Minutes – Exhibit A

Agenda Item 7: Strategic Plan

On the evenings of June 27 and 28, 2018, the Trustees interviewed the four short-listed strategic planning firms of Consensus, Encouragetech, Maverick & Boutique, and WiLS. Following are the documents provided by the firms to trustees at the meeting or as requested follow-up.
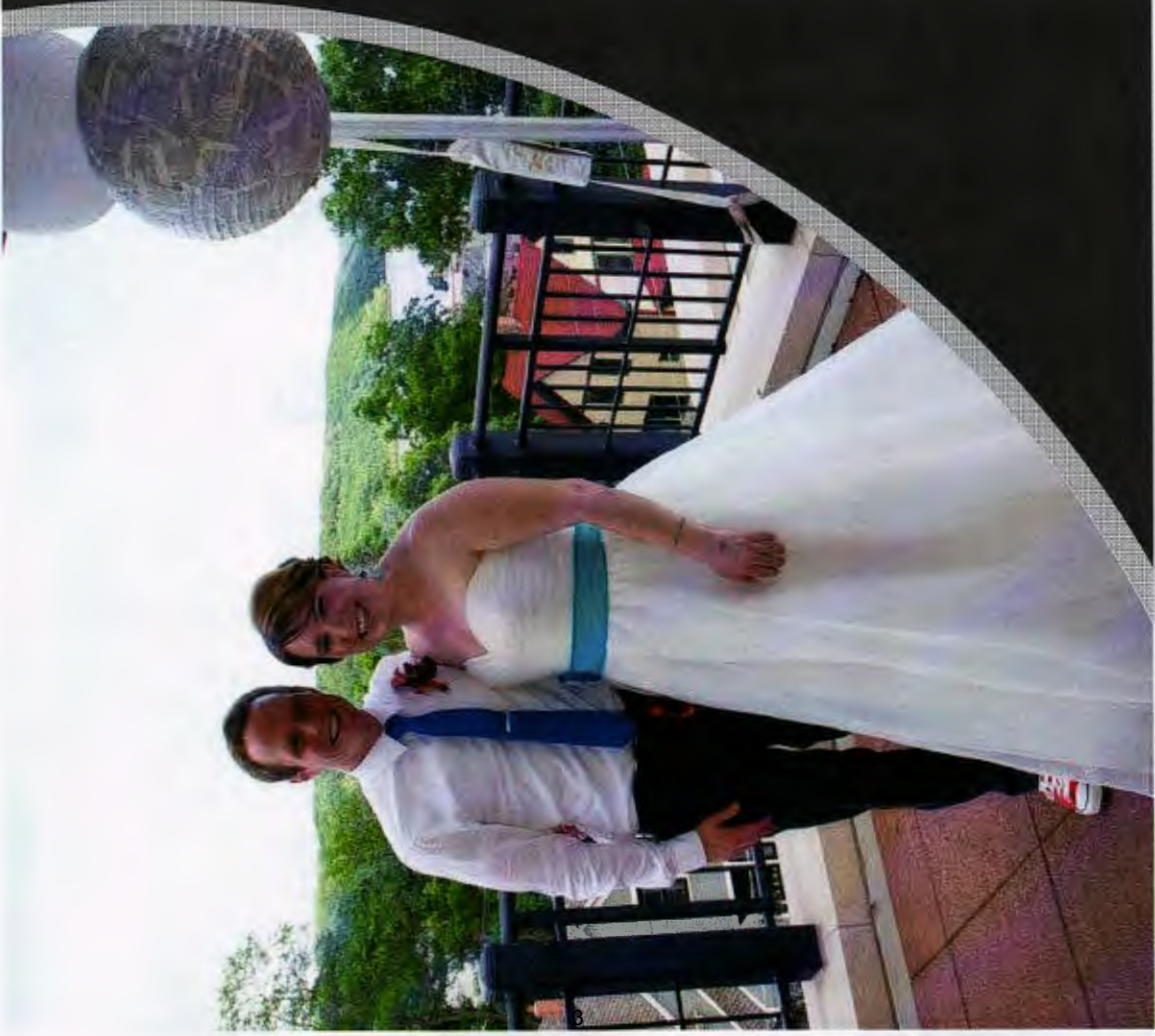
Stillwater Public Library: Vision for the Future

June 28, 2018

sschewe@encouragetech.com

952-946-1931

Encouragetech

Stillwater is a unique city in the metro area. Your library facility has a distinctive flair.

How do we continue to form our identity and deliver services that are unique, distinct and relevant to the next generation?

Scoping Questions

- Who do you see as the key stakeholders of the library?
- Why are you initiating this strategic plan?
  - Is there a triggering event, e.g., a plan afoot for a change in direction, capital campaign, etc.?
- What does the Library do well today?
- What do you want to do better?
- Has the library benchmarked against comparable institutions/cities? What did you discover?
  - What makes us unique? What makes us distinct?

Collaborative leadership style

- Chaired Citizen's League Study on Minneapolis Library
  - Stakeholders included librarians and staff, library board, patrons, regional experts, political and business leaders
- Facilitation style based on *Future Search*, reflective listening
  - *Whole systems approach*
- Increasing work with non-profits
  - Minneapolis Heart Institute Foundation
  - Circle of the Beloved
  - American Refugee Committee/Questscope
- I welcome the involvement of your whole board
  - Let's set a work plan and coordinate calendars up front

Experience

spectralink
The WorkSmart Company

CATERPILLAR®

Diagnostics

Roche

BTD

Minneapolis
Heart Institute
Foundation®
Creating a world without heart and vascular disease

essilor

SIEMENS

Cummins

Heartland
Automotive Services
America's Largest Jiffy Lube® Franchisee

Consulting

Insight interviews
Channel conferences
Business & account plans

Onboarding/teambuilding
Trouble-shooting
Culture change

JamesHardie

Datacard Group

Trulite
Glass & Aluminum Solutions

Microsoft

Valvoline.

Xcel Energy®

Lilly

usbancorp.
Five Star Service Guaranteed

Every age needs people who will
redeem the time by living with a vision
of things that are to be.   *Adlai Stevenson*

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MYCOGEN SEEDS

Distribution Strategy

Presented by

BI™

BI Performance Services

7630 Bush Lake Road

Minneapolis, MN   55439

Submitted by

Gary Giltner

Account Executive

October 9, 1998

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MYCOGEN SEEDS

U.S. Distribution, 1998-2001: Status, Strategy, and Recommendations

EXECUTIVE SUMMARY

On the eve of its acquisition by Dow AgroSciences (DAS), Mycogen Seeds has conducted an intensive review of how the company goes to market in the United States. This report describes Mycogen Seeds' situation, assesses the status of its current distribution network, and recommends a strategy and tactics for developing marketing channels based on our understanding of Mycogen Seeds' strategy. We build on the April 1998 work of the Business Strategy Team, meetings with Mycogen Seeds' product, sales, and agronomic services managers, internally available data, and industry information.

Market Trends

The U.S. agricultural industry is consolidating. Causes include pressures to take advantage of economies of scale, technological change, globalization of demand and competition, decreasing government subsidies, and increasing government regulation.

By 2010, it is estimated that 360,000 commercial farms will account for 82% of farm gross income. There are 2,000,000 U.S. farms today. According to the USDA, the number of these farms will decline 1.1% annually through 2010, while the average size of farms will increase from 471 acres today to over 500 acres.

- As growers increase in sophistication and management skill, they will demand accurate, specific, up to date information. The general manager of a large farm enterprises will be as likely to drive a BMW as a pick-up. He may spend more time in his office than in the fields. This farmer will buy differently than a traditional one.
- Genetic engineering of plants for specific output traits offers sophisticated growers the opportunity to differentiate their products for greater profit. Product differentiation will fragment the current agricultural commodity-based distribution and trading systems into markets for specialty crops.
- The increase in hybrids with specific output traits will create opportunities for growers, processors, and seed companies for closed-loop supply contracts for crops that preserve their identities (IP) from the farm to sale by food product companies.
- New biotech input traits are transferring relative value of agricultural inputs from chemicals to seeds. This shift in value is prompting acquisitions of seed companies by chemical companies. These merged enterprises are beginning to price and promote their products as bundles, which will affect how these products are distributed to growers.

- These consolidation and vertical integration trends will also affect livestock production, distribution, and food processing.   Hog, poultry, and beef producers are scaling up on the Tyson Foods model.   As they search for ways to lower feed costs and differentiate their product, they will be candidates for IP contracts with growers.
- Users of grain will demand tracking of their raw material to origin and of how it was produced. This will increase the demand for documentation and information in the distribution channels.

In summary, fewer farmers will control larger acreages and run high-volume grains and livestock production enterprises.   Successful farmers will be skilled in financing, marketing, and production, and will collect and organize detailed information about their operations.   As a result of these market changes, the primary purchase motivation for agricultural inputs will shift from loyalty and relationships to economics.

Marketing Strategy

Dow Chemical is taking steps to join DuPont and Monsanto as leaders in the agbiotech industry. Dow Agrosciences is building R&D expertise both internally and through joint ventures and with acquisitions of companies like Mycogen. Dow's ten year goal is a 10% share in the seed market through acquisitions and internal growth. Subject to further discussions with Dow AgroSciences, Mycogen will pursue the following objective:

> **Mycogen Seeds partners with business-oriented row crop producers, integrated livestock operators, processors and end users, to… increase their profits by enhancing nutritional value, performance and healthiness.**

Strategy A   *Beginning with its current commodity base in corn and soybean hybrids, Mycogen Seeds will define and expand their market position by delivering high-value ag inputs to dairy producers, corn feed producers, and sunflower producers. Products will be delivered via multiple channels to increase customer reach.*

Recommendations — Segment Marketing

1. Prune geographic coverage, products, and manufacturing capacity that does not address these niches. Investigate the profitability of soybeans vs. the loss of contribution to cover the costs of distribution if soybeans are dropped.
2. Develop comprehensive performance information on top performing hybrids.
3. Expand sales and technical support coverage in key segments.
4. Communicate accurate, timely, comprehensive marketing information to channel, customers, and prospects.
5. Target research and licensing efforts to the evolving needs of these niche customers as identified by technical support in the field.
6. Improve forecasting techniques, database management, and inventory control.

The structure of production agriculture is shifting from a product owned and marketed by farmers and ranchers to an industry of contracted services. In 1993, $47 billion, or 32% of the total value of U.S. agricultural production, was produced under production contracts.[*] Poultry and vegetables are almost entirely raised under contract, and other agricultural commodities show a trend in this direction.
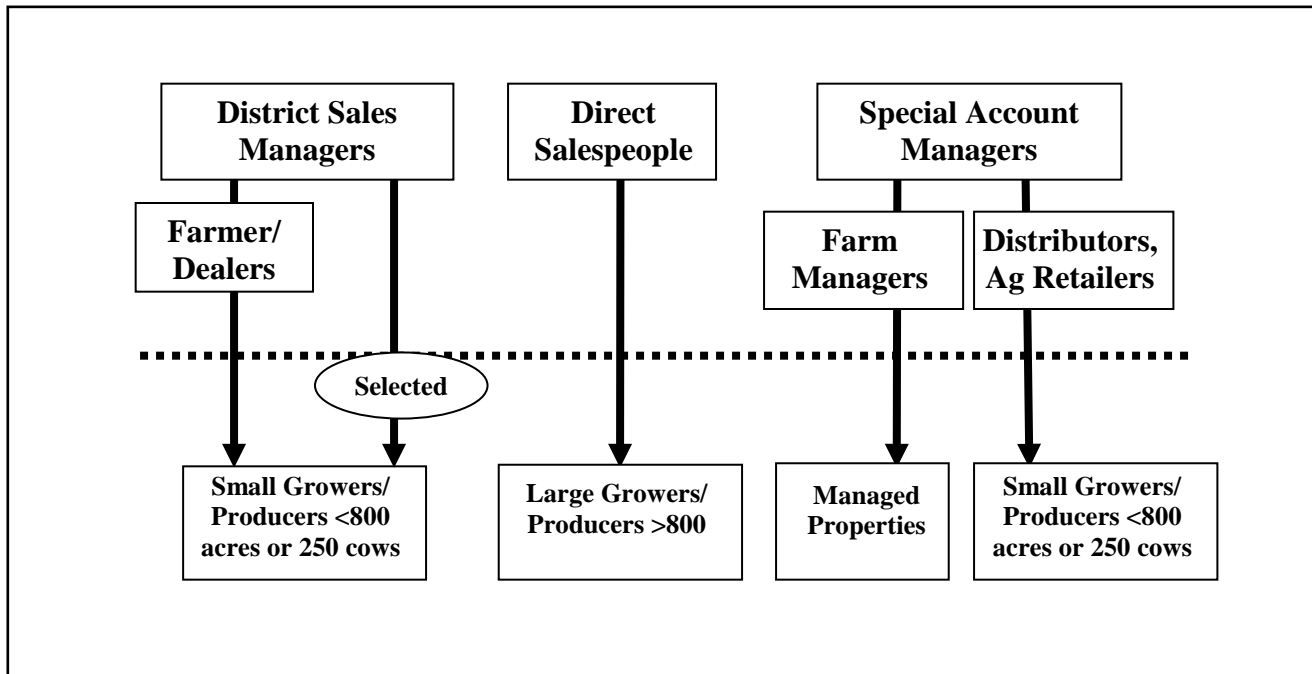
Distribution Strategy

Carrying out these corporate strategies will require a new distribution channel strategy. Mycogen Seeds' current distribution primarily addresses small and medium sized growers. Management estimates that only 14% of all growers are actively called on by the 3,179 farmer-dealers. Being mostly smaller farmers, they are not comfortable calling on the large operators that represent the bulk of future sales. Too often, the sophisticated customer or influencer turns away the Mycogen seller with a token order of seed.

Strategy B   *Mycogen Seeds will deploy channel resources to support growth in revenue, margins*

and addressed market percentage within the changing market environment.

Multi-Channel Distribution Plan

Below is a model of the proposed multi-channel distribution for Mycogen Seeds.

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┌──────────────────────────────────────────────────────────────────────────────────┐
│                                                                                    │
│   ┌──────────────────┐    ┌──────────────┐    ┌──────────────────────┐             │
│   │  District Sales  │    │   Direct     │    │   Special Account    │             │
│   │    Managers      │    │ Salespeople  │    │     Managers         │             │
│   └──────────────────┘    └──────────────┘    └──────────────────────┘             │
│                                                                                    │
│   ┌──────────────┐                          ┌──────────┐ ┌───────────────┐         │
│   │   Farmer/    │                          │  Farm    │ │ Distributors, │         │
│   │   Dealers    │                          │ Managers │ │ Ag Retailers  │         │
│   └──────────────┘                          └──────────┘ └───────────────┘         │
│   ............................⟨ Selected ⟩...............................          │
│                                                                                    │
│   ┌──────────────────┐  ┌──────────────────┐ ┌──────────┐ ┌──────────────────┐     │
│   │ Small Growers/   │  │ Large Growers/   │ │ Managed  │ │ Small Growers/   │     │
│   │ Producers <800   │  │ Producers >800   │ │Properties│ │ Producers <800   │     │
│   │ acres or 250 cows│  │                  │ │          │ │ acres or 250 cows│     │
│   └──────────────────┘  └──────────────────┘ └──────────┘ └──────────────────┘     │
│                                                                                    │
└──────────────────────────────────────────────────────────────────────────────────┘
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The benefits of multi-channel distribution to Mycogen will be greater customer coverage, greater knowledge of customer needs, and more responsive customer service. The risks of multi-channel distribution are increased costs, potential channel conflict, and increased management complexity. Well conceived implementations must address these risks while avoiding the path of being "captured" by the desires of the current channel.

Distribution Strategy Objectives

Mycogen Seeds will deploy channel resources to support growth in revenue, margins and addressed market percentage within the changing market environment.

Management Objectives for Distribution Channels

Channel	1998	2001	2003
Farmer Dealers	80%	65%	50%
Distributors & Ag Bus.	10%	12%	15%
Direct Selling	10%	23%	35%

Tactics

1. Consolidate current Sales Rep force.

2. Build Direct Sales capability to sell to large growers and dairy and livestock producers.

Direct Selling To Large Growers: Expand Where Current Product Wins

Base Case				Aggressive Case			
State	Year1	Year2	Year3	State	Year1	Year2	Year3
NE	1	2	4	NE	5	9	13
IL	1	2	4	IL	5	10	15
IN	4	4	6	IN	4	8	10
IA	1	2	4	IA	5	9	13
MN/SD	1	2	4	MN/SD	4	8	10
KA		1	1	KA		1	1
WI		1	2	WI		1	2
MI		1	2	MI		1	2
Total	8	15	26	Total	23	47	66
Expense @ 140k	$1.12 mm	$2.1 mm	$3.64 mm	Expense @ 140k	$3.22 mm	$6.58 mm	$9.24 mm

Aggressive case based on maximum territories with a minimum of 200 prospects, assuming 1/2 of the farms of 500-999 acres and all larger farms meet the criteria.

3. Develop telemarketing and support center for high-volume customer contact.

4. Align and expand nutritionist/agronomist support forces.

5. Build account team to address national distributors and ag retail chains.

6. Create Special Accounts Manager sales force to sell IP contracts to food processors and end users.

7. Promote a two-way dialogue between sales, technical support, and research.   Research can use the insights provided by field people on customer requirements.   Field people need to have an understanding of the company's strategy, research priorities, and the product pipeline so they can sell confidently.

8. Strengthen Web site communications and implement electronic commerce option with customers.

Financial Results

Significant improvements in operating income can be achieved through successful implementation of these distribution initiatives. A decline in the traditional farmer-dealer channel (which is already occurring) is forecast, with incremental revenues from direct selling, added distribution, and IP contracts.

Contribution to Overhead of Proposed Initiatives

Effects of New Distribution Initiatives	1999	2000	2001
Base Case			
Farmer-Dealer	95%	86%	74%
Direct Sales	%	4%	10%
Distribution	5%	10%	16%
Revenue	107708	126904	158770
Margin	50269	58404	71728
Contribution to OH	47966	47990	58401
Aggressive Case			
Farmer-Dealer	94%	78%	60%
Direct Sales	2%	9%	19%
Distribution	5%	9%	13%
Revenue	108889	140533	196572
Margin	51004	62691	81468
Contribution to OH	47021	48742	63285

Next Steps

Once we have worked together to correct and complete the corporate strategy, channels strategy, and priorities for tactics, we suggest developing a preliminary budget for executing the plan that reflects the investments and savings we foresee. We suggest continuing to identify points of contact with the Dow AgroSciences organization (where we can align strategies), refining the data which support our planning assumptions, and reviewing these draft proposals with other members of the management team.   Key dates in the process include:

Week of October 19	Refine plan based on DAS input. Further discussions on budget and implementation.
October 29	Present plan to sales and marketing team.

MYCOGEN SEEDS

U.S. Distribution, 1998-2001: Status, Strategy, and Recommendations

On the eve of its acquisition by Dow AgroSciences (DAS), Mycogen Seeds has conducted an intensive review of how the company goes to market in the United States.   This report describes Mycogen Seeds' situation, assesses the status of its current distribution network, and recommends a strategy and tactics for developing marketing channels based on our understanding of Mycogen Seeds' strategy.   We build on the April 1998 work of the Business Strategy Team, meetings with Mycogen Seeds' product, sales, and agronomic services managers, internally available data, and industry information.

I. Market Trends

The U.S. agricultural industry is consolidating. Causes include pressures to take advantage of economies of scale, technological change, globalization of demand and competition, decreasing government subsidies, and increasing government regulation.   How will this consolidation affect Mycogen and its need for distribution channels?

- By 2010, it is estimated that 360,000 commercial farms will account for 82% of farm gross income. There are 2,000,000 U.S. farms today.   According to the USDA, the number of these farms will decline 1.1% annually through 2010, while the average size of farms will increase from 471 acres today to over 500 acres.

- As growers increase in sophistication and management skill, they will demand accurate, specific, up to date information. The general manager of a large farm enterprises will be as likely to drive a BMW as a pick-up.   He may spend more time in his office than in the fields. This farmer will buy differently than a traditional one.

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- These consolidation and vertical integration trends will also affect livestock production, distribution, and food processing. Hog, poultry, and beef producers are scaling up on the Tyson Foods model. As they search for ways to lower feed costs and differentiate their product, they will be candidates for IP contracts with growers.

- Users of grain will demand tracking of their raw material to origin and of how it was produced. This will increase the demand for documentation and information in the distribution channels.

Appendix A contains a more detailed analysis of market trends.

In summary, fewer farmers will control larger acreages and run high-volume grains and livestock production enterprises. Successful farmers will be skilled in financing, marketing, and production, and will collect and organize detailed information about their operations. There will be more regulation and less support from the federal government. The risks of size, a desire to differentiate products, the reform of government support programs, and the lack of commodity markets for specialty crops will drive farmers towards contracting relationships to manage risk and maximize profits. As a result of these market changes, the primary purchase motivation for agricultural inputs will shift from loyalty and relationships to economics.

II. Mycogen Seeds Status vs. Competitors in the U.S. Seed Market

Mycogen is competing with large, aggressive seed and chemical companies for the business of these sophisticated growers. The chart in Appendix B shows how the major competitors in this market are positioning themselves.

Mycogen has lower market shares and a smaller research budget than the large integrated producers vying for this business. Mycogen's marketing and sales groups perceive that Mycogen will at best meet or lag competitors in technology in the next five years:

- Grain germplasm is competitive in 105-110 day maturation, but deficient in 95-108 day corn, putting pressure on competitive position from Illinois to Maryland.

- 110-114 day corn is a publicly available product with poor margins

- In soybeans, performance of traditional varieties is good, but the company's genetic value-added input and output traits soybeans are lagging the market in cycle time.

- Mycogen has an excellent position in corn silage with its TMF product. Sales in Wisconsin are primarily driven by TMF. The technology is not proprietary, and a former employee is marketing a product based on TMF germplasm to regional seed companies around the country.

- Mycogen is competitive in alfalfa and sorghum. Sorghum does not have high potential for transgenic hybrids.

- Mycogen leads in sunflower traits.

While these facts/perceptions can change with time, effort, and investment, this marketing plan assumes that Dow and Mycogen will be most successful in the next three to five years by focusing on niches and becoming expert at understanding and meeting the needs of customers. Using available market research and Mycogen marketing and sales management's perspectives, the following potential segments were evaluated:

Market Segment Analysis

Market Segment	Mkt Size ($MM) Estimate for 2003	Growth Potential	Profit Potential (Myco Margins)	Mycogen Could Be #1, 2,or 3 in Market?
Soybeans	1700	High	20.7%	N
Corn Feed (Swine, Poultry)	600	High	49.5 (all corn)	Y
Dairy Silage (Corn, Alfalfa)	380	Low	32% alfalfa 49.5 (all corn)	Y
Corn Industrial	150	Low	49.5 (all corn)	N
Corn Commodity	2000	High	49.5 (all corn)	N
Corn Fed Beef	224	Low	Low	N
Sunflowers	80	Low	60.1	Y
Sorghum	40	Shrinking	44.2	N

Source: Mycogen Seeds Management Discussions

Mycogen's financial results by crop segment show significant erosions in corn revenue and soybean profit.   Soybeans have increased as a percentage of unit and sales volume, while declining in margin contribution.   Sorghum is in overall decline.   Appendix C shows sales and margin analysis by crop.

