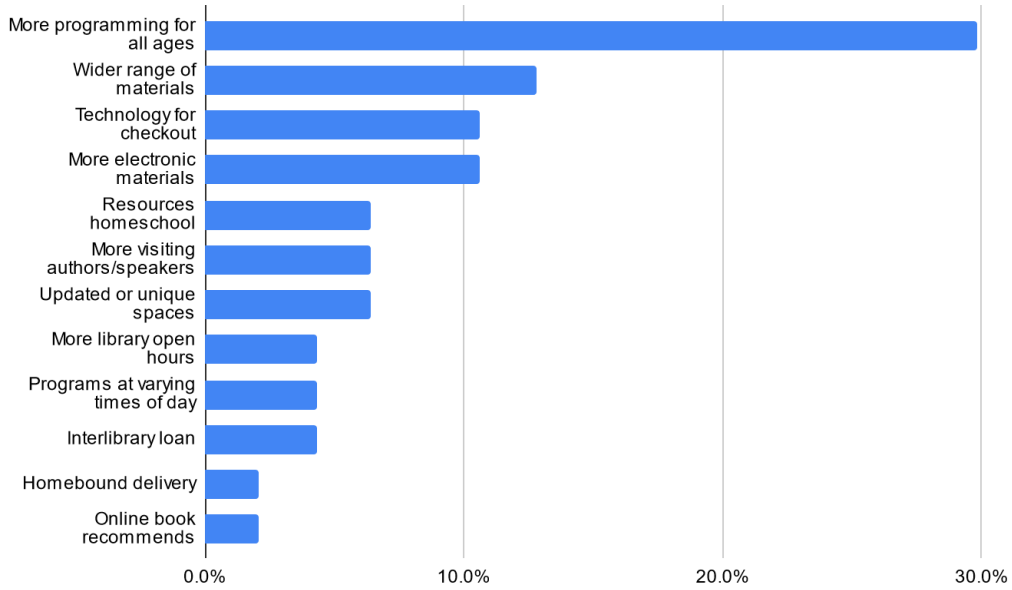


Programs & Services

Please rate the importance of the services you use inside WWCRLD, on a scale from 1 to 4, with 1 being "Not Important" and 4 being "Very Important":

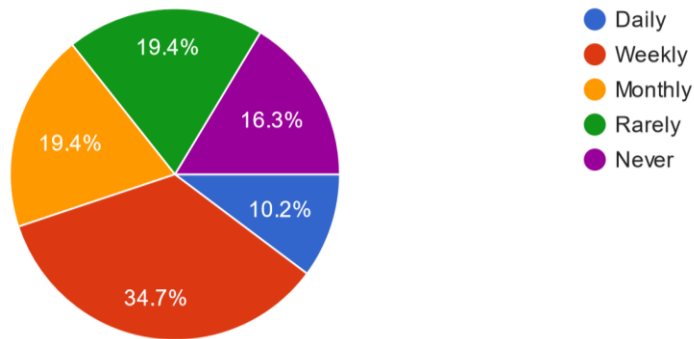


Which programs and services do you wish WWCRLD offered?

