**VISION**
A curious, engaged, and literate community where everyone is welcome and thrives.

**MISSION**
WCCLS partners with local public libraries to connect people to excellent countywide library services.

**VALUES**

- **Accountability:** We are transparent about our work and take responsibility for continuous improvement.
- **Collaboration:** We are better together and prioritize teamwork.
- **Inclusion:** All WCCLS staff, member library staff, patrons, and community members are respected and appreciated.
- **Innovation:** We have the courage to experiment with new methods and solutions, adapting to shifting priorities with agility.
- **Stewardship:** We spend money and time with integrity and seek out efficiencies.
- **Essential:** WCCLS staff are vital to the success of county wide library service.
- **Knowledgeable:** WCCLS staff enjoy learning and sharing their expertise with others.
- **Responsive:** WCCLS staff stay current with our community’s needs.
- **Welcoming:** WCCLS staff are friendly and attentive listeners, inviting suggestions and ideas.

**IMPERATIVES**

<table>
<thead>
<tr>
<th>IMPERATIVES</th>
<th>OBJECTIVES</th>
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<tbody>
<tr>
<td>Increase access</td>
<td>1. Increase participation by underserved populations</td>
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<td></td>
<td>2. Baseline and improve patron satisfaction and user experience</td>
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<td>3. Increase number of WCCLS led staff development opportunities provided annually</td>
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<td>4. Decrease time from evaluation to approval of new services</td>
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<td>5. Increase number of active library cardholders</td>
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<td>6. Baseline and improve non-library user awareness</td>
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<td>7. Baseline and increase member library staff awareness of WCCLS role</td>
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<td>8. Improve committee effectiveness and engagement year over year</td>
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<td>9. Increase employee and committee cultural competencies</td>
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**INITIATIVES**

- A. Conduct community assessment that considers cultural, demographic, language, and geographic needs
- B. Expand WCCLS support for non-English languages based on community needs
- C. Deepen strategic partnerships with community, educational, government, and culturally relevant organizations to enhance capacity and increase impact
- D. Review policies through equity lens to reduce barriers to access
- E. Develop a Cooperative-wide, collaborative method for providing consistent customer service digitally to all library patrons
- F. Develop a comprehensive training and support plan for member libraries including core competencies
- G. Leverage data collection and provide ongoing intelligence to member libraries to improve local decision making
- H. Develop systems and processes that accelerate our ability to evaluate and act on existing and proposed projects (examples of projects include centralized specialized collections and network support)
- I. Develop targeted marketing and communications plans that demonstrate the value of libraries
- J. Develop a WCCLS onboarding program for member library staff, volunteers, and board members
- K. Develop and apply an equity lens to internal and Cooperative initiatives
- L. Align committee structure and charters with strategic direction
- M. Evaluate and optimize structure and function of WCCLS work groups and teams

The WCCLS Strategic Plan was approved by July 24, 2019 by the Executive Board.

The strategic planning process took 6 months, including a comprehensive Insight Report with feedback from 360+ stakeholders, interactions with multiple focus group, and dedicated work from a 7-member strategic planning team with staff from WCCLS and member libraries.

(Objectives 1-9 and Initiatives A-M do not indicate priority order.)

WCCLS is the staff who work in central support, a department of Washington County

Member Libraries are the independent libraries that WCCLS partners with and supports

The Cooperative is WCCLS together with the libraries