Competitive Conclusion: Emphasize Niches Where Mycogen Has Competitive Product and Can Be Among the Leaders

Mycogen's best margins and most proprietary products appear to be in the dairy and sunflower segments.   By redefining corn from a commodity to a niche centered on feed requirements for swine and poultry, Mycogen has a better change of establishing a defensible market position.   But Mycogen is losing share in these segments because they are trying to play in other businesses. Sorghum and the corn-fed beef production segments do not appear to be attractive niches for Mycogen today. Beef production is a mature market where feed requirements are based on lowest cost rather than quality.   Sorghum is a declining market in a limited geography that does not fit well with Mycogen's other offerings.   Unless there are substantial international opportunities, building market share in these segments would generate lower returns than what Mycogen believes will be available elsewhere. Appendix D has further segment analysis.

In soybeans, Monsanto has established a preeminent position through mergers and its Roundup Ready technology. Soybeans in 1998 were 57% of unit volume and only 11.2% of gross profits (21% gross margins). Mycogen had a 2.3% soybeans market share in 1997(latest data available), with sales management projecting a lower share in the coming crop year because of non-competitive product. In the near time, Mycogen appears to be competitively limited in soybeans to offering a better price and a complementary offering to its corn hybrids.

III. Mycogen Seeds Product Strategies

Dow Chemical is taking steps to join DuPont and Monsanto as leaders in the agbiotech industry. Dow Agrosciences is building R&D expertise both internally and through joint ventures and with acquisitions of companies like Mycogen. Dow's ten year goal is a 10% share in the seed market through acquisitions and internal growth. Subject to further discussions with Dow AgroSciences, Mycogen will pursue the following objective:

> **Mycogen Seeds partners with business-oriented row crop producers, integrated livestock operators, processors and end users, to… increase their profits by enhancing nutritional value, performance and healthiness, … and by implementing "closed-loop" marketing partnerships.**

__Strategy A__   *Beginning with its current commodity base in corn and soybean hybrids, Mycogen Seeds will define and expand their market position by delivering best-value ag inputs to dairy producers, corn feed producers, and sunflower producers. **Products will be delivered via multiple channels to increase customer reach.***

Best Value Ag Inputs to Niche Markets

Below are summaries of each target segment and how Mycogen will win:

Dairy Producers (Corn silage and alfalfa)

U.S. Market Size	Feed Purchasers	Requirements	Mycogen Offer	Competitive Offers
8 million acres 1.2 mm bags corn (Doane- silage) 7.75 million cows in 20 major states *Market Share* (Silage only, Doane 98): Pioneer 27.1% DeKalb 14.1 Mycogen 11.2 Novartis 6.5	Dairy Farmers Custom growers Farm Managers Cooperatives Influencers: Nutritionists Veterinarians	Differentiated Nutritional benefit Pdt. Fit to feed ration Tonnage Quality, protein components Longer bunk life for silage Ease of handling and transportation	Now: TMF & Alfalfa -winterhardy -Higher yields -resistant to aphanomyces and leafhopper yellowing 01: Corn TMF Alfalfa TMF 02: Low Phytate 05: Green Gene 06: Protein mod.	Cargill: BMr Pioneer: TMR with innoculants Dekalb/MTC: traditional hybrids, Prosilac Dupont: Soybean meal Regionals

Dairy producers have many advantages to Mycogen as a niche market.   Over 60% of the dairy cows in the top 20 producing states are in the North Central states east to Vermont; there's great overlap with the Corn Belt.   The dairy industry is becoming specialized by function; some dairy producers raise replacement heifers, while others concentrate on milk production or offer custom planting of silage to dairy producers.   Dairies are valuing production by component (butterfat, protein) as well as tonnage.

These trends will favor Mycogen's TMF; as the industry specializes, there will be more attention to validated performance gains from feed.   In addition, milk and butter prices are up 20-25% in the last year, and the industry is healthy.   There is a movement of dairy farms back to the Midwest, particularly to Kansas and Oklahoma, to counter environmental concerns, water availability, and development pressures in California and elsewhere.

Mycogen's branded cattle feed, TMF, combines silage corn, alfalfa, and other forages.   TMF claims more "milk per acre" in yields of digestible feed and reduced feed costs.   The product has generated good results in university trials at McGill and Wisconsin.   Lactation and feeding trials are underway with third parties.   On the negative side, the technology is not proprietary, and customers have had negative experiences with standability and usage outside of the North Central states.   Mycogen management recommends more technical information to influencers in the channel like nutritionists and veterinarians.   Additionally, there is an opportunity in the innoculants market.   25-30% of dairy farmers buy innoculants to prolong silage life.   Mycogen should evaluate the innoculants opportunity as part of considering potential distribution partners, and justifying the investment in additional specialists for the dairy segment.

Distribution Now	Distribution Needed	Changes in Product	Changes in Distribution
Farmer-Dealer	Farmer-Dealers and Co-ops (Small producers) Direct sales and specialists(Large accounts)	Innoculants? Output traits for high protein milk?	Hire nutritionists for areas where milk is valued on content rather than tonnage. Investigate partnership with non-competitive equipment or vet supply distributors.

Corn Feed Producers

Market Size	Purchasers	Requirements	Mycogen Offer	Competitive Offers
45 million acres feed 6 million industrial 15 mm bags (56% Doane total) feed Moving from #2 yellow to corn with output traits *Corn Market Share* Pioneer 33.7% DeKalb 11.7 Novartis 8.9 Cargill 4.1 ICI/Garst 4.0 Mycogen 3.7	Swine producers Poultry producers Food processors - corn wet milling - starches Management functions will become specialized as operations continue to grow.	Specific Attribute crops Sustained superior yields Better recordkeeping Segregated storage for specialty crops	Bt 99 Bt/High Oil 99 IMI Resistance 01 Liberty/Bt 01 RR 03 High Oleic Acid 04 Liberty/Bt CRW 05 High Mycotoxin resistance 05 Green Gene	'94 DuPont meets competition meets competition 96 Novartis 98 Monsanto 01 DuPont 02 Monsanto/Novartis

Mycogen's market share in corn has slipped to 3.7% in 1998 (Doane).   Acreage dropped approximately 10% from 1997.   Mycogen does not appear to have a clear image in terms of benefits; in the Doane seed study, 65% of the respondents who planted Mycogen in 1998 but not 1997 "just because they wanted to try something new" vs. 25% for the rest of the industry.   In Doane's Corn Image Study, Mycogen was rated lower than the rest of the industry on field sales support, research, and dealer support.   There were no attributes where Mycogen was higher than the industry average. Mycogen needs to reach customers more effectively with a clearer message.

Mycogen's clear message could be high performance feed for corn growers through the use of seed with new output traits.   For example, industry experts like Mike Boehlje of Purdue say that pork producers are restructuring their operations towards a high-quality, high value orientation.   These producers, along with their counterparts in broilers and turkeys, will be receptive to the higher energy contained in high-oil corn and the efficiency and environmental benefits of low phytate corn. Estimates of acreage for high oil corn range from 9-15 million acres by 2001 (First Boston research). Delivering this message to growers will require a direct sales force with more technical background.

Distribution Now	Distribution Needed	Changes in Product	Changes in Distribution
Farmer-Dealer	Direct to large growers	Introduce products in pipeline	Direct sales to large growers

Appendix E shows more analyses of major corn feed and other end-use segments.

Sunflower Producers

Market Size	Purchasers	Requirements	Mycogen Offer	Competitive Offers
3.3 mm acres, primarily export, substitutes for wheat 85% oil, 15% confections 50% margins *Mkt Share*: Mycogen has 17.5% oil, 100% confection (28% overall) 33% Cargill 20% Cenex/Intst. Pioneer, Novartis	Sunflower growers Primarily Dakotas Product purchased by snack makers, bird food companies, and oil processors for use in food products.	Yield High oil content Visual aesthetics for confection pdt. Disease resistance	98 High Oleic Sun 02 Sun Bt (head moth) 04 Sun Bt (seed weevil) 03 Cocoa butter substitute 03 White Mold resistance 05 Protein sunflower meal – would enhance animal feed	Cargill controls ND crushing market and bird food segment. Cottonseed oil is a byproduct substitute. DuPont offers high oleic substitutes with canola and soybean oils. Monsanto has RR variety in plant in Argentina.

Sunflowers are a good but volatile business for Mycogen Seeds. Sunflowers are a substitute crop for wheat, and volume and pricing are volatile. Sunflower acres are heavily concentrated in the Dakotas and the High Plains. With the end of transportation subsidies and the Freedom to Farm Act, it appears that overall sunflower acreage is declining. Strong foreign competitors exist in Argentina and Europe. Mycogen holds proprietary technology and a lead in sunflowers for confections. To grow, sunflower oil must win share from other edible oils like cottonseed, canola, or soybean.

Distribution Now	Distribution Needed	Changes in Product	Changes in Distribution
Farmer-dealer	Farmer-dealer with DSMs	Introduce products in pipeline	Cull farmer dealers Find IP applications

Recommendations — Segment Market Strategy

1. Prune geographic coverage, products, and manufacturing capacity that does not address these niches. Analyze the profitability of soybeans.
2. Develop comprehensive, localized performance information on current top performing hybrids.
3. Expand sales and technical support coverage in key niches.
4. Communicate accurate, timely, comprehensive information to the channel, customers, and prospects through telemarketing, fax, and the WWW.
5. Target research and licensing efforts to the evolving needs of the niche customers as identified by technical support in the field.
6. Improve forecasting techniques, database management, and inventory control, with compensation for success tied to contribution margin.

IV. Channels Strategy

A. Status

Carrying out these corporate strategies will require a new marketing distribution strategy. Mycogen Seeds' current distribution primarily covers small and medium sized growers. Management estimates that only 14% of all growers are actively called on by the 3,179 farmer-dealers. Farmer-dealers receive seed discounted for volume and cash payments early in the selling cycle. These dealers generate 80% of company sales, but many are approaching retirement. Mostly smaller farmers, they are not always comfortable calling on the large operators that represent the bulk of future sales. Many farmer-dealers and district sales managers (DSMs) lack the technical knowledge to call on nutritionists and agronomists. These specialists increasingly influence sales. Too often, the sophisticated customer or influencer turns away the Mycogen seller with a token order of seed.

Distributors cover 100% of the South, 66% in Texas, and 30% in KA and MO. Ag distributors and retailers are being pressured by the larger suppliers to form exclusive marketing relationships in return for favorably priced bundles of seeds and chemicals.

All of these factors contribute to declining market share for Mycogen in corn and soybeans. Sales in Iowa and NE are driven primarily by relationships. Mycogen has a credibility gap with some customers because of the poor experience with Bt corn. In sunflowers, the market share of 28% has declined from earlier levels and is threatened by potential new technology. Sales in the Dakotas are driven by the quality of the product and historical relationships.

Traditionally, these relationships have been the reason for continuing to sell through farmer-dealers. Here's how the process works today in the farmer-dealer sales channel:

Lead I.D.	Qualify Sale	PreSales	Reinforce Decision	Close of Sale	Post Sales Service	Account Mgmt.
Contacts local growers	DSM CAPPS planning	Agronomy and DSM support	Relationship	DSM reallocates and changes order to reflect inventory.	*Ad hoc*	Field days

The farmer-dealer channel is expensive. Purchases of $25-50,000 qualify for a 16% discount. A series of cash discounts starting at 10% are available for early payments. Sales discounts range as high as 26% for large accounts. This year, an additional 2% was provided to farmer-dealers for participating in the sales planning system. Returns can happen at any time of the year, and are not always anticipated.

There are 106 DSMs in North America calling on larger farmers and managing networks of farmer-dealers. DSMs are paid roughly $45,000 plus a bonus of up to $20,000 based on achievement in volume increases, collections, and tracking transaction paperwork. They also receive $8,000 in expenses and benefits; total loaded cost of a DSM is $80,000 to $85,000 per year. DSMs

have $4 million in discretionary marketing budgets (Business Growth Fund) for promotions and local co-op advertising.

A team of 26 field agronomists and 1.5 nutritionists support the sales force.   In addition, there is a corporate marketing budget of $9 million per year for corporate promotions (including free seed), and advertising.   Mycogen has invested time and money in new business software to address past problems with order processing, delivery, and management information on the sales process.   These systems have not addressed how Mycogen can reach the large customers currently not called on without sacrificing its current customers and their volume.

B. Multi-Channel Distribution Successful in Other Industries

Appendix H shows a model of hybrid distribution for Mycogen Seeds, and how hybrid distribution strategies have been successfully implemented in auto parts, personal computers, and office furniture. Different distribution approaches depending on the requirements and volume of the customer allow for a manufacturer to achieve greater market coverage with appropriate levels of support to each channel.   For example, Federal-Mogul sells its sparkplugs through directly to large "big box" retailers like Pep Boys, traditional distributors to auto service centers like NAPA, and directly to large auto companies for high volume or custom products.   Compaq reaches individual customers through catalogs and superstores like CompUSA, small businesses through value added resellers, and large corporate clients through a direct sales force.

The benefit of hybrid distribution to Mycogen will be greater customer coverage, greater knowledge of customer needs, and more responsive customer service.   The risks of hybrid distribution are increased costs, potential channel conflict, and increased management complexity.   Well conceived implementations must address these risks while avoiding the path of being "captured" by the desires of the current channel.

C. Distribution Strategy and Objectives

Strategy B   *Mycogen Seeds will deploy channel resources to support growth in revenue, margins*

                and addressed market percentage within the changing market environment.

Management Objectives for Distribution Channels

Channel	1998	2001	2003
Farmer Dealers	80%	65%	50%
Distributors & Ag Bus.	10%	12%	15%
Direct Selling	10%	23%	35%

Mycogen Seeds will align field resources with growth opportunities while maintaining the existing revenue base. Over five years, the plan anticipates a significant shift in how revenue is generated, and a stronger business that:

- Fits customer requirements for information, support and products.
- Develops strong relationships with processors and growers through IP contracts. These contracts will make Mycogen less vulnerable to competition.
- Creates customer information that enhances Mycogen's ability to address their needs and differentiate for higher margins.
- Supports the image of Mycogen as a proactive supplier of quality products that improve our customer's profitability.

D. Tactics

1. Consolidate current Sales Rep force.

The plan recommends an orderly consolidation of the sales rep force over the next three years. The goal is to minimize revenue erosion and management distraction as the number of reps declines through attrition or retirement.

- Using CAPP reports and DSM knowledge, identify Reps with growth potential and a desire to grow the amount of time spent selling. Identify existing large grower customers.
- Redesign SR program to motivate "Marketing Oriented Dealers" (MOD) towards expansion of their customer base and closer information relationship with Mycogen. See the two-tiered "Platinum" and "Gold" Dealer Program outlined in Appendix I.
- Upgrade abilities and income opportunities of MOD Sales Reps. Assign accounts of replaced Sales Reps to remaining reps (small accounts) and to Direct Salesmen (large accounts).
- Cancel Sales Rep contracts with non-marketing oriented SRs. Offer extended seed discount to former sales reps plus an override commission on their former accounts for 2 years if those accounts continue as Mycogen customers. This offer to former Reps is to keep them as customers with an interest in their former accounts.
- Use SAP, telephone support, and fax-back to create a two-way information system for MOD Reps. This system initially to be used to maintain current field inventory information and to make inventory information available to MODs and DSMs. Information flow to Reps to include training and other key information that enhances their sales ability.
- Reassign DSM force to support MOD Reps and additional tasks as covered below. The plan anticipates that DSMs supporting the Sales Rep channel will decrease from 106 to 74, and that the number of active reps will drop to 2000 from 3100 in 1999, and then to 1860 by 2001.

Changes in Sales Rep Channel – Financial Impact ($000)

	1999	2000	2001
# Platinum Dealers	500	460	460
Average Revenue from Platinum Dealers($000)	125	147.5	174
# Gold Dealers	1500	1450	1400
Average Revenue from Gold Dealers ($000)	50	53	56
Gross Revenue - Marketing Oriented Dealer Channel	137500	147650	158440
Dealer Discounts	35625	38328	41210
Net Dealer Revenue ($000)	101875	109321	117229
Dealer Margin (80% corn @ 54%, 20% SB @ 21%)	48289	51818	55567

2. Build Direct Sales capability to sell to large growers and dairy and livestock producers.

Appendix J shows a multi-level direct selling approach to large growers. Growers and livestock producers can be identified through market research, direct mail, and telemarketing. Smaller accounts will be referred to DSMs and MOD dealers; large accounts will be assigned to direct sales. Responsibilities and targeted accounts for the direct force need to be carefully defined to minimize channel conflict. Where needed, an override may be paid to MOD dealers for the loss of a customer.

	DSMs – Marketing Oriented Dealers	DSMs – Direct Sales to Large Growers
Responsibilities	Manage Farmer-Dealers Call on local Distributors Surface prospects for IP	Larger Grower sales
Compensation	Contributions/Subjective Bonus	Quota based commissions
Target Customer	Small-Medium Sized Growers	Corn Farmers with more than 800 acres under cultivation; Dairy producers with at least a __ cow herd.

The new direct sales force will be deployed as an overlay to current territories (e.g., 1 direct sales per 2–4 districts) based on geography and opportunity. They will be placed in geographies where Mycogen Seeds has excellent corn product to offer local farmers; ideally this excellence will be validated by strip plots at the county or even township level. Compensation plans should motivate these hires to win direct purchase orders of at least 50 units, with renewals at 150-300 units. Each territory should include at least 200 prospects farming more than 800 acres. Lee Van Horn in southern Minnesota is already prototyping this direct approach with an initial 3000 unit goal for the 1999 growing season. The tables below show the opportunity for direct purchase and the planned addition of direct sales people:

Sizing the Opportunity for Direct Purchase; Large Corn Farmers By State

State	Farms 500-999 acres in corn	Farms 1000+ acres in corn	Annual Units on these Farms	Farms over $250,000 gross
NE	4,563	1,326	1,599,000	7,713
IL	5,919	1,061	1,604,000	11,794
IN	3,473	871	976,333	5,839
IA	5,913	598	1,350,000	16,069
MN	2,617	487	679,667	8,996
SD	1,410	282	399,333	3,767
WI	961	24	189,000	4,705
OH	281	69	96,000	3,615
Corn Belt Opportunity	25,137	4,718	6,893,333	62,498

Source: 1998 Doane Corn Seed Survey; assumes 3 acres per unit

Direct Selling To Large Growers: Expand Where Current Product Wins

Base Case			
State	Year1	Year2	Year3
NE	1	2	4
IL	1	2	4
IN	4	4	6
IA	1	2	4
MN/SD	1	2	4
KA		1	1
WI		1	2
MI		1	2
Total	8	15	26
Expense @ 140k	$1.12 mm	$2.1 mm	$3.64 mm

Aggressive Case			
State	Year1	Year2	Year3
NE	5	9	13
IL	5	10	15
IN	4	8	10
IA	5	9	13
MN/SD	4	8	10
KA		1	1
WI		1	2
MI		1	2
Total	23	47	66
Expense @ 140k	$3.22 mm	$6.58 mm	$9.24 mm

Aggressive case based on maximum territories with a minimum of 200 prospects, assuming 1/3 of the farms of 500-999 acres and all larger farms meet the criteria.

The current DSM force will be divided into two groups: 1) DSMs to support MOD dealer force, and 2) DSMs now to become direct sales only.   Additional hires for direct sales positions should at a minimum have B.S. degrees in agronomy or nutrition, and three to five years of field selling experience.   Certified crop advisor status, computer literacy, and strong interpersonal and communications skills would all be desirable.   The ongoing consolidation of the agricultural chemicals and seed businesses will provide Mycogen Seed with excellent hiring opportunities in the next year.

Addition of Direct Sales Channel – Financial Impact ($000)

Direct Sales - Base Case	8	15	26
Direct Sales - Aggressive Case	20	40	60
Net Revenue - Base Case ($000)	813	4896	16177
Net Margin - Base Case ($000)	490	2473	6889
Contribution to OH - Base Case ($000)	-630	373	3249
Net Revenue - Agg. Case ($000)	2034	13055	37331
Net Margin - Agg. Case ($000)	1225	6594	15897
Contribution to OH - Agg. Case ($000)	-1575	994	7497

3. Develop telemarketing and support center for high-volume customer contact.

The power of the direct sales force can be magnified by establishing a call center for qualifying leads and centralizing customer support and response to problems, as shown in the chart below:

Customer Response Center

OUTBOUND CALLS

- Customer delivery complaint/ inquiry
- Grower inquiries

- Direct Sales Lead Qualification
- Pre-delivery confirmation
- Customer issue closure confirm
- Promotion participation checks

INBOUND CALLS
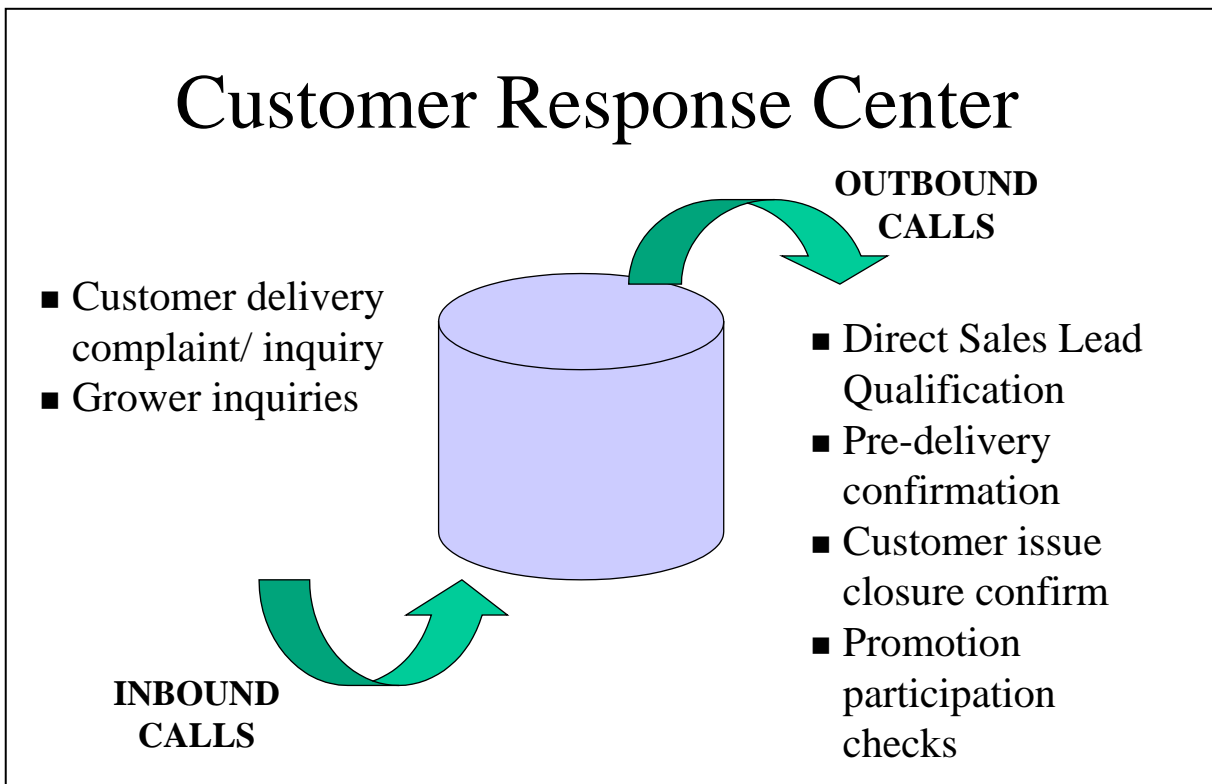
4. **Align and expand nutritionist/agronomist support forces.**

- Add specific dairy support established for TMF area.
- All of the selling forces will require additional technical support ranging from a pool controlled at the Area level to dedicated resources for special accounts.
- These resources need to be identified and allocated at a meeting of the realigned sales forces.