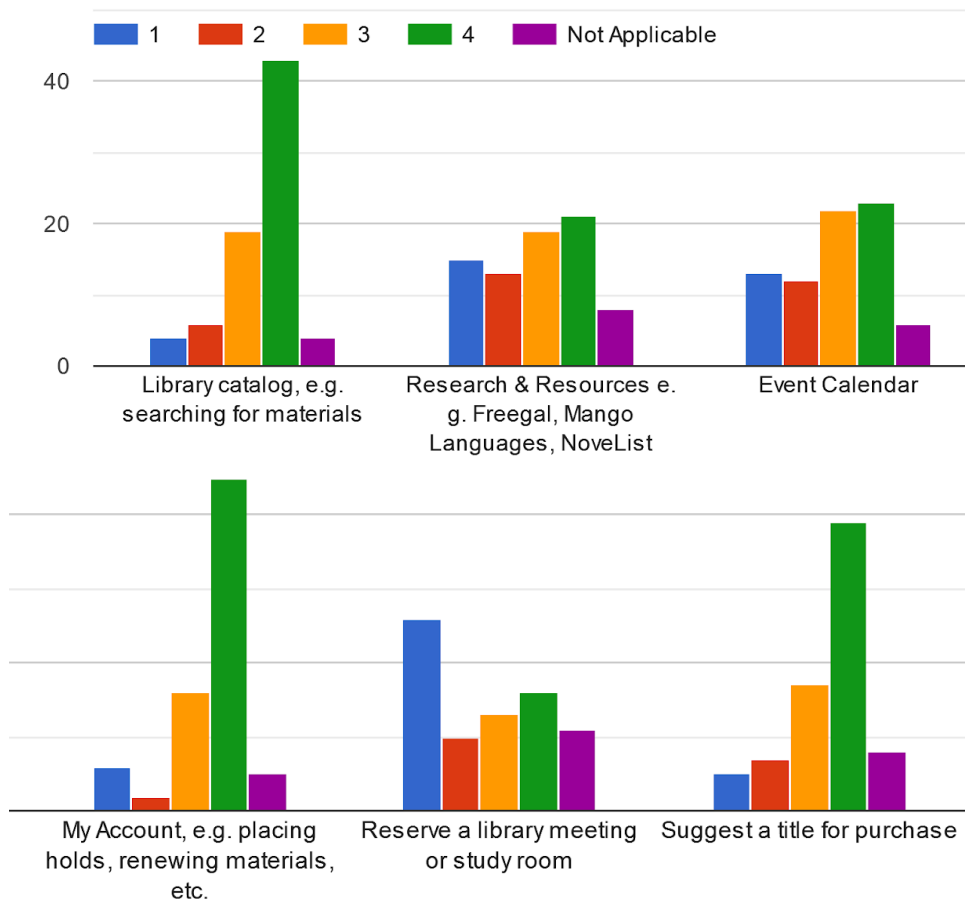


Website/Online Resources

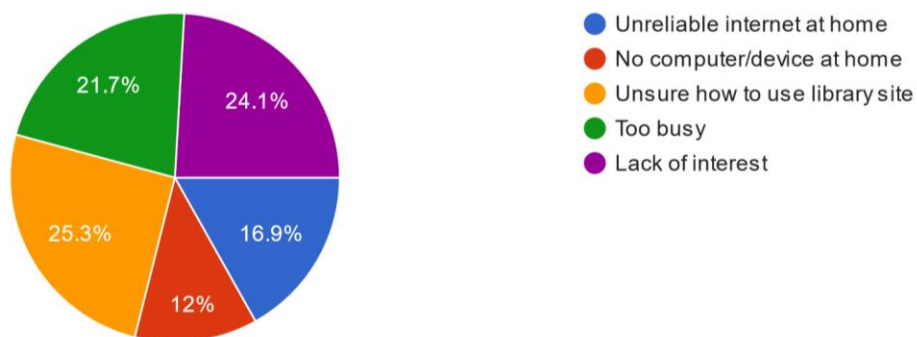
How often do you visit the WWCRLD website or access its materials online?



Please rate the importance of the resources you use on the WWCRDL website, on a scale from 1 to 4, with 1 being "Not Important" and 4 being "Very Important":

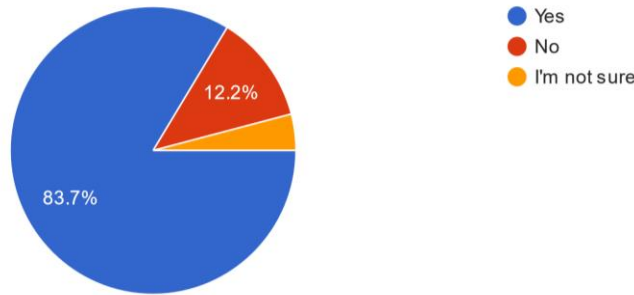


Identify any of the following barriers that prevent you from using the WWCRDL website or accessing its online resources?

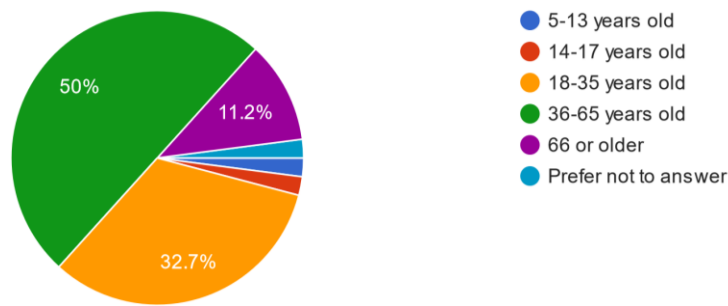


Walla Walla County Demographics

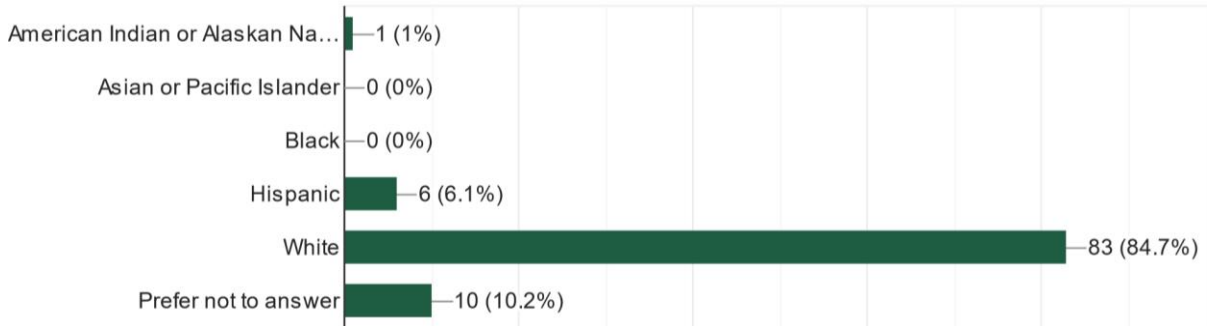
Do you have a WWCRLD library card?



What is your age?



What is your ethnicity/race?



Into the Future

An effective strategic plan is a living document. Staff at all levels should revisit it regularly to help guide decision making in matters large and small. Strategies for keeping this an active document among your team include:

- In staff meetings, make time to discuss how everyone is applying the strategic plan. What has the team done in the past 30 days to help accomplish the strategic initiatives, and what was learned? What do you plan to do in the next 30 days to make progress?
- Encourage individual reflection on the strategy. Ask staff to consider how the strategic plan applies to their own personal work. Give people opportunities to talk about what the plan means to them. Tie individual goals and workplans to the strategic plan.
- Refer back to the strategic plan when planning or evaluating any initiative. How well does it align with the strategy? How could it align better? Use the strategy to decide what projects to pursue and what to set aside.
- Post the one-page strategic plan overview in places visible to staff, such as workroom desks or break rooms.
- Allow the plan to change if circumstances do. Has a particular initiative stopped being relevant? Is a target number or deadline no longer realistic? Has a new, extremely important consideration arisen? Revisit the plan at least annually to see if it needs to be revised based on new information or circumstances.
- Enjoy it! While this plan gives WWCRLD a lot to accomplish, it should also be an inspiring reminder of the important impact you have on the community.