5. **Build account team to address national distributors and ag retail chains.**

Historically, national ag distributors, ag retailers, and cooperatives have sold 30-35% of the chemicals and fertilizer purchased by farmers. Transgenic seeds are forecasted to reduce the demand and the value-added of chemicals, and a number of these marketers are reacting by investing in seeds. The chart below shows the major companies in this segment:

Major North American Farm Products Distributors and Ag Retailers

Company	Stores	Geography	Seed ($MM)	Products (# Hybrids), Other Information
United Agri Products (div. of ConAgra) $2.9 billion FY98 (8/31)	400+	Midwest, Midsouth	$100-200 mm	Clearcrop, Cropmate 30% of Roundup sales Novartis #1 seed supplier
Cenex Harvest States (div. of Land O'Lakes) $4.2 bil sls, $94.7 m EBIT 1000 member co-ops Recently merged with CountryMark (130 co-ops)	300	North Central, Pacific NW CountryMark in IN, MI, OH		CroPlan Genetics NK Brand Bt (22) Optimum High Oil (20) Liberty Link/ Star Link (11) IMI (10) Cargill Sunflower (9) Canola (5) STS Tolerant SB (DuPont) RR SB (Monsanto)
Terra Industries (Sioux City, publicly traded) $1.7 bil sales, $41 m EBIT 70% sales to growers, 30% to other ag dealers) 300 CCAs on staff	425 co. 400 aff. Dealers 40% of Royster-Clark (100)	Midwest, South, Eastern Canada		Terra Brand 17% sales in 97 (corn, cotton, sb, wheat) DeKalb corn seed
Growmark	100 co-ops	IL, IA, WI, Ontario		FS Brand. 7/98 announced jv in seed with LOL
Helena Chemical Co.				
Agrium (Calgary) $830 mm sls	232	Western Canada, Pacific NW, Cornbelt		
IMC Global $873 m sls, $164 m EBIT	245	Midwest, Southeast		Retail division for sale
Ag Services of America $176 m Farm inputs, growing 25-30% annually	23 Sales	28 states centered on Midwest		Buyer of farm inputs and banker for farmers

Appendix K shows additional U.S. farm supply distributors. Distributors will be the sales channel for growers and livestock producers who are too small to justify direct sales contact. Distributors do not want to "get married" to one of the industry leaders. Mycogen Seeds can be an ideal second or third supplier for these companies to maintain leverage with Pioneer and Monsanto. Two strategies could be pursued.

A. An off-price, co-labeled value brand competing with the technology and branded products that will be offered by Monsanto and Pioneer.

■ Hire a national sales manager for national distributors and retailers. Identify 5-10 national accounts as the assignment for this individual. National manager should receive support as needed from the area-level managers to support activities at regional level at the national account locations. This national sales manager should be compensated for selling co-label arrangements with ag retailers that reach designated volumes.

- Hire area-level sales managers to develop a marketing plan within their area for <u>regional</u> distributors and retailers.

B. A commitment to technology, product development, and advertising that will allow Mycogen and Dow to go head-to-head with premium products in this channel.

- Create a bundling and branding strategy with Mycogen seeds and the agchem business of Dow Agrosciences.
- Develop a technology pipeline that positions Dow and Mycogen as a credible performance alternative to the market leaders.

For the purposes of this plan, it is assumed that in the short term Mycogen will pursue the first strategy.   The economic model for distribution sales appears below:

<u>Changes in Distributor Channel – Financial Impact ($000)</u>

Net Revenue after 35% returns, 2% cash discount ($000)	4941	12517	25093
Cost of Corn Per Bag	35	36	36
Cost of Goods Sold	3501	8515	16003
Gross Margin	1440	4002	9090
Less: National Accts Support	600	600	600
Less: Advertising and Promotions	494	1252	2509
Less: DSM Bonuses@1% of sales	49	125	251
Contribution to OH ($000)	296	2025	5730

6.   Promote a two-way dialogue between sales, technical support, and research.   Research can use the insights provided by field people on customer requirements.   Field people need to have an understanding of the company's strategy, research priorities, and the product pipeline so they can sell confidently.

7.   Strengthen Web site communications and implement electronic commerce option with customers.

This chart summarizes the segments of distribution that will be employed by Mycogen Seeds by customer.

Mycogen Customer	What they Buy	Required Support	Mycogen Channel
Small/Med Grower (Today's Accounts)	Off Shelf Products	Prod. Know., yield info, proof of claim, limited agron.advice., availability info	DSM with Farmer/Dlr (segmented)

Farmer/Dealer (Today's Channel and Customer)	Off Shelf Products	relationship, availability, pricing, yield proofs, mktg. help, help vs. competition, ability to deliver info #1	Tele-sales and DSM's
Large Grower (Priority Accounts)	Off Shelf Products & Special Traits	Med grower plus: genetic advice, more in-depth agronomic advice, business planning	Direct Sales
Livestock and Dairy Producers (Priority Accounts)	Off Shelf Products	above plus nutrition, animal husbandry, trait impacts	Direct Sales (large)and DSM's (small)
Large Coops	Off Shelf Products	Inventory info, future product info, bundling, all grower info	Direct Sales
Independent Distributors	Off Shelf Products	Inventory info, future product info, bundling, all grower info	Direct Sales
Processors (Future Business)	Special Traits	scientific info, nutrition, R&D contact, contracting contact	SAM's (Special Account Managers)
Food Producer (Future Business)	Unique Trait Products	total contracting help, future products, all levels of tech support	SAM's

V.   Financial Returns; Risks and Contingencies

Significant improvements in operating income can be achieved through successful implementation of these distribution initiatives.   Exhibit L shows a detailed financial model of incremental revenue and margin.   In essence, a decline in the traditional farmer-dealer channel (which is already occurring) is forecast, with incremental revenues from direct selling, added distribution, and IP contracts.   The plan forecasts the following changes in the revenue stream and forecasts financial results:

Contribution to Overhead of Proposed Initiatives

Effects of New Distribution Initiatives	1999	2000	2001
Base Case			
Farmer-Dealer	95%	86%	74%
Direct Sales	%	4%	10%
Distribution	5%	10%	16%
Revenue	107708	126904	158770
Margin	50269	58404	71728
Contribution to OH	47966	47990	58401
Aggressive Case			
Farmer-Dealer	94%	78%	60%
Direct Sales	2%	9%	19%
Distribution	5%	9%	13%
Revenue	108889	140533	196572
Margin	51004	62691	81468
Contribution to OH	47021	48742	63285

Risks

Deploying the direct sales force to large growers could occasion channel conflict between the farmer-dealers and the existing sales force.   Even if they are not calling on large growers now, the people in the existing channel may feel something is being taken from them.

The direct force could be co-opted into the old system.   We recommend having the direct force report through the area managers to allow for resource allocation and conflict resolution to occur in the field.   Executive sales management must closely monitor whether the direct force is meeting developmental and commercial goals.

VI.   Measuring Success: Accountability and Follow-up

Creating a process for implementing these initiatives and reviewing progress is critical to success. The need for follow-up is particularly acute since benefits are forecast to begin in FY 1999.   BI believes that the initiatives address many of the issues in Appendix M, the recorded input from the Sales and Sales Support team.   BI looks forward to an intensive discussion with the working team following Mycogen Seed's visit with DAS to develop the implementation and review parts of the plan.

VII.   Next Steps

Once we have worked together to correct and complete the corporate strategy, channels strategy, and priorities for tactics, we suggest developing a preliminary budget for executing the plan that reflects the investments and savings we foresee. We suggest continuing to identify points of contact with the Dow AgroSciences organization (where we can align strategies), refining the data which support our planning assumptions, and reviewing these draft proposals with other members of the management team.   Key dates in the process include:

Week of October 19	Refine plan based on DAS input. Further discussions on budget and implementation.
October 29	Present plan to sales and marketing team.

MYCOGEN SEEDS

Appendix A — Market Trends

The U.S. agricultural industry is consolidating. Causes include increasing pressures to take advantage of economies of scale, technological change, globalization of demand and competition, decreasing government subsidies, and increasing government regulation.   How will this restructuring affect Mycogen and its need for distribution channels?

By 2010, it is estimated that 360,000 commercial farms will account for 82% of farm gross income.[1] There are 2,000,000 U.S. farms today.   According to the USDA, the number of these farms will decline 1.1% annually through 2010, while the average size of farms will increase to over 500 acres.

Declining Nos. of Larger U.S. Farms
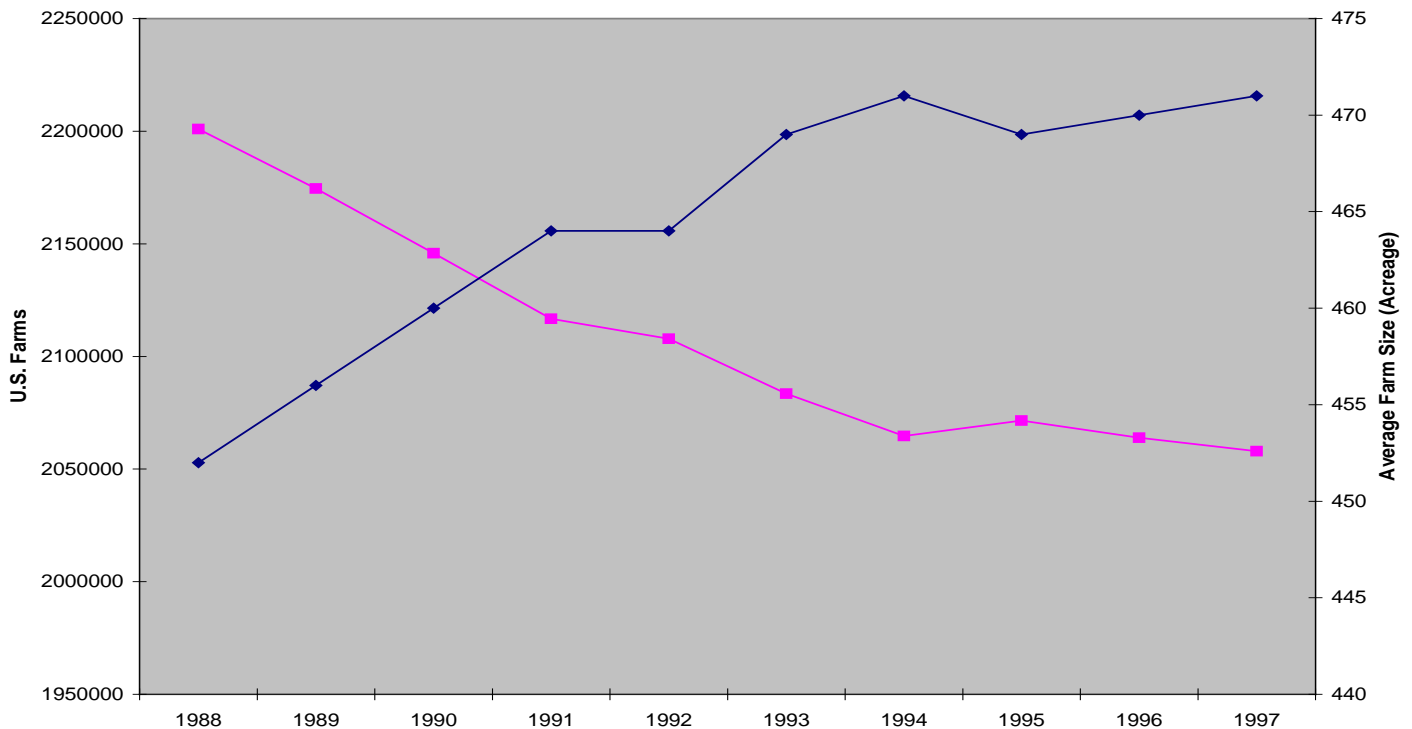
Source: National Agricultural Statistics Service, USDA

Increasing pressures on margins have caused many producers to exit farming while others have grown enormous operations to take advantage of economies of scale.   For example, by 1996, 157,450 farm operations had hogs, a decline of 77% since 1980.   In a report called Food System 21, Purdue's Extension Service sketched the general trend:

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"In 1995, farms with over $250,000 in sales accounted for less than 6% of all farms but dominated American agricultural output, selling over 62% of the nation's livestock and over 53% of the crops. These farms had 56% of the gross cash income and 53% of the cash expenses. Around 70% of the livestock purchases, 60% of feed expenses, 74% of hired labor expenses, and 50% of the machine hire and custom work expenses were paid by these farms."

This consolidation of farm operations will accelerate in the next few years. As a group, farmers are nearing retirement age, and many will be selling out to larger operators to liquidate their investments in the land. Rising land values are a reason to exit and a barrier to new entry. Because the percentage of rented land in farm operations has steadily increased[2], financing skills and asset management are going to be required skills for the successful operator. If sustained, the severe commodity price declines of 1998 and the reduction of U.S. government farm subsidies brought about by the Freedom to Farm Act in 1996 will also work to reduce the numbers of small farmers. Remaining small operations will be farmed as a hobby or to supplement full-time work off the farm.

As growers increase in sophistication and management skill, they will demand accurate, specific, up to date information.

Grower operations are going to have a group of managers. Each will specialize in particular information needed to run the enterprise. More agronomists and nutritionists are becoming part of grower operations, supporting growers as consultants, or joining farm management companies. These specialists will directly influence seed selection, feed rations, and the utility of bundled offers of agricultural inputs. They will demand the latest information on product performance and will use Internet and database services to research products. Growers are also forming buying groups to negotiate better terms for ag inputs.

Genetic engineering offers sophisticated growers the opportunity to differentiate their products for greater profit. Product differentiation will fragment the current agricultural commodity-based distribution and trading systems into markets for specialty crops.

Genomics and bioinformatics are becoming product development as well as research tools. They have shortened the plant breeding cycle of new hybrids. Monsanto's product pipeline rests on the 40,000 gene trials the company now performs every year. The first genetic hybrids to market have been for "input" traits such as insect and herbicide resistance. The adoption of Roundup Ready soybeans is the outstanding example of how these products can alter market shares. In just four years, acreage planted with Roundup Ready soybeans has increased from nothing to an estimated 44 million acres in 1999, or over 60% of U.S. soybeans planted.
2. FS21, p342

As "output" traits for changing the character of harvested product reach the market, commodity products such as #2 yellow corn, will decrease in market share. In 1997, 4% of the U.S. corn crop were specialized varieties. Custom requirements in the corn wet and dry milling, food, and paper industries will encourage continuing experimentation with specialty crops. Engelke estimates (FS21, p332) that by 2000, 25% of U.S. corn grain will be processed for consumer products, energy,

sweeteners, starch, protein, oils, etc.   Some examples of specialized crops and their estimated growth:

Specialized Crop	Use	Est. Production 96-97 (1000 acres)`	Farmer Premium per bushel	Rate of Market Growth
High-Oil Corn	Livestock Feed	460	.15-.30	100%+ through 2000
White Corn	Snack Foods and other Consumer pdts.	580-630	.30-.40	Modest 2%
Food Grade	Snack Foods and Other Consumer PDts	700-1000	.04-.20	Modest 2%
Waxy Corn	Starch and some export opportunities	550-600	.12-.18	Stable
High amylase	Industrial Products	30-40	1.00	Stable
Total		2320-2730		

Source: Food System 21, p. 333.

New technologies will continue to change agriculture for the foreseeable future.   Within 15 years, in-field plant modification could become a reality.   The joint venture between Dow Chemical and Cargill to develop biodegradable PLA polymers presages future developments in customized raw materials and industrial feedstocks from crops with new, unique properties.   Survey articles on the future of the livestock industry (e.g., *Scientific American*, January 1997) suggest that a convergence of healthcare and nutrition will stimulate the inclusion of vaccines in foods and feedstuffs.   An increasing analytical ability to differentiate grain quality, nutrition and processing characteristics will come into use at the farm level and throughout the supply chain.   Improved animal feedstuffs have the potential to reduce wastes, reduce the costs of feeding, and accelerate preparation for animals going to market.   There will be an increasing generation and use of operational information among commercial producers.   For example, yield monitoring during planting and harvesting combined with soil samples and global positioning technology may allow for the more precise application of agricultural inputs in the near future.

The increase in hybrids with specific output traits will create opportunities for growers, processors and seed companies for closed-loop supply contracts for crops that preserve their identities (IP) from the farm to sale by food product companies.   The inclusion of these products in food recipes will provide new nutritional, shelf life and taste benefits to food manufacturers and consumers.   Although some food companies may prefer to manage the entire farm-to-dinner-table cycle, many will depend upon processors, growers or seed companies for contracting and delivery of the processed product.

Consumers and livestock feeders are driving demand for output traits in grains by seeking more dietary choices. Aging, relatively affluent North Americans wish to minimize food preparation time, control obesity, and manage their health. Demand is increasing for low or no fat foods, leaner meats, and a switch from animal fat to vegetable fats. These demands could be met by livestock producers feeding grains with specific output traits. The increasing number of pets and the market for pet food provides will also provide opportunities for custom feeds. Increasing demand by cheese and yogurt producers for protein content in milk provides an opportunity to develop IP contracts between these producers and dairy farmers.

The new hybrids are transferring relative value of agricultural inputs from chemicals to seeds. This shift in value is prompting acquisitions of seed companies by chemical companies. These merged enterprises are beginning to price and promote their products as bundles, which will affect how these products are distributed to growers.

Excellent germplasm is critical to development of the new hybrids. The existing seed companies are being purchased for their germplasm, their technology, and their distribution channels. Consolidation within the seed market will continue. By 2001, three or four companies will control market direction. Although regional seed companies will retain local market shares, it is likely that they will be forced to adopt a more distributor-like approach in order to offer competitive products in the face of the wave of new offerings from large national seed companies.

Bundling of agriculture chemicals and seeds will increase rapidly because of intensifying competition brought about by commodity price declines. For example, in the wake of its acquisition of DeKalb, Monsanto has reduced the price of Roundup by $10 per gallon and raised the technology fee on Roundup Ready soybeans by $1.50 per bag. Distributors, retailers and manufacturers will support this trend in order to maintain market share (especially chemical resellers who are affected by new products such as Roundup Ready seeds) and to take advantage of acquisition synergies.

Recent Acquisitions of Seed Companies

Monsanto	DeKalb, Delta Pine and Land, Asgrow, Holden's, Calgene, 12% stake in Ecogen, various wheat acquisitions and alliances
DuPont	20% stake in Pioneer. Alliance with Continental Grian for marketing high oil corn.
Novartis	Merger of Ciba/Sandoz brought together agchem and NK and Ciba Seeds
Dow	Purchased remaining interests in DowElanco and Mycogen
AgrEvo	Purchased Cargill Seeds, Plant Genetic Systems

Potential Synergies in the Monsanto/AHP Merger

Monsanto	American Home Products
Purchases	**Purchases**
Seeds	
Agripro Seeds (Hybrid Wheat)	*Crop Protection* – American Cyanamid
Asgrow	*Animal Health*
Holden's Founation	Fort Dodge Animal Health
Stoneville Pedigree/Calgene	Solvay SA
Monsoy	
DeKalb (pending)	
Delta & Pine Land(pending)	
Ag Biotechnology	
Calgene	
Ecogen	
Agracetus	
Biopol	
Alliances/Agreements	**Alliances/Agreements**
Seeds	*Seeds Traits*
Stine	Pioneer Hi-bred International
Japan Tobacco	Garst Seeds
Centro Integral Agropecuario	Novartis Seeds
Maharashtra Hybrid Seed	
	Ag Biotechnology
Ag Biotechnology	
	Molecular Dynamics/Amersham Pharmacia
Synteni Inc.	Acacia Biosciences Inc.
Millennium Pharmaceuticals Inc.	British Technology Group
Mendel Biotechnology	Cambi Biosystems LLC
Empresas La Moderna	Japan Tobacco
Food/Feed Processing	*Crop Protection*
Cargill Inc. (pending)	Mitsubishi Chemical
Frito-Lay	Rohm and Haas
	Kureha Chemical
Crop Protection	Sumitomo Chemical
Bayer AG	*Harvest Partners*
Flamel Technologies SA	
	Novartis Crop Protection
	BASF Agricultural Products

The consolidation and vertical integration trends described above will also affect livestock production, distribution, and food processing.   Hog and poultry producers are scaling up on the Tyson model.   As they search for ways to lower feed costs and differentiate their product, they will be candidates for IP contracts with growers.

The chart below shows current demand for corn from major poultry and hog producers:

Major Corn Purchasers (MM of Bushels)

Major Chicken Producers	Est. Corn Use (mm bu)	Major Hog Producers	Est. Corn Use (mm bu)
Tyson Foods	227	Murphy Farms	59
Gold Kist	91	Carroll's Foods	29
Perdue Farms	79	Smithfield Foods	24
Pilgrim's Pride	59	Cargill	23
ConAgra	59	Prestage	23
Total	515		158

Source: First Boston Research

Providers of agricultural inputs have been looking for partners through joint ventures, strategic investments, or acquisitions. Historically, national ag distributors, ag retailers, and cooperatives have sold 30-35% of the chemicals and fertilizer purchased by farmers. Transgenic seeds are forecasted to reduce the demand and the value-added of chemicals, and a number of these marketers are reacting by investing in seeds. The chart below shows the major companies in this segment:

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Company	Stores	Geography	Seed ($MM)	Products (# Hybrids), Other Information
United Agri Products (div. of ConAgra) $2.9 billion FY98 (8/31)	400+	Midwest, Midsouth	$100-200 mm	Clearcrop, Cropmate 30% of Roundup sales Novartis #1 seed supplier
Cenex Harvest States (div. of Land O'Lakes) $4.2 bil sls, $94.7 m EBIT 1000 member co-ops Recently merged with CountryMark (130 co-ops)	300	North Central, Pacific NW CountryMark in IN, MI, OH		CroPlan Genetics NK Brand Bt (22) Optimum High Oil (20) Liberty Link/ Star Link (11) IMI (10) Cargill Sunflower (9) Canola (5) STS Tolerant SB (DuPont) RR SB (Monsanto)
Terra Industries (Sioux City, publicly traded) $1.7 bil sales, $41 m EBIT 70% sales to growers, 30% to other ag dealers) 300 CCAs on staff	425 co. 400 aff. Dealers 40% of Royster-Clark (100)	Midwest, South, Eastern Canada		Terra Brand 17% sales in 97 (corn, cotton, sb, wheat) DeKalb corn seed

Company	Stores	Geography	Seed ($MM)	Products (# Hybrids), Other Information
Growmark	100 co-ops	IL, IA, WI, Ontario		FS Brand. 7/98 announced jv in seed with LOL
Helena Chemical Co.				
Agrium (Calgary) $830 mm sls	232	Western Canada, Pacific NW, Cornbelt		
IMC Global $873 m sls, $164 m EBIT	245	Midwest, Southeast		Retail division for sale
Ag Services of America $176 m Farm inputs, growing 25-30% annually	23 Sales	28 states centered on Midwest		Buyer of farm inputs and banker for farmers

Appendix K shows additional U.S. farm supply distributors.   Distributors will be the sales channel for growers and livestock producers who are too small to justify direct sales contact.   Distributors do not want to "get married" to one of the industry leaders.

Users of grain will demand tracking of their raw material to origin and of how it was produced. This will increase the demand for documentation and information in the distribution channels.

Health concerns and a rash of food poisoning incidents are stimulating demand for a documented distribution system that allows processors and regulators to trace their inputs back to the source.   In addition, conflicts are growing over resources and environmental priorities. Development and environmental pressure in California forcing dairy farms to move.   There will be effects on costs and management practices from air water quality regulatory actions (e.g., hydrogen sulfide emissions and manure management in hog, poultry, and sugar beet processing).

In summary, fewer farmers will control larger acreages and run high-volume grains and livestock production enterprises.   Successful farmers will be skilled in financing, marketing, and production, and will collect and organize detailed information about their operations.   There will be more regulation and less support from the federal government.   The risks of size, a desire to differentiate products, the reform of government support programs, and the lack of commodity markets for specialty crops will drive farmers towards contracting relationships to manage risk and maximize profits.   As a result of these market changes, the primary purchase motivation for agricultural inputs will shift from loyalty and relationships to economics.

Appendix B: Competitive Positioning in the U.S. Biotech Seed Industry

Company	Objectives	Distribution	Strengths	Weaknesses
Pioneer $2 billion sales 20% owned by DuPont	Perceived as mkt leader Maintain market share and profitability Integrate research and distribution capabilities Develop leadership in IP market with Optimum Grains LLC	Moving to Pro-Agents and exclusive distributor relationships and direct sales to end users	Size, germplasm strength and specificity (70 new hybrids in 2 years). Aggressive use of free seed, skill in operations, better customer data since they direct bill farmers.	Transition to Pro-Dealer Can't bundle chem and seed as easily Threat – Dupont buys ADM and then jointly markets with Pioneer.
DuPont	Technology leader in output traits for nutrition benefits. Bought soybean milling capacity (PTI) from Ralston-Purina.	JV with Pioneer (Optimum Grains)	Research commitment; patent positions in SB oils, traits Pharma research, Ag Products group	
Monsanto/AHP MTC reported $3 billion sales of ag products in 1997 $1 billion in annual ag and biotech research	Win market leadership through technology. Maximize share of Roundup as it goes off patent while transferring added value to RR crops $200 mm jv with Millenium Pharma (CereonGenomics) Milling jv with Cargill to lead in IP	Bought many seed firms with farmer-dealer networks. Cargill jv will sell IP milled products Aggressively pursuing retail, distr.	Size. Pursuit, Roundup and RR Technology Market awareness and position Customer database from technology agreements for RR beans, Yieldgard and Bollgard seeds	Distracted by absorbing acquisitions. Perceived arrogant by customers (e.g., technology fees).
Novartis	Bundle NK seed and Ciba chem and aggressively sell technology.	Moving to retail from farmer/dealer distribution	Full plant Bt expression. Started distribution transition in 1996.	Agchem and seed bundles "not working" according to sales.
Mycogen Seeds and Dow Chemical	Niche markets and IP 3 year genomics alliance with Biosource Technologies	Farmer-dealer network	Sunflowers and TMF market position. Dow Agro relationship. Production assets.	Need improved channels. Smaller than market leaders, thinner technology pipeline and research budgets.
AgrEvo and Cargill Seeds	Bundle seed corn and agchem. Aggressively sell technology Targeting specialty corns and mid-oleic sun	Cargill Farm Stores Farmer-dealers	Sunflowers, 4% corn mkt share. Liberty Link and Bt products	Difficulties of integrating an acquisition.
Bayer, Rohm & Haas, BASF,FMC Rhone Poulenc, Zeneca	Limited or no ag biotech strategy. Zeneca working on disease resistance in vegetables.	Several mature crop protection businesses.		May be too little too late.
Regional Seed Companies	Survive with relationships while seeking partner.	Farmer-dealer networks	Locally attuned hybrids. Relationships.	Small size, narrow product lines, undercapitalized.

Appendix C: Sales and Margin Analysis By Crop, 1995-1998

UNIT SALES AS A % OF TOTAL SALES

	1995	1996	1997	1998
Corn	34%	34%	33%	31%
Soybeans	52%	50%	54%	57%
Sunflowers	4%	2%	2%	3%
Sorghum	8%	11%	9%	7%
Alfalfa	1%	1%	1%	1%

Source: Mycogen Seeds, August 1998 Financial Report

NET SALES AS A % OF TOTAL SALES

	1995	1996	1997	1998
Corn	61%	61%	61%	58%
Soybeans	18%	17%	20%	23%
Sunflowers	10%	6%	6%	9%
Sorghum	5%	8%	7%	6%
Alfalfa	5%	4%	4%	5%
Other	0%	3%	2%	0%

Source: Mycogen Seeds, August 1998 Financial Report

% CHANGE IN NET SALES

	1996	1997	1998
Corn	26%	-2%	-8%
Soybeans	18%	15%	11%
Sunflowers	-22%	-3%	34%
Sorghum	125%	-23%	-12%
Alfalfa	-4%	10%	2%
Other			
Total	26%	-1%	-4%

Source: Mycogen Seeds, August 1998 Financial Report

GROSS MARGINS

	1996	1997	1998	1999
Corn	43%	50%	49%	
Soybeans	37%	19%	21%	
Sunflowers	40%	44%	60%	
Sorghum	38%	33%	44%	
Alfalfa	36%	34%	32%	
Other	6%	45%	51%	
Total Co.	40%	41%	43%	

Source: Mycogen Seeds, August 1998 Financial Report

Appendix D — Market Analysis of Mycogen Businesses

Soybean Producers

Market Size	Purchasers	Requirements	Mycogen Offer	Competitive Offers
70.7 MM acres '97 Market Share: Asgrow, DeKalb, DPL 23.4% Pioneer 19.2 Novartis 7.8 Stine 6.3 Mycogen 2.4	Meal goes to feed livestock Oil sold to consumer and industrial processors	Specific Attribute crops Sustained superior yields Better recordkeeping Segregated storage for specialty crops	00 RR 00 Liberty Ready (all plant) 04 Bt cyst 05 High Nut. Protein	96 Monsanto 99 Monsanto DuPont SB mods for mid or high oleic acid 04 Pioneer

45-50% gross margins; 70% with technology fee
Monsanto dropping price of Roundup $10/gallon as part of bundling strategy; raising tech fee $1.50

Distribution Now	Distribution Needed	Changes in Product	Changes in Distribution	Resources Required
Farmer-Dealers		RR technology		

Corn Fed Beef Producers

Market Size	Purchasers	Requirements	Mycogen Offer	Competitive Offers
8.4 mm acres (10 % U.S. corn, USDA/FAPRI) Long term decline in consumption compared to poultry and pork Export mkt, will recover with Asia	35,000 Feed lots (6 have more than 200,000 head) Cow/calf producers dispersed; feed hay	Price of tonnage per acre Less analytical than dairy farmers Rapid herd turnover; wt. #1	TMF	Cargill Monsanto Pioneer Novartis

Distribution Now	Distribution Needed	Changes in Product	Changes in Distribution	Resources Required
National accounts for top six feed lots, Farmer-dealer				

Ever lower prices and consolidation of the cow/calf and feedlot sectors of the beef production sectors are pulling the industry into integrated structures that will be similar to the poultry and pork businesses. Beef consumption has declined an average of 1.5% per year since the mid 1970s, and beef prices in real terms are half what they were 20 years ago. The narrowing profit margins caused by these secular trends have convinced many producers to exit the business:

Change in Number of U.S. Cattle Feeding Operations

	1970	**1996**	**2010***
Cow/Calf Operations	1,200,000	900,000	720,000
Feedlots	122,000	35,000	20,000

Estimates by Bill Helming Consulting Services, quoted in *Feedstuffs*

The fewest largest ranches will run the most cattle, with herds over 100 head likely to have 75% of all cattle, while making up only 13% of all ranches. It is possible that as these feeders gain enough mass to make demands on other parts of the production cycle, an opportunity will emerge to create a premium brand of beef whose producers will demand more rigorous nutrition regimens. Until this occurs, beef is likely to remain a commodity market where the only requirement for feed is lowest cost per ton.

<u>Sorghum</u>

Market Size	Purchasers	Requirements	Mycogen Offer	Competitive Offers
9 mm acres (1/2 from 10 years ago) Mkt.:100,000 bags 40% margins Mkt Share: Pioneer 55% Monsanto/Dek. Mycogen Others	Grain farmers in TX, OK, KA, NE	Dry land crop 5-10% worse than corn as animal feed		

Declining; not as good an animal feed (5-10% worse than corn), worse on price value)

Appendix E

U.S. Corn Usage - Livestock Feed

Bar chart showing MM Bushels:
- 1957: 2534
- 1967: 3524
- 1977: 3730
- 1987: 4789
- 1997: 5850
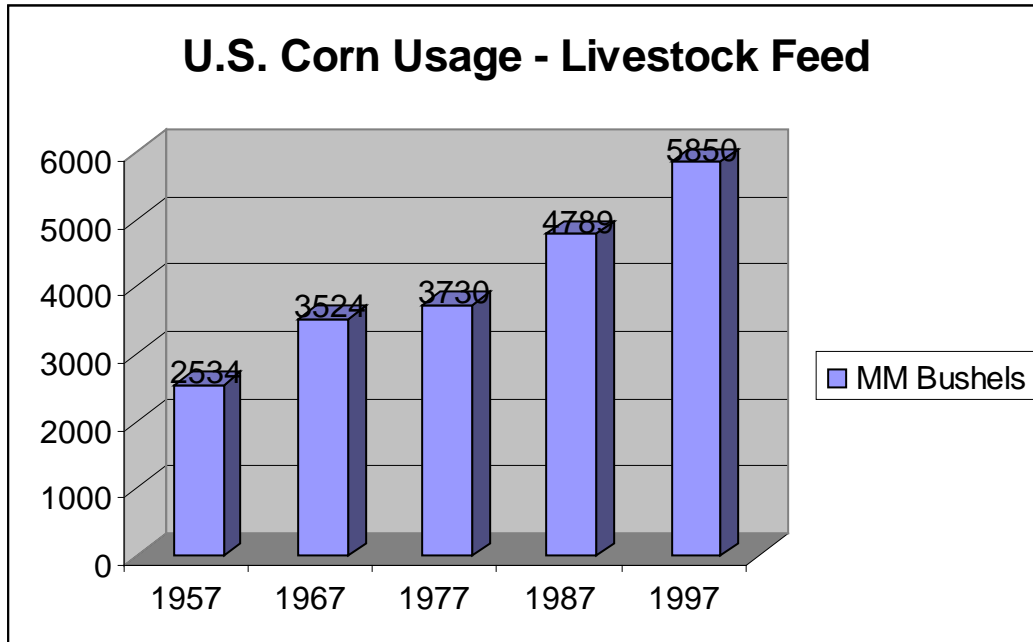
Insert Appendix F: Multi-channel distribution

Appendix G: Multi-Level Dealer Program

Plan Level	What they agree to do	What they get
Platinum	- Make, or continue to make, selling seeds their main source of income - Maintain a PC with internet communications - Create, using Mycogen provided tools, a database of all customers, prospects, and all farms with at least X acres within their designated area - Report, using Mycogen provided tools, all changes in inventory at their location - Report, twice yearly, competitive marketing actions in their area - Host X number of field days per year - Update CAPP report (quarterly?) - Attend annual dealers meeting - Achieve annual purchase volume of at least $XXX to maintain Platinum status - Provide at least XX acres for test plots - Provide acceptable inventory space for at least XX bags of seeds, including a forklift - Report quarterly on satellite dealer activity per Mycogen's reporting tool.	- X% basic seed discount - Additional % discount based upon volume chart #1 - Y% annual rebate for net purchases over X thousand $. (see rebate rules) - Ability to set up satellite dealers
Gold	- Devote at least X% of their time to selling Mycogen seeds - Maintain a PC with communications or a FAX - Create, using Mycogen provided tools, a database of all customers, prospects, and all farms with at least X acres within their designated area - Report (monthly?) all changes in inventory via FAX or PC - Update CAPP report (6 mo ?) - Host or participate in a least X field days per year	- X% basic seed discount - Additional % discount based upon volume chart #2 - No ability to set up satellite dealers (by exception perhaps?)
Former F/D	Retire from selling actively. But continue to support selling efforts *to their former accounts* for at least 2 years.	3 year special pricing. - Account override for 2 years for existing "named accounts" - Agree to assist with existing accounts sales efforts

Appendix G

CHART 1: Platinum Dealer Discount & Rebate Chart   (SAMPLE ONLY)

Platinum Basic Discount % = 14%

Net Purchase Dollars	Additive Discount	Total Discount %	Rebate %
0 – 25,000	0 %	14 %	0.0 %
25,001 – 75,000	2 %	16 %	1.0 %
75,001 – 125,000	6 %	20 %	1.5 %
125,001 – 200,000	7 %	21 %	2.0 %
200,001 – 300,000	9 %	23 %	2.5 %
Over 300,000	10 %	24 %	3.0 %

CHART 2: Gold Dealer Discount Chart

Gold Basic Discount % = 12%

Net Purchase Dollars	Additive Discount	Total Discount %
0 – 15,000	0 %	12 %
15,001 – 35,000	1 %	13 %
35,001 – 50,000	2 %	14 %
50,001 – 75,000	4 %	16 %
75,001 – 100,000	5 %	17 %
Over 100,000	7 %	19 %

Appendix H: Current Distribution vs. Direct Selling Process

Current Approach — 3100 Farmer Dealers

Channel	Lead I.D.	Qualify Sale	PreSales	Reinforce Decision	Close of Sale	Post Sales Service	Account Mgmt.
Farmer-Dealers	Contacts local growers	DSM CAPPS planning	Agronomy and DSM support	?	DSM reallocates and changes order to reflect inventory.	?	Field days

Proposed Approach — Multi-Level Selling to Large Growers

Channel	Lead I.D.	Qualify Sale	PreSales	Reinforce Decision	Close of Sale	Post Sales Service	Account Mgmt.
Direct Mail (or email or fax)	Identify Large Growers			Order confirmed; custom catalog		Invoice	Customer satisfaction surveys.
Telemarketing and Customer Support Center		Gather farm data, contact info. Ask for appointment				Shipping coordin-ation. 7 day help line	Returns coordin-ation. Collection.
Direct Sales			Offer yield data, economics. Write order with inventory and pricing. Ts and Cs tailored to large buyer		Reallocate and change order to reflect inventory. Confirm desired packaging (e.g., bulk box). Sign order.	Coordinate problem resolution: -no germ. -wrong seed -damage -needs replant	Field days. Collection.

Insert Appendix I: Large U.S. Farm Supply Distributors

Appendix J: page 1

Projected Revenue and Contributions to Overhead of New Distribution Initiatives

Market Oriented Dealers	1999	2000	2001
All SR1s transition, 50% of SR2s transition to customers			
# Platinum Dealers	500	400	300
Average Revenue from Platinum Dealers($000)	125	147.5	174
# Gold Dealers	1500	1300	800
Average Revenue from Gold Dealers ($000)	50	53	56
Gross Revenue - Marketing Oriented Dealer Channel	137500	127900	97000
Dealer Discounts	35625	33155	25294
Net Dealer Revenue ($000)	101875	94745	71706
Dealer Margin (80% corn @ 54%, 20% SB @ 21%)	48289	44909	33989
Cost of DSMs after Redeployments		6307	6307
Contribution to OH ($000)	48289	38602	27682

Direct Sales to Large Growers

Year	1999	2000	2001
Call on:	125	75	50
% Closes - New Accounts	0.2	0.2	0.2
New Accounts	35	15	10
Total Customers	35	50	60
Average New Order of Corn	50	50	50
Renewal rate		0.8	0.8
Renewal Order		150	200
Bags of Corn Ordered	1750	4950	8500
Price per bag of corn	70	75	80
Average New Order of Beans		50	50
Renewal rate		0.8	0.8
Renewal Order		100	150
Bags of Beans Ordered		1400	4240
Price per bag of beans		15.69	16.42
Gross Revenue	122500	393216	749620.8
Discount (sales & cash)	0.17	0.17	0.17
Revenue After Discount	101675	326369	622185
Cost per bag of corn	35	36	36
Cost of Goods Sold- Corn	40,425	148,169	316,185
Cost per bag of beans		9.54	9.68
Cost of Goods Sold - Beans		13,356	41,043
Gross Margin	61250	164844	264957

Gross Profit on Direct Sales	60.2%	50.5%	42.6%
Sales Expense per person	140,000	140,000	140,000
Direct Sales - Base Case	8	15	26
Direct Sales - Aggressive Case	20	40	60
Net Revenue - Base Case ($000)	813	4896	16177
Net Margin - Base Case ($000)	490	2473	6889
Contribution to OH - Base Case ($000)	-630	373	3249
Net Revenue - Agg. Case ($000)	2034	13055	37331
Net Margin - Agg. Case ($000)	1225	6594	15897
Contribution to OH - Agg. Case ($000)	-1575	994	7497

Distribution Sales Model

Bags Ordered Per Distributor	2700	2800	3200
Number of New Distributors	57	75	100
Bags Sold Through Distribution	153,900	363900	683900
Revenue Per Bag	50.4	54	57.6
Gross Revenue	7756560	19650600	39392640
Net Revenue after 35% returns, 2% cash discount ($000)	4941	12517	25093
Cost of Corn Per Bag	35	36	36
Cost of Goods Sold	3501	8515	16003
Gross Margin	1440	4002	9090
Less: National Accts Support	600	600	600
Less: Advertising and Promotions	494	1252	2509
Less: DSM Bonuses@1% of sales	49	125	251
Contribution to OH ($000)	296	2025	5730

IP Sales Model

Value of contracts - base case	1000000	2000000	3000000
Average Bags of Seed Sold Per Contract	1128	2256	3384
Net Revenue ($000)	79	169	271
Margin Per Bag	45	49	54
Gross Margin ($000)	51	111	183
Processing Fee from Processor for IP Service ($000)	10	20	30
Less: Operating Costs ($000)	50	50	50
Contribution to OH ($000)	11	81	163
Value of contracts - aggressive case	1000000	5000000	15000000
Average Bags of Seed Sold Per Contract	1128	5640	16919
Net Revenue ($000)	39	203	609
Margin Per Bag	45	49	54
Gross Margin ($000)	51	276	914
Processing Fee from Processor for IP Service ($000)	10	10	10

Less: Operating Costs ($000)		50	75	125
Contribution to OH ($000)		11	211	799

Effects of New Distribution Initiatives

Base Case				
Farmer-Dealer		95%	84%	63%
Direct Sales		1%	4%	14%
Distribution		5%	11%	22%
IP		0%	0%	0%
Revenue		107708	112327	113247
Margin		50269	51494	50150
Contribution to OH		47966	41081	36823
Aggressive Case				
Farmer-Dealer		94%	75%	47%
Direct Sales		2%	10%	25%
Distribution		5%	10%	17%
IP		0%	0%	0%
Revenue		108889	125957	151049
Margin		51004	55781	59890
Contribution to OH		47021	41832	41707

Overhead

Less: Technical Support (Agronomists, Nutritionists)
Less: Product Characterization Effort
Less: Support Center Costs

Incremental Contribution to EBIT, Base Case
Incremental Contribution to EBIT, Aggressive Case

Appendix K — Input from Sales and Sales Support Team

Mycogen Strengths

1. Small and nimble; can recreate the company.   Dow partnership provides capital and mass. Good core group of people in sales organization ("50%").
2. Mycogen entered distributor relationships in South earlier than others.
3. Mycogen culture (entrepreneurial, candor, good communication)
4. Future products (Demeter)   Bt and Disease resistance.
5. Good industry information.   Many people from other companies.

Recommended Actions for Executing New Channels Strategy

A. Focus resources on a smaller geography
B. Concentrate products on niche markets
C. Communicate tactical decisions clearly throughout company.
D. Assign team to characterize products.   (Measurement?)
E. Develop 2 tier distribution channel.   Manage present with farmer-dealers while evolving to future with alternative network.
F. Set realistic sales goals so that people can feel like winners.
G. Collect better customer information to drive sales.   Identify end users, processors, influencers, growers.
H. Develop more effective sales tools.   Talk about successes.
I. Communicate realistic product plan.   Define customers, and distribution plan follows.
J. Continue CAPPS and decentralized marketing programs.
K. Execute promotion program focused on new customers to clear seed inventory. Provide training for DSMs.
L. Hire 25 direct sales people to call on large farmers.   Develop relationships and understand their requirements to tailor future crop and IP offerings.
M. Buy a presence in the processor market by buying Conagra.
N. Automate sales force for contact management, order entry, inventory control, delivery.
O. Develop and upgrade sales force through training.
P. Add specialists in nutrition, national accounts (agronomics, business, finance) to call on farm managers.

ST. JOHN's
EPISCOPAL
CHURCH

PARISH PROFILE
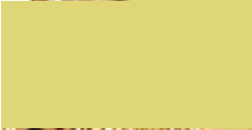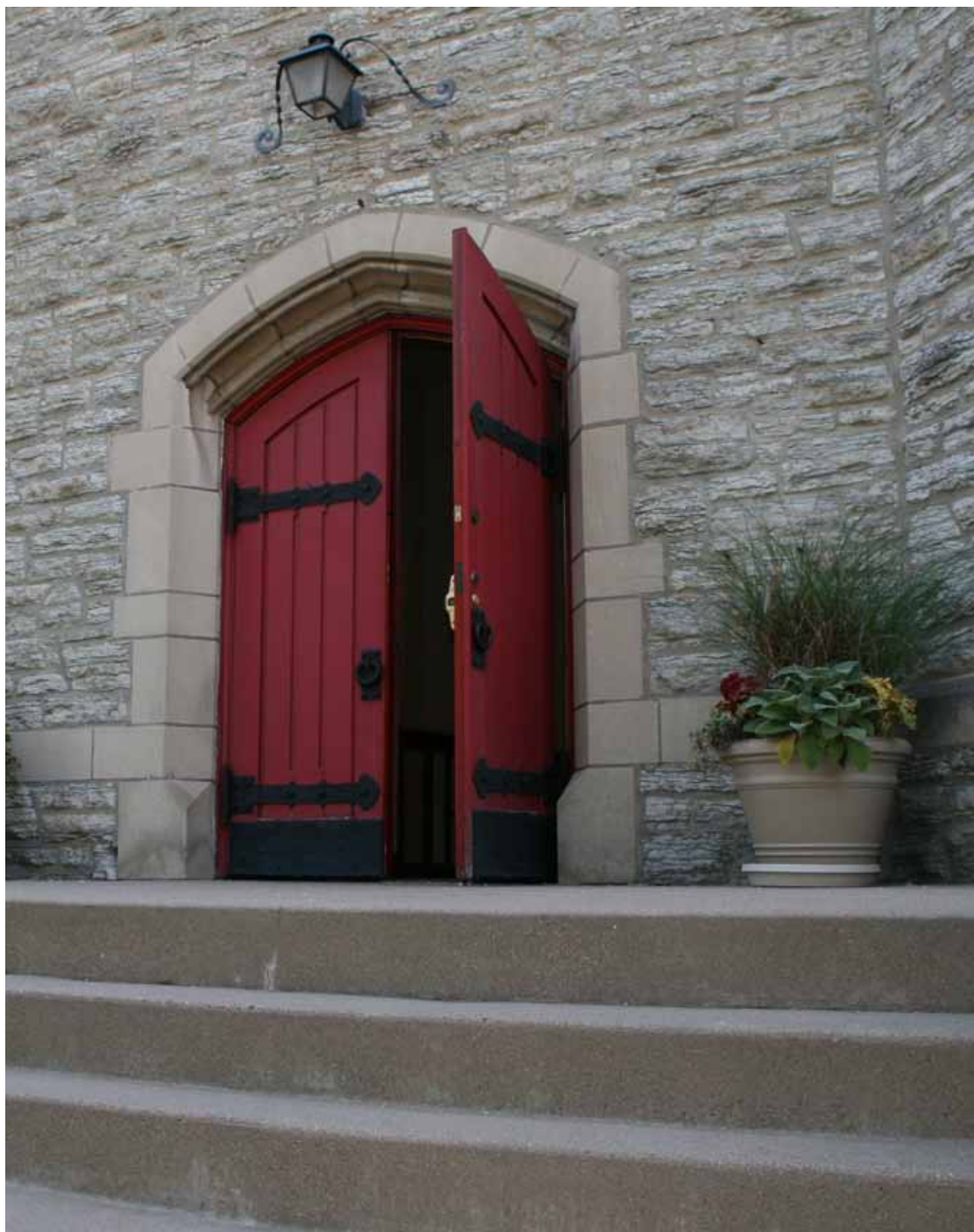
St. John's Parish Profile

We celebrate the gift of Christian community
and welcome all, without distinction,
to share the joy and pain of life's passages.

We commit ourselves to personal and spiritual maturity,
both traditional and innovative worship,
the healthy nurturing of children,
and reaching out, beyond the Church,
seeking Christ in all persons.

Since 1993, this mission statement has been used as a plumb line to guide our reflections and actions at St. John's. We affirm it in our bulletins and recite it at annual meetings and other community gatherings. We are now using the mission statement as a way to organize our parish profile.

In addition to being guided by the mission statement, we have conducted a parish-wide survey, led small group discussions, and interviewed people from outside the parish who have relationships with St. John's.

Who We Are

We are a progressive community that defines itself through worship and service to others. This is where our talents, our spirituality, and our caring for one another create an offering to God and a gift we share with each other.

We are a traditional community that recognizes that traditions constantly evolve and grow. Yet sometimes we experience tension between the old and the new.

We are a missional community that acknowledges that true mission grows out of partnerships based in mutuality and trust. Yet, at times, we struggle to find consensus on what our missional focus should be.

We are a growing community, experiencing an infusion of new talents, energy, and spiritual hunger, joining a dedicated core of members who have devoted decades to serving this church. Yet even as we grow, we experience the pains and challenges that growth inevitably brings.

"Life is short and we do not have much time to gladden the hearts of those who travel with us along the way. Be quick to love, make haste to be kind and the God of compassion will go with you."

a familiar blessing in our worship based on the words of Henri-Frederic Amiel

We celebrate the gift of Christian community and welcome all, without distinction…

People began to worship at <u>St. John's Episcopal Church</u> in the southwest Minneapolis neighborhood of <u>Linden Hills</u> in 1903 and built the existing sanctuary in 1915. After several remodeling projects and additions, the most recent of which was completed in 2007, we now have the maximum size building allowable on our lot.

During the past ten years we've grown from 400 members to 770, with an average worship attendance of 285. Nearly 45% of us began attending St. John's within the past eight years. Less than half of us are cradle Episcopalians and the rest of us come from many different traditions. We are an intergenerational community, with approximately one-third of our members under the age of 18 and one-fourth over the age of 55. Although initially a neighborhood church, 70% of St. John's members come from outside the <u>Linden Hills zip code</u>.

As we strive "to welcome all without distinction," St. John's has developed a reputation as a place of progressive hospitality, aspiring to "seek Christ in all persons." Forty years ago we housed an outpatient chemical dependency program. We also began intentionally to welcome, affirm, and provide leadership opportunities for GLBT individuals and their families. We also became involved in ministries for those suffering from AIDS. At the same time, we continued to expand our offerings for families and children to meet the demands of a growing congregation.

"I am grateful that we don't fly a rainbow flag outside the door, that we don't have 'reconciling and welcoming' posted all over our marquee. My partner and I come here because we are simply a community of individuals and couples, families and children—friends. There is no LGBT quota. We aren't tokens. We feel normal, ordinary, just like everyone else. You cannot imagine how refreshing that is."

...to share the joy and pain of life's passages...

At St. John's, *caring for each other is part of our fabric*. <u>Clergy</u> and laity share in this rich, diverse ministry. Our personal relationships are created and deepened through worship, social gatherings, shared interests, <u>small groups</u>, and service opportunities.

God is relational; so is good <u>pastoral care</u>. We strive to be the hands of God in the world. Some days, we also need to be the eyes and ears of God, to notice the needs of others, and to respond in love. This is the work of all ministers at St. John's, the entire congregation. Sunday school teachers, youth workers, the Wednesday Spirituality Group, lay Eucharistic Ministers, and the Adoptive Families Group, are just a few of the groups that intentionally carry out our ministries of care. In addition, we care for each other with a new-baby ministry (where families receive a gift basket when they return home), the prayer chain, a hot-dish ministry (which delivers meals to the ill and bereaved), and hospital visits.

Another of the ways we recognize the "pain of life's passages" is with our annual Service of Loss and Remembrance. Held on an evening in Advent, this service is for anyone in the community who is grieving, feeling alone, or sad due to the deaths of beloved family members or friends. This service and the reception are quiet and comforting reminders that none of us is alone.

But life is also filled with joy. And one of the ways we express this most deeply is through <u>music</u>. For several years St. John's has had a tradition of joy-filled concerts and events. Often used as fund-raisers for outreach programs, these concerts have run the gamut from a "<u>U-2charist</u>" (which uses the music of U2 to communicate the Gospel message), to the Thanksgiving <u>Leftovers Bash</u> featuring American Roots music, to the annual <u>Harmony for Habitats</u> concert featuring the talents of St. John's members who are also members of the Minnesota Orchestra. Add in a variety show or two and a Shrove Tuesday New Orleans-inspired pancake dinner, and there is a little something for everybody.

We commit ourselves to personal and spiritual maturity...
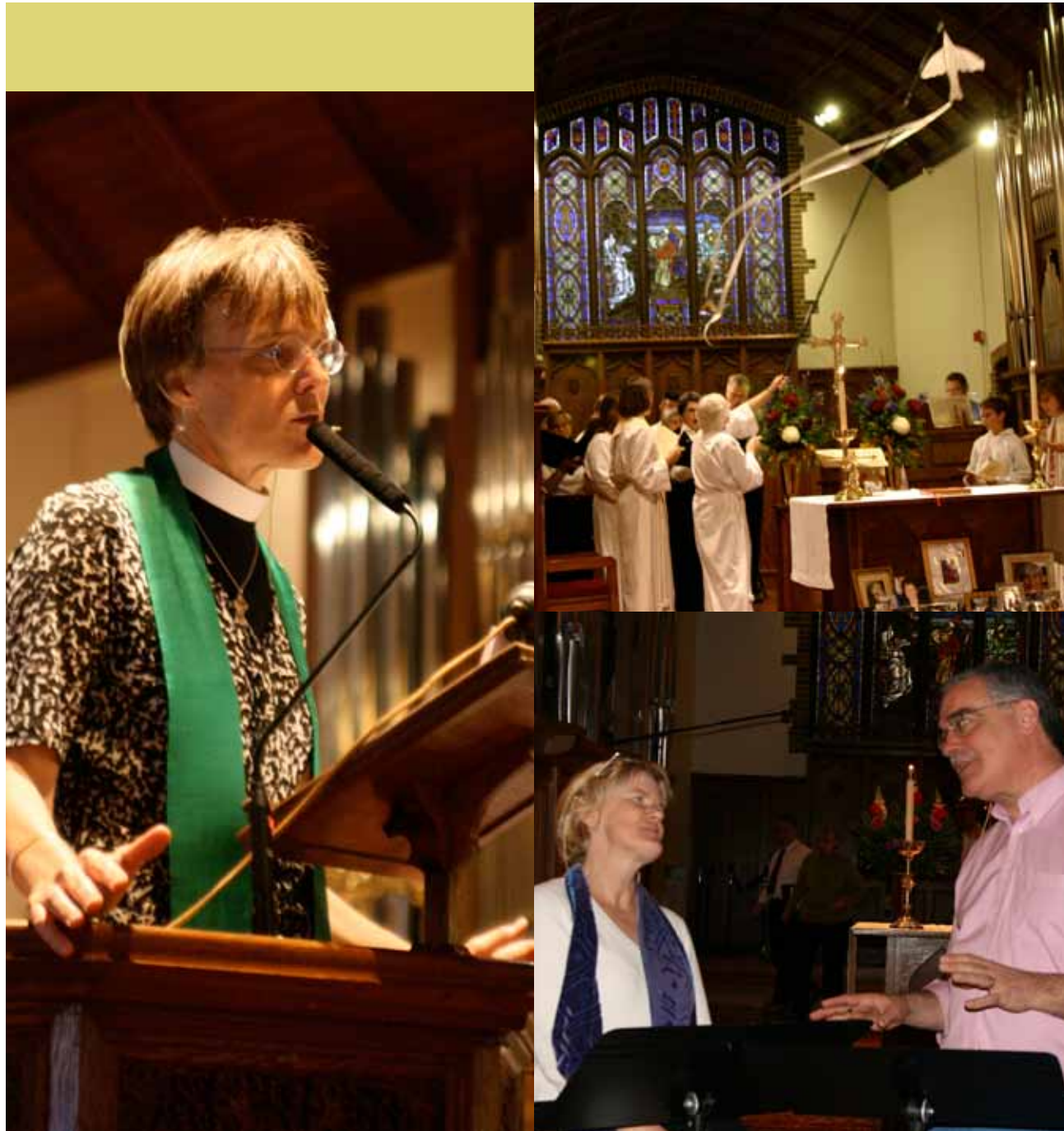
The path to spiritual maturity includes a commitment to more knowledge and a deeper understanding about the forces that shape our faith. We recognize the need to integrate our theological inquisitiveness with our personal spiritual experience, asking for the Holy Spirit's guidance on our paths, individually and as a community. Parishioners, as well as clergy and other staff, are encouraged and empowered, not just to learn and reflect, but also to teach.

During the Sunday morning education time between services, the Adult Forum meets in the sanctuary to explore a variety of topics. This year's forums have included a History of the Creeds; a discussion of Richard Rohr's *Falling Upward*; Advent Inspiration in Art; Church History: Reformation to Today; a discussion of the proposed Marriage Amendment (an issue in the November 2012 elections here in Minnesota); Environmental Stewardship; and Inspiration in Nature. At the same time, a group called Encountering Today's Scripture offers a reflective group conversation on the day's lectionary readings.

St. John's also offers Short Sessions, informal groups proposed and led by lay people, organized around a book or topic, that meet for a period of 2-5 weeks. Recent Short Sessions have included writing as a spiritual exercise, reflecting on spiritual aspects of art at the Minneapolis Institute of Art, book and video discussions, the Life Keys program, and Tai Chi Chih.

But there is more than one road to spiritual maturity. Other avenues include teaching Sunday school, meeting in Cursillo prayer groups, sharing pot lucks, singing in the choir, being involved in outreach ministries, as well as being a part of any number of other small group opportunities.

We commit ourselves to both traditional and innovative worship

The ways we worship together are the fullest expression of who we are as a community. There are three distinct Sunday morning services which share important common ground: God's table is open to everyone, all liturgies follow the order for celebrating Eucharist, and the same sermon is preached at all services.

"The high point of my week…because I consistently leave the service feeling grounded, motivated and inspired."

The first service, at 8:00 a.m., is a spoken service, quiet and intimate in our small chapel, using Rite II from the Book of Common Prayer.

"I appreciate being with a small group of people who are regulars…In this small chapel, I imagine what it might have felt like for the early Christians to worship…There is a tendency for people in crisis to stay away from church because they are feeling emotional and weary. This service invites people to maintain a vital connection to their faith community during critical junctures of their lives."

The second service, at 9:00 a.m., is an innovative service firmly anchored in and structured by tradition, which uses language that strives to be vibrant, inclusive, and accessible. This liturgy is created and adapted by members of the community and the rector. The music for this service, led by our full-time Director of Music Ministry, is drawn from a broader, more progressive palette that ranges from Bach to Bluegrass. Sources include Taizé, African American Spirituals, and hymns from *Gather.* Instrumentation at this service is equally diverse, including piano, guitar, flute, percussion, accordion, and the occasional banjo. This "house band" is supplemented by several singers and cantors, who help lead the congregation in worship. This is our most well attended service and in fact, on some Sundays, is standing room only.

"The liturgy is alive and relevant to daily life while still carrying a touch of the mystery and awe. The music and sermons fully enhance the liturgy… Comfortable…Embraces children…Feeds me…Exudes hope…Connects us with one another and with God…Lets us listen to and experience God wherever we are…The essence of St. John's comes through in the music…God loves us, and we're happy about that."

The third service, at 11:00 a.m., follows the Rite II Eucharist from the Book of Common Prayer. For many long-time Episcopalians, this service is the most familiar and comfortable. The hymns are taken from the 1982 hymnal, accompanied by the newly restored pipe organ and a small group of cantors who lead the congregation in worship.

> *"This is what connects us to our heritage…I find comfort and oftentimes deeper meaning in the repetition offered at this service…I come for the type of music played and sung, and the more traditional worship style…the quietness of the service…I like the ritual, formality, rhythm and cadence of prayers. I want my kids to grow up knowing them….During difficult times in my life it offers a quieter place for me to worship."*

While the 9:00 a.m. service has the largest attendance, each of the services has a committed, devoted, and passionate following that is both diverse and intergenerational. Both the 9:00 a.m. and 11:00 a.m. services also benefit from the presence of an adult <u>choir</u>, a festival choir (for major feast days), two children's choirs, and a chime choir. All of these provide worship leadership on a regular basis.

An important thread that unites all three Sunday morning services is preaching. When asked what our members are seeking in a new rector, 79% named preaching as a top priority. We have been privileged to have a variety of gifted preachers, including the associate clergy and staff, visitors, and members of the congregation. The congregation has learned to value, and to expect, sermons that are inspiring and challenging, grounded in scripture and relevant to our daily lives, intellectually stimulating and emotionally honest. We know that this kind of preaching requires hours of prayerful preparation and expect the rector's workweek to allow time for that.

In addition to the Sunday morning services, St. John's offers a contemplative prayer service on Sunday evenings at 7:00 p.m. in the chapel. This lay-led 45 minute service emphasizes encountering the mystery and presence of God through the practice of silent meditation, reflection, and prayer.

And just as we strive to make weekly worship an opportunity for everyone to encounter the mystery of God's presence, Holy Week provides a special opportunity to embrace that presence even more fully. Beginning with Palm Sunday services that emphasize the drama of the Holy Week readings, we continue with a Maundy Thursday service led by youth which offers foot washing and communion, followed by the youth keeping vigil through the night. A labyrinth is available for prayer and meditation. Good Friday services provide the opportunity to immerse ourselves in the somber quiet at the cross. On Holy Saturday we offer two services: one making the Easter story accessible to families with young children, and an evening Easter Vigil followed by a late-night wine and dessert reception.

Walk in love as Christ loved us and gave himself up for us as an offering and a sacrifice to God.

Ephesians 5:2

We commit ourselves to the healthy nurturing of children

Families with young children are drawn to St. John's for many reasons: the presence of other young families, program offerings for youth and children, as well as the integration of young people into the worship and community life of the church. We have a part-time Children's Minister, whose responsibilities include nursery through fifth grade as well as a full-time Minister for Youth, Outreach and Social Justice who is responsible for programming of grades 6 through Senior High.

During the 9:00 a.m. and 11:00 a.m. services, Children's Chapel is offered for small children in the Parish Hall. At the passing of the peace, the children return to the sanctuary for communion with their families. Children are always welcome to remain in the sanctuary for the entire service.

Sunday School is held at 10:10 a.m. for children from the age of 3 through high school. Godly Play curriculum is used for the youngest children and Weaving God's Promises for grades Kindergarten through 5. Classes are taught by teams of three adults.

Programming for youth includes Sunday School for grades 6-8 and 9-12, a 6-8th grade Youth Group, Pilgrimage Preparation for grades 9 and 10 and Confirmation for post-pilgrimage youth. Pilgrimage destinations have included Holden Village in Washington, the Isle of Iona in Scotland, Ireland, and the El Camino trail in Spain. In addition, youth are encouraged to take part in our intergenerational service trips to Alabama and Guatemala.

We commit ourselves to reaching out beyond the Church, seeking Christ in all persons.

St. John's has a long history of outreach and social justice work. Our members demonstrated for Civil Rights in the 1960s, created a chemical dependency recovery program in the 1970s, and became a resource for AIDS ministry in the 1980s. In the 2000's, members played important leadership and organizing roles related to public policy advocacy on a variety of issues including affordable housing, immigration, and anti-racism. In 2011, St John's members raised and distributed more than $100,000 for our outreach and social justice programming. This commitment to outreach and social justice recently resulted in the creation of a half-time position specifically devoted to furthering our work of reaching out beyond the church. In addition, for many years St John's has rented part of the building's lower level to Linden Hills Child Care Center and has offered space to Alcoholics Anonymous.

Currently St. John's is actively involved in the following:
- Housing: Our commitment to housing includes monthly work days with Urban Homeworks, a North Minneapolis based housing program and biennial trips to work with Habitat for Humanity in Baldwin County, Alabama.
- Food: St. John's provides meals bi-monthly for Minneapolis organizations Our Saviour's Shelter (a homeless shelter) and First Nations Kitchen (a Native congregation).
- Northside Achievement Zone: St. John's is in a developing relationship with this multi-organizational movement modeled after the Harlem Children's Zone which provides resources to families living in the most under-served area of Minneapolis.
- International Partnerships: Since 2007, St. John's has been formally partnered with the parish of St. Philippe/St. Jacques in Gressier, Haiti. This partnership regularly

provides medical clinics as well as financial support for the parish school at St. Philippe and St. Jacques. In addition, St. John's works with the Catholic mission in San Lucas Toliman, Guatemala and is in the initial stages of developing a relationship with the village of Nueva Providencia in Guatemala.
- The Green Team: Beginning in 2011, St. John's created a "Green Team" which works to further our commitment to issues involving climate change and stewardship of the environment.

While these ministries are the most obvious "official" ministries that St. John's is engaged in, much of the real work of outreach and social justice is done by our members in the world outside St. John's, as their passions lead them. We support and encourage these ministries as they evolve and grow. People engaged in these ministries say that St. John's is where they get the energy, inspiration, and spiritual refueling that helps them fulfill their callings.

Challenges and Opportunities

As we wrote this profile, questions emerged that we believe warrant some attention:

- How can we better welcome and integrate newcomers?*

- How do we make pastoral care more accessible to all in need?

- How can we ensure that those among us with special needs have access to the same ministry offerings available to the rest of us?

- How do we ground ourselves more broadly and deeply in scripture, Christian tradition, justice, and practice, in order to grow and be transformed?

- How do we maintain our unity within our diverse expressions of worship?

- How do we best minister to the young adults in our midst?

- How do we best channel our outreach energy in a way that sustains God's presence in the world?

- How do we manage our growth given that our church is landlocked?

In our parish survey, 50% of the respondents said the area most needing attention was integration of new members, and 35% thought we could do a better job on welcome and hospitality.

Who We Are Called to Be

During the last few decades, while the Episcopal Church in general has declined in membership, St. John's has experienced a period of stability and growth. By striving to create a community of progressive hospitality, St. John's has carved out a unique place in the Episcopal Church in Minnesota. According to our parish survey, 90% of our congregation is on-board with where we are, but we are also ready to move forward. We recognize that we are poised on the brink of something new, although the outlines are not yet clear. As individuals, as a community, much has been given to us. Jesus teaches that from those to whom much is given, much is expected.

We have been blessed with spiritual enrichment through the work of our former rector and the sense of purpose and participation she inspired. The Bible tells us the Spirit of God moves, and we believe the Spirit of God has been moving in this congregation.

Still we ask, "Who are we called to be?" For that, we look to God, to Christ and to the Spirit, and to a new rector who will guide, encourage, and love us into being who we are.

Who Are We Seeking in a Rector?

In our parish survey, we listed thirteen possible functions/roles of our new rector. The highest responses went to: Preacher-79%; Spiritual Guide-39%, Visionary-35%, and Pastoral Care-30%. But numbers tell only part of the story.

- We are looking for a rector to inspire us, both from the pulpit as well as in our daily interactions.

- We are looking for a spiritual guide who can deepen and refresh the spirituality that gives us strength and purpose.

- We are looking for a visionary who can point us to possibilities not yet seen with a practical sense of how to live into this unfolding future.

- We are looking for a pastor who both cares for us and helps us to care for each other.

- We want a collaborative leader who can encourage and guide us as we transition from a Pastor to a Program church. We recognize that based on our membership we've been a Program church for some time, however, we are not yet fully operating as one.

- Our new rector should be grounded in the Episcopal liturgy and interested in making it alive for our congregation.

- And finally, we pray for a priest who will share our joys and sorrows, who will open us to the presence of God in our midst, who will celebrate that presence with love and authenticity and who is yearning to grow and learn along with us. And we commit ourselves to love our new priest as well.

ST. JOHN's
EPISCOPAL
CHURCH

*Thanks to
Vicki Madsen
for the gorgeous
photography!*

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Dakota County Library
Strategic Plan 2017-2022

With libraries nationally facing a period of transition, Dakota County Library chose to develop a strategic plan as a guide to managing the opportunities and challenges that will be facing the Library in the future. This plan, which reflects and connects to the broader County strategic vision, will inform the Library over the next five years as it strives to balance traditional and new services to better engage and serve the communities of Dakota County.

Thank you to the many individuals who participated in the strategic planning process. The Library is honored to have received input, support and feedback from community members and from stakeholders in businesses, community organizations, schools, and County and local government. We are grateful for the participation of Dakota County Library staff as well as from other County departments, the Library Advisory Committee, Library Friends groups and the Dakota County Library Foundation in the conversations about the future of the Library.

Dakota COUNTY
Library
Come to know

Contents

Dakota County Library | Strategic Plan 2017-2022

Our Vision

Dakota County Library acts as a catalyst, connector, and partner to empower residents to build a successful community.

Our Mission

Dakota County Library cultivates community, creativity and learning.

Our Values

We provide positive and welcoming experiences.

We act inclusively, valuing and respecting differences.

We are knowledgeable, engaged and culturally aware.

We value free and open access to information, community talent and technology.

OUR GOALS AND STRATEGIES

One

Engage customers in experiences which support growth and learning.

• Grow beyond the walls of the library, via services jointly promoted with community partners.
• Develop outcomes and use to evaluate and prioritize library services.
• Purposely select and coordinate events and classes for diverse target audiences to support strategic goals.
• Develop sustainable partnerships.

Two

Deliver relevant and accessible collections.

• Balance electronic and print collections to meet evolving demand.
• Provide educational resources for literacy and lifelong learning.
• Offer job and career resources to support workforce development.
• Provide access to multi-lingual collections.
• Explore non-traditional collections.

Three

Provide responsibly designed innovative spaces and technologies to enhance access to information, knowledge and services.

• Foster the innovative use of library technology to improve efficiency and service delivery.
• Provide new tools, technologies, software and techniques that tap into and unleash the imagination and creativity in the community.
• Expand opportunities for the community to use the library as a place to meet, interact with and offer services to others.

Four

Achieve greater community awareness of the value of the Library.

• Develop and conduct a targeted marketing campaign in collaboration with the County.
• Employ traditional and new media approaches to reach people through a variety of methods.
• Collaborate and leverage local advocacy groups to communicate the story.
• Update branding initiatives based on who we are.

Five

Cultivate an innovative, flexible, adaptive culture that invites community access and participation.

• Provide a consistent level of service across all branches; allow branches the flexibility to tailor services to local needs.
• Optimize the staffing and hours of operation at all locations.
• Review, update, revise, or adopt guidelines and procedures that maximize the use of services.

Six

Staff have the ability, leadership, and mentoring skills needed to help the community and each other succeed in a rapidly changing world.

• Develop and recruit library staff for evolving roles.
• Provide educational opportunities for staff at all levels.
• Develop customer experience competencies.
• Empower staff to act and make decisions within their sphere of influence.

Strategic Planning Process

The strategic planning process was conducted over a four-month period from May 2017 through September 2017. More than 170 people contributed to the process via workshops, interviews, surveys and personal communications. Participants included library and county staff, Friends of the Library, Library Advisory Committee members, Dakota County Commissioners and officials, citizens, and representatives of business and community organizations.

Interviews were conducted with staff, Dakota County Commissioners, Library Advisory Committee members, and stakeholders to deeply understand the issues facing the library and to explore new possibilities.

Seven strategic planning workshops were held over a three-day period in which participants contributed their ideas through a conversation-based process. Exploring contexts and trends along with stakeholder and personal interests, participants conducted a strategic analysis of the library's ability to implement the desired changes, resulting in 98 project ideas and 28 Rich Picture illustrations.

Additionally, surveys were conducted to expand participation to the wider community. These included a user survey, to which 7,270 people responded, and a Chamber of Commerce partner survey (17 responses). Project teams comprised of staff and citizens developed 20 detailed priority projects. At a subsequent Deep Dive workshop, the strategic planning committee refined vision, mission, values, goals and strategies.
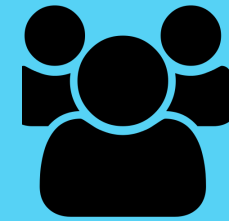
More than
170
workshop participants

Surveys were conducted
7,270
people responded
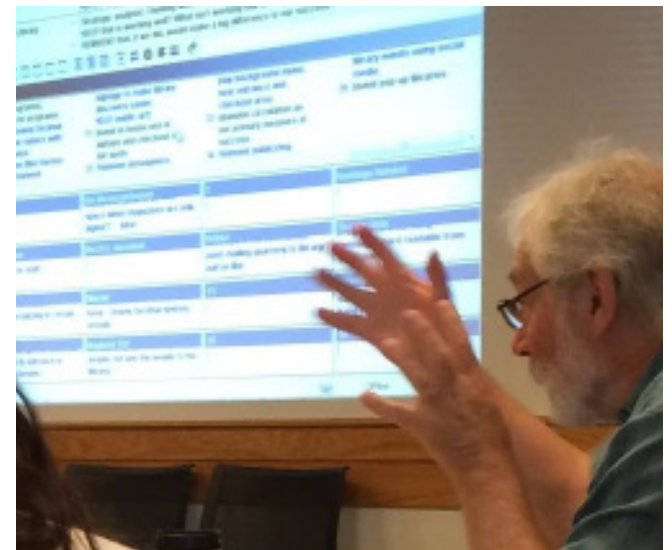
Strategic Analysis

A strategic analysis was undertaken to better understand the environment in which the library currently operates, to identify the challenges facing the library, and to discern the needs and wants of the community. This analysis helped identify issues and challenges the Library needs to address and strengths to further evolve. Using the information, we developed the goals and strategies the library will undertake for the next five years.

TRENDS AND CHALLENGES

Changing Demographics: Our communities are becoming increasingly diverse on a variety of fronts: religion, language, ethnicity, education, and technological ability – to name just a few. Dakota County is growing more diverse while the economic divide between the wealthiest residents and the poorest residents continues to grow. The aging baby boomer population is living longer than previous generations. Boomers are staying in the workforce longer as a way to postpone retirement but also as an opportunity to remain active and engaged throughout their lifetimes.

Millennials: This generation, equal in size to the Baby Boomers, is quickly becoming a core user of public library services. Their use of technology as a mediator for social experiences has made libraries appealing, not just as a place to do research, but also as a place to socialize, to connect and to engage with the larger world. Contrary to popular opinion, surveys of this age group reveal a marked preference for print books over ebooks for reading materials.

Changing library patronage: Libraries are expected to maintain collections and to deliver services to meet the expectations of increasingly diverse users. This diversity includes ethnic identity as well as generational differences. Adults who grew up pre-Internet are now raising children who are digital natives, never having known a world without constant online connectivity. New immigrants often expect to find library services and collections available in their native language. The perception and expectations that users have of their local library vary widely throughout various cultures and generations. This is a constant challenge when designing and implementing services that are timely and relevant to the majority of the library's customer base.

Changing technology: Americans are using more and more technology in nearly all aspects of their lives. Technology has changed the way people communicate, shop, read books, enjoy movies and listen to music. There has been a shift away from face-to-face communication towards texting, from books towards ebooks, from playing on the playground towards playing online. Technology's rate of change challenges libraries to be flexible and adaptable in their service provision. Yet, in a time where more and more communication is online, there remains a thirst for the type of face-to-face, real-world interactions users can experience at their local library.

Flawless and now: Consumer expectations have shifted. Customers expect goods and services to be delivered as instantaneously as possible via streamlined and seamless online applications. This expectation applies to library customers' desire to have books, movies and music just two taps away from immediate delivery to any digital device.

The cloud: Many online services such as email, video, phone and media collections are now available via "the cloud" wherever people are, regardless of the device they are using. In this always-on 24/7 world, email, social media and access to friends and colleagues is immediate and omnipresent.

Technology adaptation: Some people are not comfortable with technology and although ebook usage continues to increase, there are many who still prefer the heft and feel of books, paper and pen. As new technologies emerge, libraries will play a crucial role in providing experiential learning opportunities which incorporate new technologies - while also being mindful to the desires of our customers for physical materials to borrow.

Strategic Analysis

Freelancing: A recent LinkedIn survey estimated that over 40% of all US workers will be working as freelancers by 2020. This new work model often referred to as the 'gig economy' or the 'agile economy' is comprised of individuals who are working a primary or secondary job on a contract basis. In an environment where 'office space' is becoming an outmoded concept, libraries offer a flexible work environment to individuals who simply need a chair, a table and a WiFi signal to transact their business.

Making: There is a growing interest in making, creating and doing hands-on work in the digital age. The US is becoming a reinvigorated DIY culture – from music to computers to crafts to self-publishing to citizen journalism. Some of the most innovative uses of these 'maker technologies' are from creators who are not being compensated in this shift from consumerism to self-production.

Growing health consciousness: Americans are becoming more and more health conscious, particularly emphasizing preventative medicine, healthy lifestyles, fitness and well-being. "Work / life balance" is a driving trend in employee recruitment and retention – and is a significant component in most discussions of mental health.

Many customers, many platforms: Libraries are increasingly seen as community hubs for activities, not just as book warehouses. Classes and programs are more often technological and occasionally multilingual as our country becomes more tech-savvy and more culturally diverse. Libraries are increasingly challenged to deliver responsive services that are informative, relevant and appropriate to a wide spectrum of users.

More demands: Libraries like other public institutions are under pressure to develop new programs and services while maintaining the quality and quantity of their existing programs and services.

New haves and have nots: Libraries are an initial contact point for a wide array of services in our communities. Unemployed/underemployed individuals can seek and apply for jobs. Individuals without health insurance or internet access can apply for insurance at the library. It is also becoming a common practice for social services staff to office out of public libraries in order to reach the homeless and mentally ill residents who visit libraries for free services - or simply for the chance to be warm during a cold winter.

Doing Business: Libraries have opportunities to engage with and support start-ups, entrepreneurs and small businesses. The recent recession saw libraries on the front lines of providing classes for would-be entrepreneurs, classes on market research and classes on contemporary employment skills. The library has a continued role to play in economic development in the community.

Job Searching in the new Millennium: It is now the exception rather than the norm when an employer accepts a paper application for employment. The internet is now the primary medium for the location and submission of employment applications. The job search/placement industry has largely migrated to online processing and libraries play a crucial role in ensuring that residents have equitable access to employment opportunities in our community.

WORKSHOPS

KEEP: Workshop participants said it was important to retain the well-trained, knowledgeable and welcoming staff, the diverse and niche collections that serve most sectors of the community. They valued programming that contributes to community learning including early literacy, storytimes and summer programs that help students avoid the summer slide. Services such as free internet access, homework help and training in how to use tools and technology were also important, as were places for people to meet.

ABANDON: Workshop participants recognized the following barriers to library service: fines and fees and meeting rooms not available before and after hours. The library staff should move away from the fear of making mistakes, abandon outmoded customer service attitudes, and obsolete services that are not well patronized. Participants encouraged the library to move towards facilitating social activities and conversations. Physical issues need to be addressed including crowded spaces in some libraries, and worn furniture. The library should move away from exclusively focusing on books.

INVENT - REINVENT: Ideas for changes included pop-ups and embedded services, new ways to deliver adult programs, making children's programs more interactive, and rejuvenating the summer reading program. Other suggestions included remote access, technology training, language services and materials, and home-bound services. The library should engage in marketing the many programs and collections it has to offer, particularly via partnerships, and develop an enhanced media presence and branding. Suggested internal changes included improvements to staff training, particularly in new models of customer service, new approaches to staffing, as well as redesigning the physical spaces for social interaction.

Community and Staff Input

INTERVIEWS

The following key points were made by the people who participated in the interviews:

LIBRARY FOCUS: Some people saw the need for the library to be more agile, particularly for remote access, to rethink programming, particularly for teens, and to work more closely with other County departments. Overall the library should make better use of the building spaces and capitalize on farmers markets, schools, parks and gardens, and senior centers to reach residents. They should create and promote a community calendar and host non-traditional programs that engage different parts of the brain and body-improv, drumming programs, choir groups. The library should also strive to bring people together across spatial, cultural, linguistic and socio-economic boundaries via events that connect different groups and neighbors to improve communication, understanding and integration. They saw a need for more consistent hours. Responders requested more study rooms. The library should expand its offering and titles in eBooks, engage in a program to market its existing services, but also tailor services to individual communities, and have each branch develop a specialty in a key service that all branches can subsequently offer. Outreach should be expanded to the underserved and the business community, to tailor services to the needs of the members of these stakeholders.

Interviewees also said that the Library should play a bigger role in the community. The library could become a training site for community and technical colleges, a resource for community engagement, a place to support learners out of school, to facilitate community conversations, and provide space for community groups and neighborhood associations.

WHAT THE LIBRARY DOES WELL: All people interviewed spoke highly of the staff and the library. The library excels in the provision of access to the internet and technology. The staff are friendly and helpful. The iLab makerspace is a valuable addition to the library repertoire and needs to be cloned. The library is responsive to the changing roles of libraries and librarians, and the need to be relevant to new expectations from the community. The library has robust collections and provides easy access to them; the legal resources are particularly valuable.

BUSINESS RELATIONSHIPS: The people interviewed saw value in developing closer relationships with business, particularly to partner with Chambers of Commerce, the Workforce Development Board and the Community and Technical Colleges. Desirable library services include technology classes and training, workshops for entrepreneurs, meeting spaces, hosting job fairs, offering hand-on work experiences for teens, support for small business start-ups, sponsorships of programs and equipment purchases, help with reading/math skills, providing spaces for business mentoring, teaching people to identify valid information, hosting the SCORE office and providing business incubator services.

STAFF PRIORITIES: The staff of the library are dedicated to serving the community in all its diversity including age, economic, and ethnic diversity. Staff would also like to see that staff increasingly reflect the community. They want to be more nimble, expand outreach through partnerships with community organizations, and let people know the extent of library services. There is great interest in reducing barriers to using the library, such as fines and fees and language barriers. Staff have expressed concerns about staffing levels.

COMMUNITY SURVEY

7,270 SURVEY RESPONDENTS

Library Visited			
Wescott	33%	Heritage	12%
Galaxie	31%	Inver Glen	9%
Burnhaven	21%	Farmington	6%
Wentworth	16%	Pleasant Hill	6%
Robert Trail	14%	Online (website/catalog)	21%

Respondents	
females representing all age groups	73%
have a Dakota County library card	95%
live in Dakota County	91%

Population	
White/Caucasian	91%
Others identified themselves as multiple ethnicities	3%
Asian/Pacific Islander	3%
Black/African American	2%
Hispanic	2%
American Indian/Alaskan Native	1%

Last visit was within the last	
2 Weeks	55%
6 Months	31%
Year	7%
5 Years	4%
Never/Other	3%

Services of Value			
eBooks/eAudio	64%	3D printing	18%
author events	32%	streaming video services	18%
attend technology classes	31%	tutoring/ homework help	16%
participate in craft programs	29%	homebound delivery	16%
receive online reading/ listening suggestions	29%	library services at senior centers	13%
summer reading experience	27%	available design software	12%
reserving meeting rooms	24%	book publishing	12%
attend storytimes	23%	business start-up assistance	10%
attend discussions on national topics	21%	resource to create podcasts/videos	10%
use research tools/ homework resources	20%	appointments for indepth assistance	8%
STEM programs	20%	learning English	4%
leadership programs for youth	19%		

Community and Staff Input

Respondents also had the opportunity to comment on existing or new services:

Materials:

• Many are concerned about basic services such as physical books, magazines, newspapers,
• More classic children's literature.
• Remove the checkout limitations from Hoopla.
• Ability to request future release items.
• Automated holds pick-up and pre-overdue notices, alerts about new titles.
• Tool Collections – yard, plumbing, wood working, kitchen, hobby and recreations type items: fishing gear, pads
(knee, elbow) wrist guards, yard games, crafting/art items.

• Kindle users, especially Paperwhite users, would like Overdrive to return.
• Preferred delivery methods include:
    o using the library's website or catalog
    o going to the library
    o using kiosk to borrow or return materials
    o personal instruction, in-person or via email or via chat
    o using the library's social media
• Users want to see more copies of newly released books to alleviate the long waits for requested popular titles.

Classes/Events:

• Basic computer program classes – Microsoft applications.
• Classes for small business owners to help manage their businesses.
• Classes on internet/social media safety for kids, teen, adults.
• Facilitate conversations about local, regional, national issues.
• Want programs for early elementary children, ages 6-10.
• More speakers/authors.
• Online classes for college credit.

Facilities:

• Consistent hours all year – especially Sunday and evening hours.
• Outdoor seating, cozy indoor reading areas, plugs to charge devices, iLabs in all locations, child-friendly restrooms, drive thru windows to pick up/drop off items, coffee shop, play areas for young children, meeting room projectors.
• Meeting rooms – online booking, available during non-business hours.
• Outdoor book drops – need to function, have non-technical return slots, offsite drops.

Support:

• Maker support – digital conversion equipment for photography and sound editing, 3D modeling software, drone demonstrations, virtual reality equipment, media transfer equipment, video game and coding programs.

• Support for Seniors – tax help, Medicare options help, transition to assisted living, home delivery/pick-up of materials.
• Support groups – autistic, caregivers, Alzheimer's, variety of special needs.
• Volunteer opportunity database for teens and adult.

Reasons cited for not visiting the library:			
already have internet	24%	have everything they need	4%
do not have time	23%	use school or college library	4%
wait for items is too long	19%	don't read books	3%
hours are not convenient	17%	see no reason to visit the library	2%
buy what they read/ listen or watch	13%	negative experience	1%
can't find what they want	7%	library is not a safe/ welcoming place	1%
don't have children	5%	books not available in their language	1%
too many fines	5%	library buildings not accessible for their needs	.4%
library not conveniently located	4%	could not get a library card	.15%

Respondents would visit the Library more often if:			
friendly staff	39%	lower or no fines on overdue materials	19%
digital media lab	29%	quiet study rooms	14%
different hours	26%	being able to make an appointment with library staff for assistance	11%
more programs for people their age	21%	more staff who look like them	2%
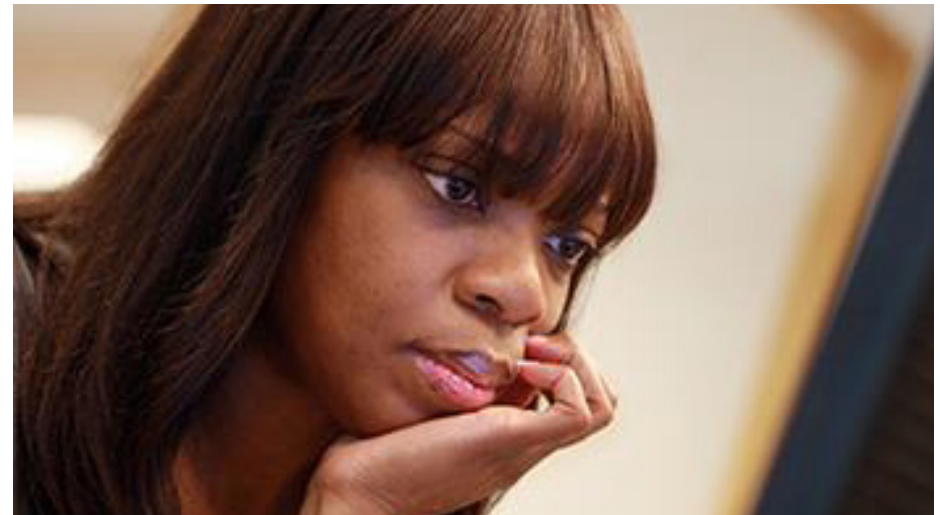
Community and Staff Input

CHAMBER OF COMMERCE SURVEY

A Chamber of Commerce survey attracted 17 respondents. Of those, 18% were of interested in offering their talent services for free several times a year; 53% expressed some interest in offering their services.

Skills people could offer via a talent bank included:
Accounting, understanding insurance policies, general business and project management, assistance with smartphone apps and social media, pediatric and family wellness, tax assistance, real estate issues such as first-time home buying and preparing a home for sale, and logistics/warehousing. The library delivery methods cited most frequently included going to the library (87%), using the library website or catalog (73%), getting help or instruction from an expert in person (73%), using a kiosk to return or check out materials (73%), and using the library's Facebook, Twitter, and Instagram pages (67%), and getting help via email (66%) or chat (53%).

New or existing services that would be the most valuable to business included:	
book a small or large meeting room	56%
attend a technology class	56%
use resources to create podcasts or videos	44%
borrow ebooks or eaudiobooks	44%
use business research tools	38%
access business start-up assistance	31%
use a 3D printer	25%

DAKOTA COUNTY 2016 RESIDENTIAL SURVEY

The National Research Center administers a scientific, random-sample survey of Dakota County residents about County services and programs every 2-3 years.

How important, if at all, is it to provide the following library programs and services? (rated essential and very important)	
Popular titles/current library materials	69%
Early literacy/reading skills promotion and resources	69%
Information about jobs, skills, literacy, and careers	62%
Community activities/information	62%
Technology access, computer classes and training	60%
Health and wellness programs and resources	57%
English as a second language resources and services	49%
Small business/economic development resources and services	49%
Consumer/government information	49%
Author/performance arts programs	40%
Movies, music and entertainment	39%
Library materials in other languages (Spanish, Somali, Russian, others)	35%
Streaming movies and music (online)	25%
Technology to create and edit music and videos	23%

Targets and Strategic Measures

The following targets or strategic measures were developed by the staff and the strategic planning committee to assess the progress of implementing the strategic plan in the immediate future. The goals align with two of the County's principal goals.

• A great place to live: Dakota County strives to be a welcoming place where all people are safe, have opportunities to thrive, and enjoy a high lifelong quality of life.

• Excellence in public service: Dakota County demonstrates sound stewardship of human and financial resources, communicates and engages with the public, and innovates.

Targets and Strategic Measures

GOAL 1: Engage customers in experiences which support growth and learning.

STRATEGY	TARGET	MEASURES
1. Grow beyond the walls of the library, via services jointly promoted with community partners.	Ongoing	• Number of outreach events • Total participants at outreach events
2. Develop outcomes and use to evaluate and prioritize library services.	Ongoing	• Percentage of participants rating a program excellent or good • Percentage of participants who learned something new at a program • Specific summer learning and technology classes outcomes
3. Purposely select and coordinate events and classes for diverse target audiences to support strategic goals.	Ongoing	• Number of events and classes • Total attendance at events and classes • Number of children and teens registered for Summer Learning
4. Develop sustainable partnerships.	Ongoing	• Number of outreach events • Total participants at outreach events • Partners identified for services, classes and events

GOAL 2: Deliver relevant and accessible collections.

STRATEGY	TARGET	MEASURES
1. Balance electronic and print collections to meet evolving demand.	Ongoing	• Percentage of circulation that is digital • Percentage of collection that is digital
2. Provide educational resources for literacy and lifelong learning.	Ongoing	• Number of digital and physical items checked out • Number of uses of online research tools
3. Offer job and career resources to support workforce development.	Ongoing	• Total attendance at classes • Number of community partners
4. Provide access to multi-lingual collections.	2018	• Number of World Language items checked out • Outcomes identified by World Language committee
5. Explore non-traditional collections.	2017	• Number of checkouts in two pilots • Percentage who would check out non-traditional collection again • Percentage who learned something new

Targets and Strategic Measures

Provide responsibly designed innovative spaces, and technologies to enhance access to information, knowledge and service.

STRATEGY	TARGET	MEASURE
1. Foster the innovative use of library technology to improve efficiency and service delivery.	Ongoing	• Visits to the library website and catalog • Number of hours of WiFi and computer use • Percentage of online library card registration • Number of subscribers to text
2. Provide new tools, technologies, software and techniques that tap into and unleash the imagination and creativity in the community.	Ongoing	• Measurements to be determined as new technology is implemented
3. Expand opportunities for the community to use the library as a place to meet, interact with and offer services to others.	Ongoing	• Number of in-person visits • Number of meeting room reservations • Total attendance at public meetings
4. Deliver services via new configurations, such as maker spaces, virtual and/or mobile concepts, pop-ups and embedded services.	2019	• Number of hours or iLab equipment used • Number of iLab equipment reservations • Develop outcomes for the iLab

GOAL 4: Achieve greater community awareness of the value of the Library.

STRATEGY	TARGET	MEASURES
1. Develop and conduct a targeted marketing campaign in collaboration with the County.	2018	• Develop a marketing plan with measures
2. Employ traditional and new media approaches to reach people via a variety of methods.	Ongoing	• Number of social media followers • Number of press releases • Number of visits to Library website
3. Collaborate and leverage local advocacy groups to communicate the story.	2019	• Measures to be determined as part of initiative
4. Update branding initiatives based on who we are.	2019	• Measures to be determined as part of initiative

Targets and Strategic Measures

GOAL 5: Cultivate an innovative, flexible, adaptive culture that invites community access and participation.

STRATEGY	TARGET	MEASURE
1. Provide a consistent level of service across all branches; allow branches the flexibility to tailor services to local needs.	Ongoing	• Number of staff trained on customer service competencies • Percentage of programming that is system/vendor provided versus local
2. Optimize the staffing and hours of operation at all locations.	2018	• Number of locations with consistent year-round hours
3. Review, update, revise, or adopt guidelines and procedures that maximize the use of services.	2019	• Create a review schedule for guidelines and policies • Percentage of guidelines and policies reviewed and updated on time

GOAL 6: Staff have the ability, leadership, and mentoring skills needed to help the community and each other succeed in a rapidly changing world.

STRATEGY	TARGET	MEASURES
1. Develop and recruit library staff for evolving roles.	Ongoing	• Screening tool created and used for all interviews • New Library Employee Orientation updated • Number of new employees attending new orientation
2. Provide educational opportunities for staff at all levels.	Ongoing	• Number of trainings, workshops, webinars or other professional development opportunities attended • Number of staff participating
3. Develop customer experience competencies.	2019	• Customer service competencies developed • Customer competencies used • Percentage of residents rating the library as excellent or good
4. Empower staff to help determine priorities and how the library delivers services.	Ongoing	•Workplace climate survey results

Appendix

Dakota County Library at a Glance

The following selected statistics, from FY 2016, provide a snapshot of the activities of the Dakota County Library.

SUMMARY

- Budget: $12,524,086
- Revenue, County Funds: $11,519,316
- Revenue, Local & Regional: $1,004,770

- Facilities: 9 libraries in the system
- Library staff: 129.11 FTE
- Public computers: 206

PROGRAMS & OUTREACH

- Programs for all ages: 2,830
- Program attendance: 95,730
- Summer Reading Children: 12,290
- Summer Reading Teens: 2,359
- Outreach events: 355
- Outreach event attendance: 40,248

RESOURCES AND USE

- Active Borrowers: 176,800
- Service Population: 394,139
- In-person Library Visits: 1,811,311
- Online Library Visits: 2,266,805
- Internet Hours: 231,940
- iLab Hours: 1,305
- Wi-Fi Hours: 353,525
- Bandwidth: Internet, 260 Mbps
- Reference Questions: 98,852
- Volunteer Hours: 6,428
- Twitter followers: 687
- Facebook followers: 3,235
- Instagram followers: 95 (started 4.2017)
- Annual Circulation: 4,756,097
- Holdings: 800,039
- Adult Materials Circulation: 2,118,937
- Children's Materials Circulation: 2,097,263
- Hoopla Circulation: 63,355
- Research tool uses: 27,482
- Expenditures Print: $1,308,624
- Expenditures Audio/Visual: $332,118
- Expenditures Digital Materials: $477,502
- Print Collection: 672,671
- Audio/Visual Collection: 126,908
- Digital Collection: 118,462

Dakota County at a Glance

The following 2016 statistics provide a snapshot of Dakota County.

POPULATION

• Population Dakota County (2016): 412,530
• Median Age: 37.4 years
• Age of Population: Under 5 (6.5%), 5-9 (6.8%), 10-14 (7.2%), 15-19 (6.6%), 20-24 (5.8%), 25-34 (13.1%), 35-44 (13.2%), 45-54 (14.9%), 55-64 (13.1%), 65-74 (7.6%), 75-84 (3.5%), Over 85 (1.6%).
• Households: 161,853
• Ethnicity: White (79.4%), African American (6.3%), Hispanic (6.8%), Asian (4.9%), Native American (0.6%), Pacific Islander (0.1%), Two or More Races (2.8%).
• Education (25 Years+): Less Than High School (5.0%), High School Graduate (20.8%), College - No Degree (21.3%), Associates Degree (11.8%), Bachelors' Degree (29.0%), Masters, Doctorate or Professional Degree (12.1%). School District Demographics
• School Districts: Burnsville-Eagan-Savage Public Schools ISD 191; Cannon Falls Public Schools ISD 252; Farmington Public Schools ISD 192; Hastings Public Schools ISD 200; Inver Grove Heights Public Schools ISD 199; Lakeville Public Schools ISD 194; Northfield Public Schools ISD 659; Randolph Public Schools ISD 195; Rose-mount-Apple Valley-Eagan Public Schools ISD 196; South St. Paul Public Schools, Special District 6; West St. Paul-Mendota Heights-Eagan Area Schools ISD 197.
• Students Ethnicity: White (69.7%), African American (11.5%), Asian (7.3%), Hispanic or Latino (10.6%), American Indian (0.9%)
• Most common non-English languages spoken in students' homes: Spanish (4,600 students); Somali (1,727 students); Vietnamese (651 students); Russian (334 students); Chinese-Mandarin (326 students)

OTHER INFORMATION

• Major Employers: Thompson Reuters; Post consumer Brands LLC; UTC Aerospace Systems; Evergreen Industries; Coca-Cola Bottling Company; Blue Cross & Blue Shield Minnesota; Pepsi Bottling Group.
• Civic Organizations: Arts Councils (Apple Valley, Lakeville Area, Hastings Prescott Area, Rosemount Area); Art Works Eagan; Eagan Artist Connect; Rotary (West St. Paul/Mendota Heights, Eagan, Farmington); Kiwanis; Rosemount Historical Society; Carpenter Nature Center; Dodge Nature Center.
• Business Organizations: Chambers of Commerce; Farmington Business Association; South Robert Street Business Association; St. Paul Voice/La Voz.
• Social Services: 360 Communities; YMCA; Senior Centers (Burnsville, Apple Valley); CAP Agency/Head Start; PACER Center; South of the River Education Center; Espanol Recreando Educando; The Link; Hastings Family Service; DARTS; The Open Door; TreeHouse; Kids 'n Kinship; Eagan Beyond the Yellow Ribbon; Dakota Woodlands; Lincoln Place.
• Higher Education Located in Dakota County: Dakota County Technical College; Inver Hills Community College.

JACK RUSSELL MEMORIAL LIBRARY
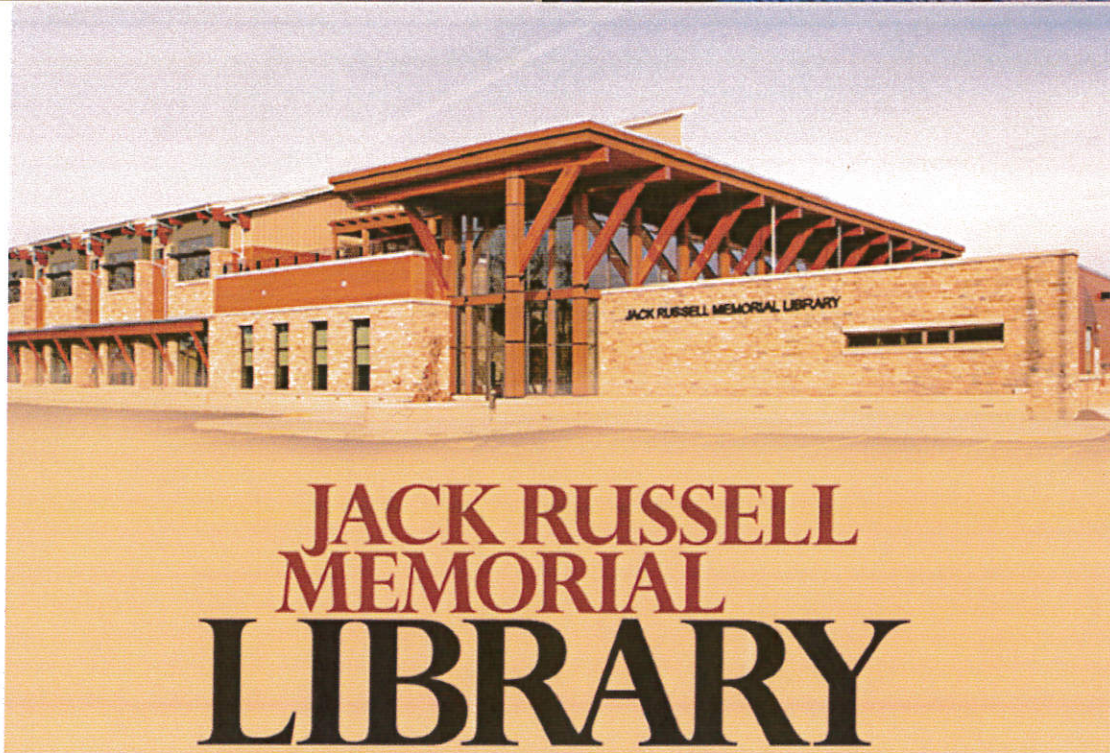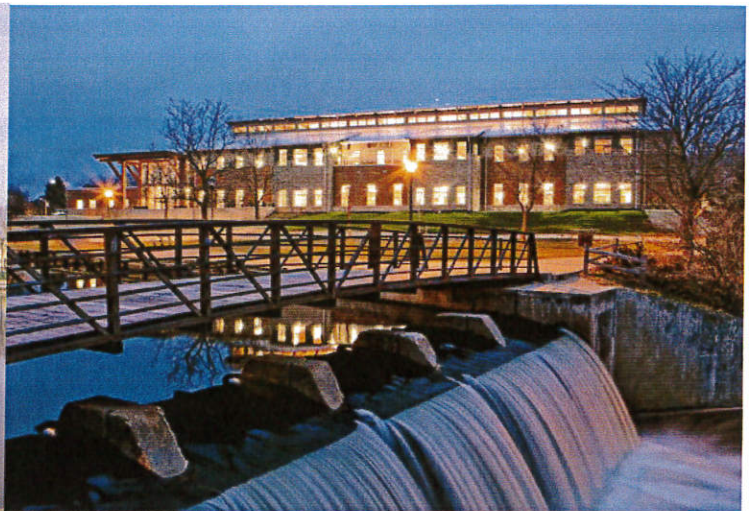
Strategic Plan

2018-2023

Approved by the Jack Russell Memorial Library Board

February 14, 2018

Acknowledgements

This plan would not have been completed without the participation of the community of Hartford and the library and Board sincerely thanks those that offered their ideas and time by completing surveys and attending a community conversation. Their feedback was invaluable to the process and the library hopes this sharing of information and understanding will continue well past the adoption of this plan. Thank you very much!

Thanks are also extended to the Strategic Planning Committee for their time, ideas and commitment to the Jack Russell Memorial Library and the development of this plan. Members of the committee are:

Strategic Planning Committee
Marilee Fuss, Library Board Member
Laurie Hilger, Friends of the Library Representative, Library Board Member
Tom Hostad, Hartford Area Development Corporation Direction (HADC)
Attila Weninger, Hartford Union High School District Superintendent
Barry Wintringer, City of Hartford Council Member, non-voting member of the Library Board
Jennifer Einwalter, Library Director
Jessica Kuderer, Assistant Library Director/Youth Services Librarian

The Planning Committee would also like to thank the Library Board for their support of the strategic planning process.

Library Board of Trustees
Shari Purman, President
Marilee Fuss, Vice-President
Laurie Hilger
Krista Hoffmann
Gary Morganstern
Gene O'Brien
Dr. Mark Smits, Hartford Jt. 1 Representative
Barry Wintinger, Aldermanic Liaison

Special thanks to the staff of the JRML for their input and ideas. Lastly, the library would like to thank Melissa McLimans and Bruce Smith from WiLS (Wisconsin Library Services) for providing planning process management and facilitation services to develop our strategic plan.

JACK RUSSELL MEMORIAL LIBRARY

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Table of Contents

JACK RUSSELL
MEMORIAL
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Introduction

Situated within easy driving distance of Madison and Milwaukee, with a robust business community, many cultural opportunities, and a beautiful location in the Kettle Moraine area, Hartford really is a small town that has it all. The Jack Russell Memorial Library (JRML) is at the heart of the thriving community. With two separate initiatives, the Hartford Area Development Corporation and the Downtown Business Improvement District, focused on growing the downtown and surrounding areas, the JRML understands that it should not only be ready for a changing and growing community, but to be part of the efforts to grow the Hartford area.

In order to ensure that the library understands the needs of the current population and to be prepared for changing needs, the Jack Russell Memorial Library Board formed a strategic planning committee. The committee was made up of library staff, Friends of the Library members, Board members, and members of the community to craft a five-year plan to determine and articulate the goals of the library after careful consideration of the community's needs and aspirations. The planning committee, with the assistance of consultants, began their work in May of 2017 with an introductory meeting. The Committee then used the following sources of information to help determine the goals for the library:

- Annual report data submitted to the Department of Public Instruction (DPI) for the years 2009-2016.
- Results of a survey of convenience conducted between 6/19/2017 and 7/17/2017. There were 277 total responses.
- Three Community Conversations, the first of which was held 7/20/2107 with 15 attendees, the second on 7/25/2107 with nine attendees, and the third took place on 8/2/2107 with 16 attendees. These conversations were attended by business and civic leaders, educators, office-holders, citizens and library patrons.
- Issues and Needs Questionnaire, completed by members of the Planning Committee.
- Demographics from the American Community Survey and the 2000 and 2010 Census.

The planning committee met on October 2, 2017 to develop the strategic goals and activities outlined in the plan.

Mission Statement

JRML is the community gathering place that fosters education, personal growth, and enjoyment. By connecting the community, the JRML is Hartford's doorway to discovery.

We value:
- the library as a safe, welcoming and inclusive place for all members of our community.
- collaboration with the community and fostering collaboration within the community.
- promoting literacy, learning and the library to impact our community.
- leading everyone's learning journey as the community's trusted source for information.
- an engaged, innovative, friendly, and trained staff that is appreciated, supported and vital to creating and advancing library services

JRML's brand starting in 2018 will be: Community. Learning. Knowledge

JACK RUSSELL MEMORIAL LIBRARY

Background

"The Library of today is less of what we have for people and more about what we do for and with people. Public libraries are a life line for people at every key transition during their lives."
American Library Association Libraries Transform Campaign

Located along the Hartford Millpond, the Jack Russell Memorial Library (JRML) is a treasure for Hartford and the surrounding area. The beautiful architecture, outdoor spaces, and views are inspiring, but the collections, services and staff are what make the JRML the doorway to discovery. Throughout the strategic planning process, from data gathered from annual reports, community conversations, a survey, and anecdotes shared by staff and committee members it was shown that the JRML is heavily used by the members of the community as both a learning place and a gathering place. While loaning materials is a large portion of what the library does, there are many additional services the library provides that have grown to be a staple within the community it serves. Room rentals, programs, and PC access are just the tip of the in-demand services the library has cultivated over the years. These services have broadened the scope of what the library offers the community, making it much more than a place one can find books.
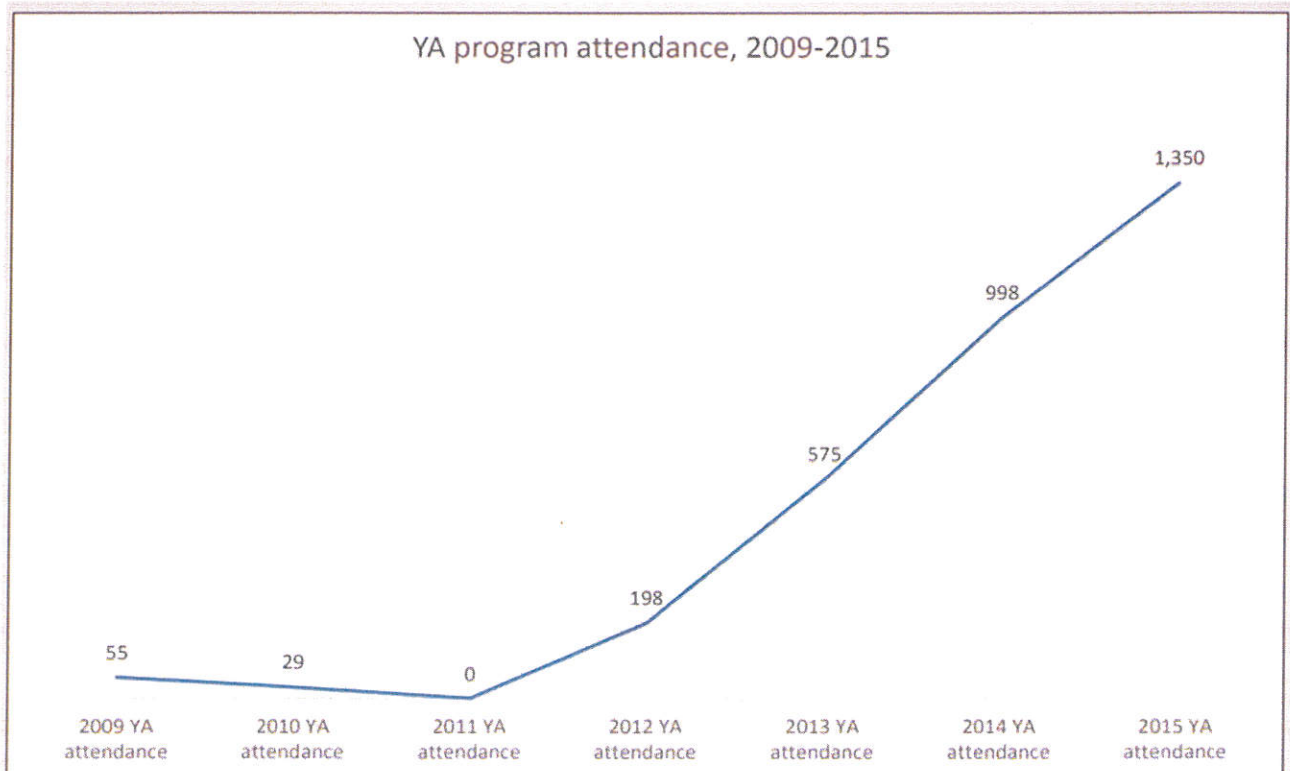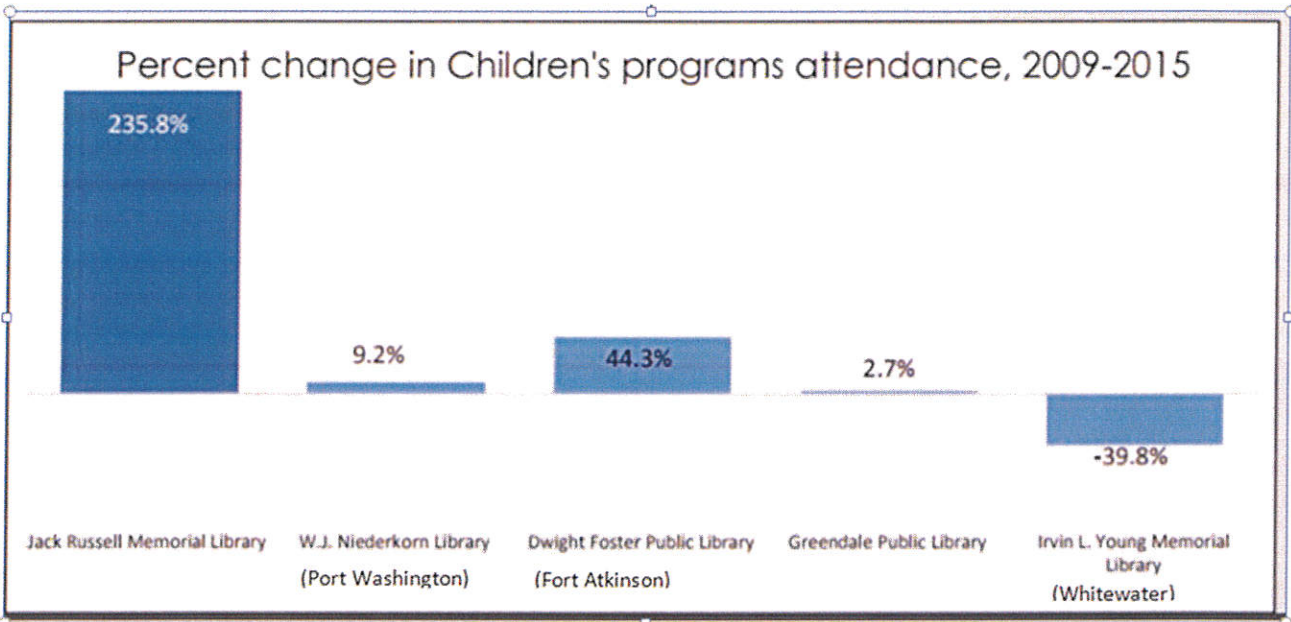
By the Numbers—Circulation

The JRML has seen an increase of approximately 23% in circulation of materials over the last six years—a sharp contrast to peer libraries that have seen a decrease.

Percent change in circulation 2009-2015

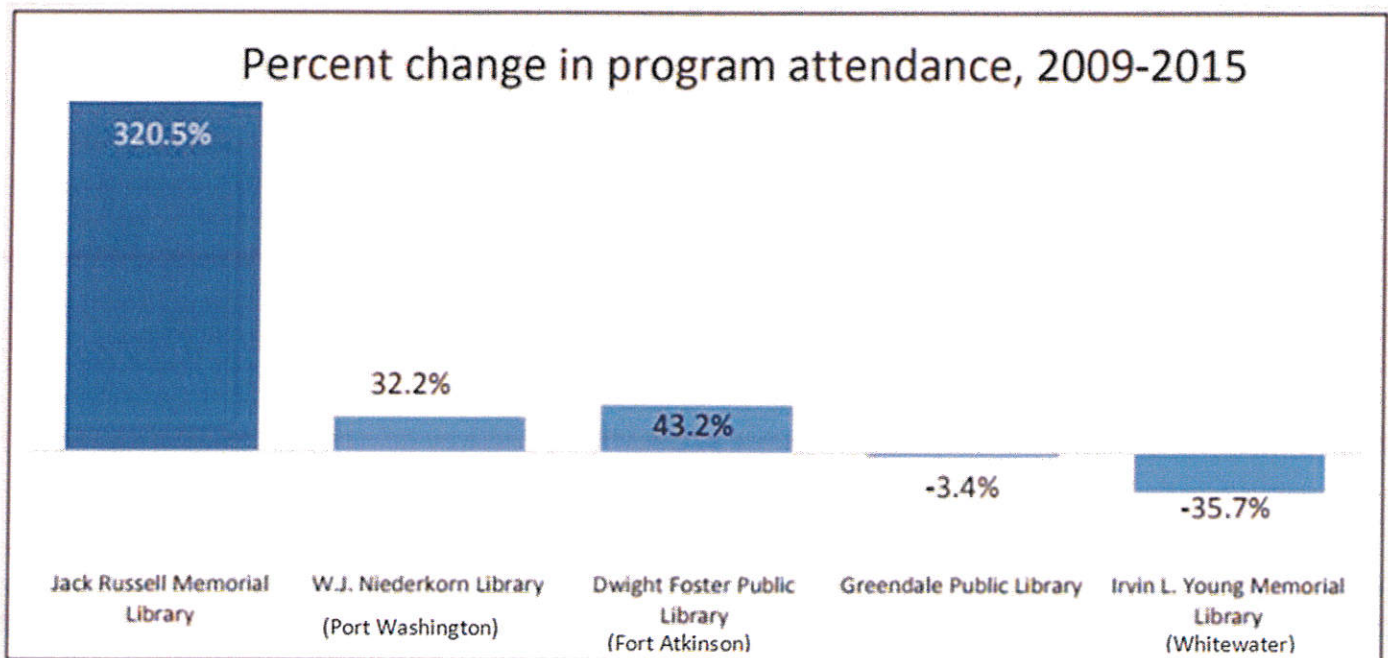| Library	Percent change
Jack Russell Memorial Library	22.6%
W.J. Niederkorn Library (Port Washington)	-20.4%
Dwight Foster Public Library (Fort Atkinson)	-12.9%
Greendale Public Library	-2.8%
Irvin L. Young Memorial Library (Whitewater)	-22.2%
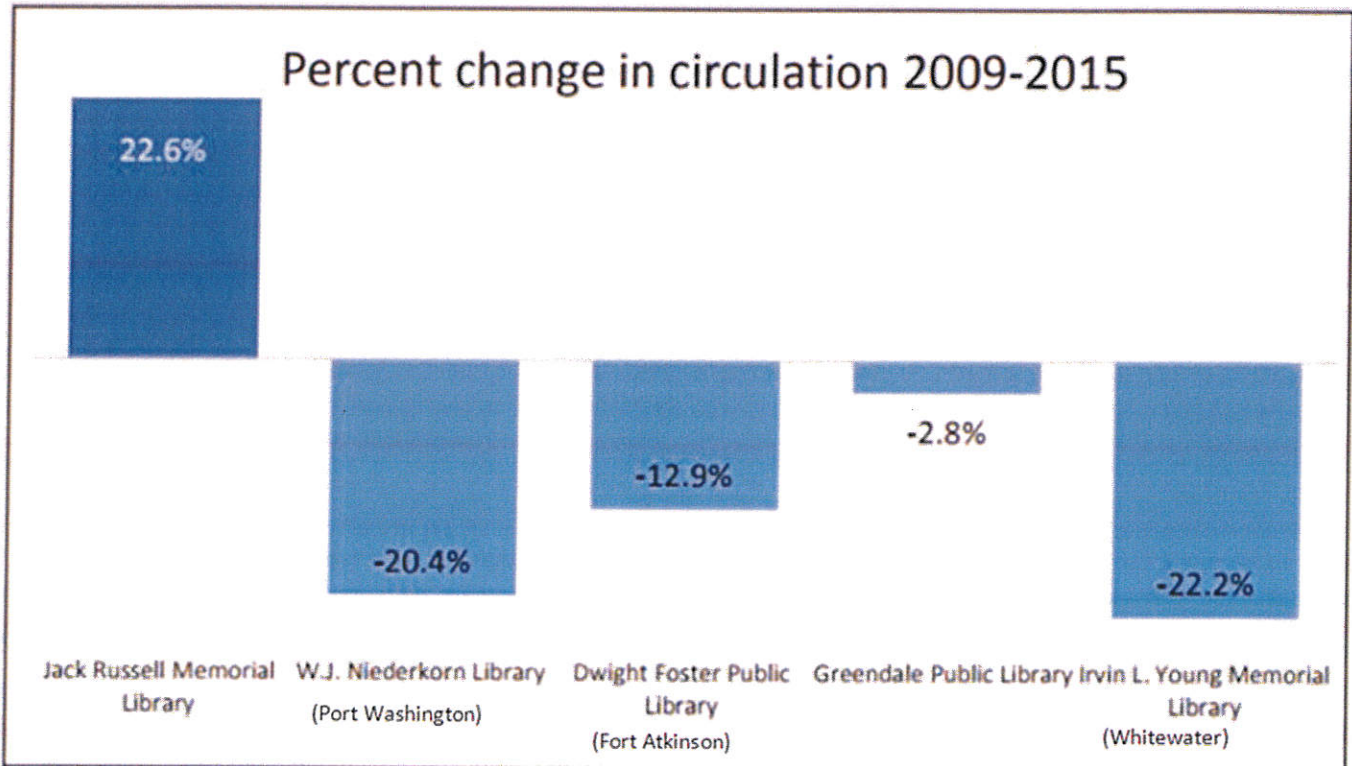
Children's & Teen Programming

The JRML has a thriving Youth program. With the opening of the new facility in 2011, Youth programming was greatly expanded. Teen programming specifically received a major overhaul as there was little to no Teen programming offered previously. Teen program offerings include crafts, movies, activities, and a Teen Summer Reading Program. Overall, Youth programming increased 434% from 2009-2015. Not only has the Library increased the amount of Youth programs offered, but the public has also positively responded. There was a 235.8% change in Children's programming from 2009-2015. Teen programming has continued to grow from 55 attendees in 2009 to 1,350 overall attendees in 2015.

Percent change in Children's programs attendance, 2009-2015

Library	Percent change
Jack Russell Memorial Library	235.8%
W.J. Niederkorn Library (Port Washington)	9.2%
Dwight Foster Public Library (Fort Atkinson)	44.3%
Greendale Public Library	2.7%
Irvin L. Young Memorial Library (Whitewater)	-39.8%

YA program attendance, 2009-2015

Year	Attendance
2009 YA attendance	55
2010 YA attendance	29
2011 YA attendance	0
2012 YA attendance	198
2013 YA attendance	575
2014 YA attendance	998
2015 YA attendance	1,350

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The JRML is dedicated to consistently re-evaluating, redesigning, and implementing new Youth programs as the community's needs and wants change. The JRML realizes the youth served are the future of the library. The staff's goal is to foster a love for reading, learning, and an overall love of the library.

Adult Programming

While the Youth programs are a major staple of what the library does, the JRML realizes programming for adults is equally important. Like Youth programming, the creation of the new facility allowed library staff to explore and implement more adult programming. Adult programs such as Movies for Grown-Ups, Crafts for Grown-Ups, and an Adult Reading Program were all implemented and positively received by the community. The Friends of the Harford Library (FHL) also planned and sponsored performers and speakers for adults. Many times, these programs were so well attended that FHL members would have to turn away attendees to not break fire code. While the group has done a tremendous job at planning the programs, it was a major time commitment for the FHL, which is made up entirely of volunteers. In 2017, the FHL and the JRML signed a memorandum of understanding regarding programming. Starting in 2018, the library will handle the planning for all the adult performers and speakers. The FHL will sponsor and help staff the programs. It is a partnership both the FHL and the JRML is excited about and confident will help provide the community with more adult programming that caters to adults of all ages. Below is a look at overall attendance between Adult and Youth programming:

Percent change in program attendance, 2009-2015

Jack Russell Memorial Library	320.5%
W.J. Niederkorn Library (Port Washington)	32.2%
Dwight Foster Public Library (Fort Atkinson)	43.2%
Greendale Public Library	-3.4%
Irvin L. Young Memorial Library (Whitewater)	-35.7%

Community Room and Study Room Usage

The JRML provides many spaces the public and organizations can utilize. Upstairs, the library has three study rooms as well as one larger conference room. The study rooms vary in size with the smallest holding no more than four people and the largest holding no more than 8 people. The Conference room can accommodate up to 20 people. Downstairs in the main entrance of the library, the facility has a Community room that can accommodate 100 people seated and 150 people standing.

All the meeting room spaces can be reserved up to six months in advanced and are heavily used by the public. Over the years, use of the rooms has more than tripled since the new facility was open. In 2012, there were 687 room reservations from the public. In 2016, there were 2,329, which averages to approximately 45 reservations per week.

Reference Questions

The library is often looked at as the community's personal "Google." Staff answer a range of questions such as, "Do you know the number for the local Wal-Mart," to "Can you help me find information on building my own green house." In 2016, staff answered approximately 13,631 questions from the public. While some may think the Internet has all the answers, the public still needs and believes the library is their trusted source of information.

Volunteers

The JRML has a bolstering volunteer program managed by a staff member. Volunteers help complete a multitude of tasks including but not limited to shelving, pulling holds, shelf reading, and completion of special projects as assigned. All volunteer tasks comply with Wisconsin's privacy law, which requires volunteers do not handle any patron's personal and private information. With the help of volunteers, the library has received an additional 33 hours of work per week from 2014 to 2016. For the JRML, the 33 weekly hours of volunteer work is invaluable as it likens to having another part-time staff member. The volunteer program at the library has continued to grow as community member's interest in volunteering has increased. While the library will continue to cultivate and grow its volunteer program, the program is reaching capacity. In addition, the tasks that the library requires more help with are ones that volunteers cannot assist with, they do not comply with Wisconsin's privacy law. As the library moves forward with its services to the community, relying solely on more volunteer help cannot be the only option to support the library's growth.

JACK RUSSELL MEMORIAL LIBRARY

Technology

Of particular interest is the strong use of and need for technology in Hartford. Electronic book usage has soared with the library's e-uses rising from 487 in 2010 to 14,631 in 2016—a total of 1100%.
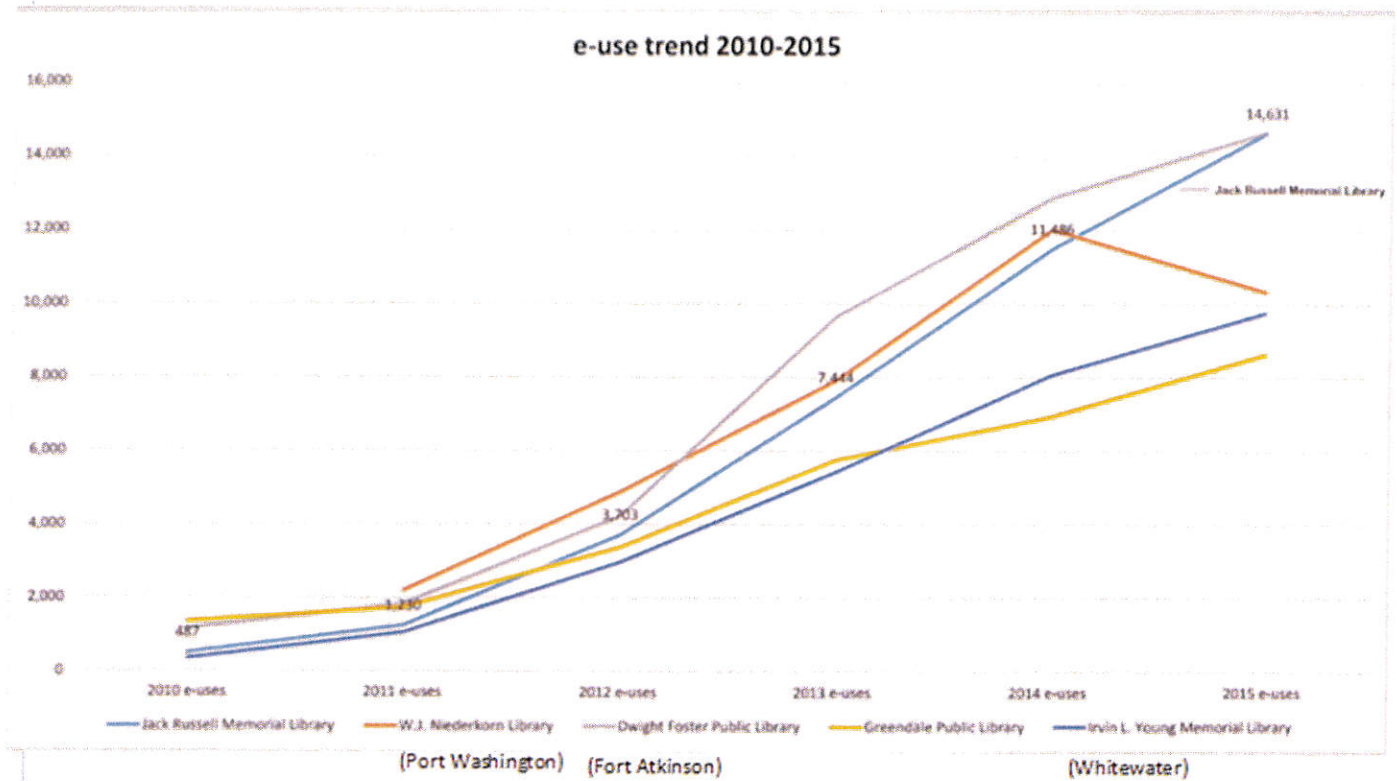
Within the library, computer use remains unusually high in contrast to comparable public libraries. Although there has been a small decrease in use since a peak in 2014, collected statistics show an increase of nearly 30% in PC use in the library between the years of 2009-2015. In 2016, collected statistics show 14,237 public computer use logins over 19 stations. On average, this reflects about 273 logins per week or 40 logins per day. In addition, Wi-Fi is also a huge demand at the library with 28,020 wireless logins in 2016.
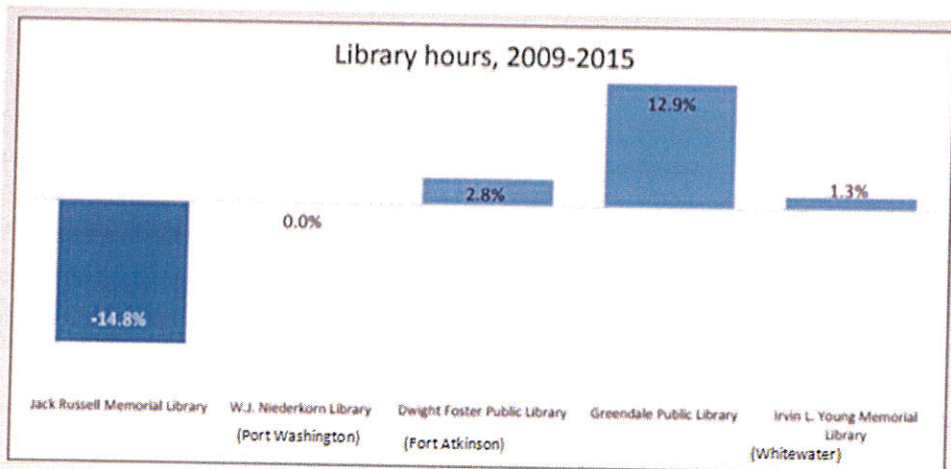

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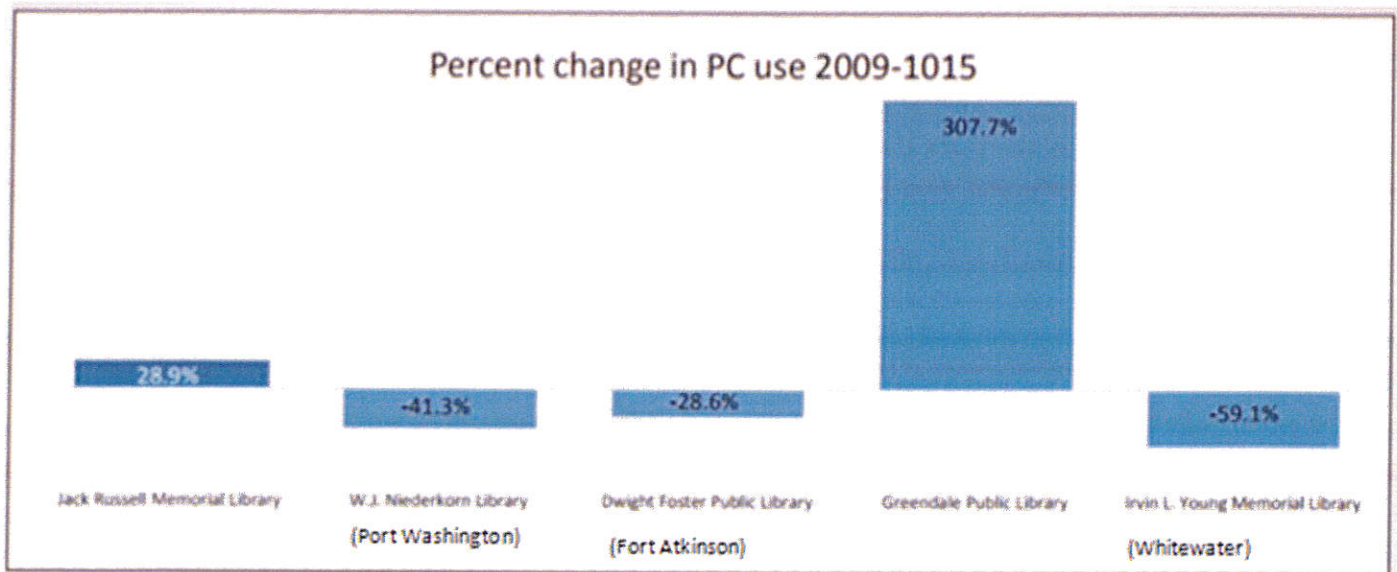
With technology continuing to be a driving force in Hartford and a growing library service the public expects, staff often receive technology related questions. Whether a patron needs help downloading a book to a personal device or learning how to create an email account, the staff are often sought after for help. They are, in many ways, the community's technology help desk.

The area of technology support as well as workforce development is one in which the library will continue to be needed. The development of the downtown area, strong relationships with the schools, and an active business community make collaborations and partnerships possible. At the community conversations, attendees noted the following:

- The library could be a place for business or technical college training, possibly partnering with corporations in Hartford where the library can be utilized for training their employees.
- Providing adult educational opportunities and being a media and/or technology hub for the community is needed as a role the library can fill.
- The library could help with being an education center for technology.
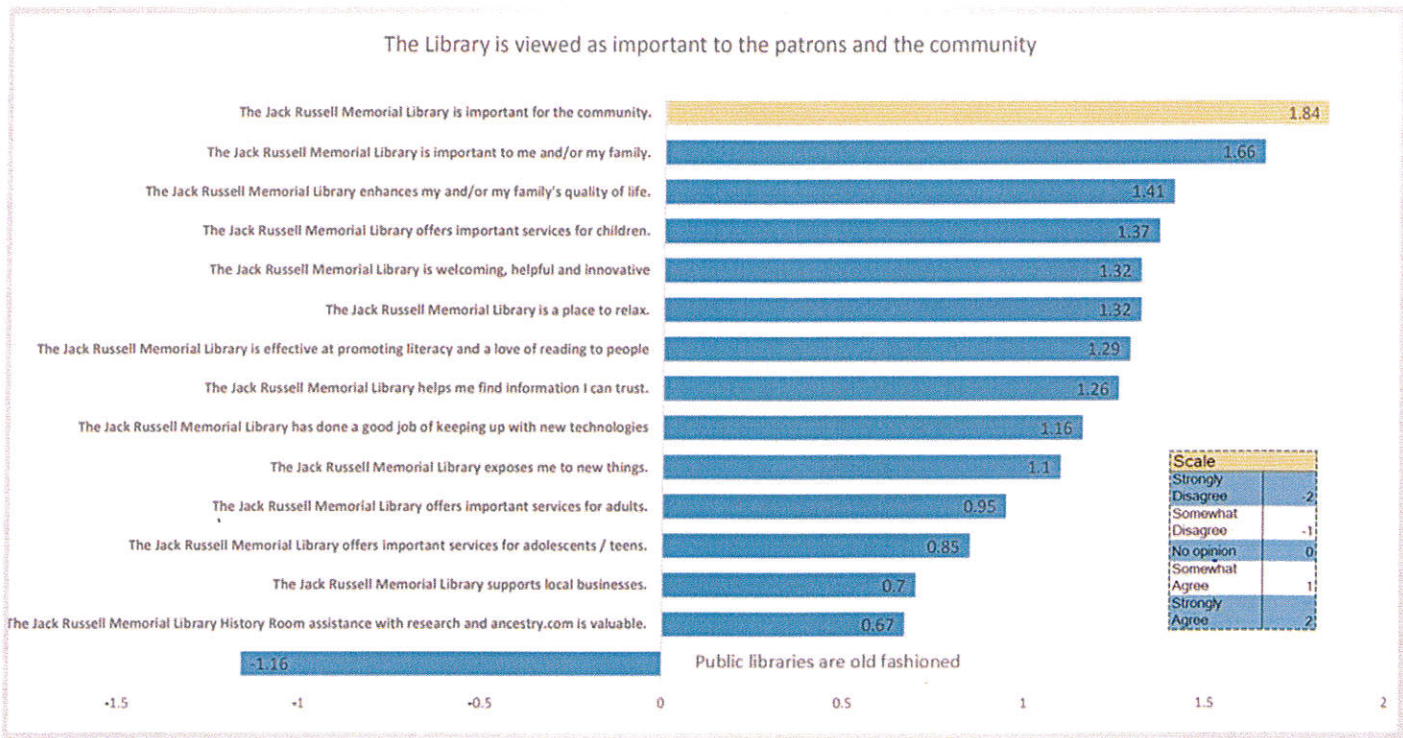
Library Hours

Library hours are another area of interest for the library and its community. In the survey dispersed to the Hartford community and library patrons, 42% of respondents indicated that there was indeed nothing the library could do to increase their use because all their needs were being met. However, 37% responded that the library's hours could be more convenient, which would increase their use of the library. When compared to other similar libraries, the JRML is open to the community fewer hours. The following chart uses data from the library annual reports that are submitted to the Department of Public Instruction and shows the JRML's hours compared to other libraries in the state:

Library hours, 2009-2015

Jack Russell Memorial Library: -14.8%
W.J. Niederkorn Library (Port Washington): 0.0%
Dwight Foster Public Library (Fort Atkinson): 2.8%
Greendale Public Library: 12.9%
Irvin L. Young Memorial Library (Whitewater): 1.3%

Hours by location, 2015

Irvin L. Young Memorial Library (Whitewater): 3,172
Greendale Public Library: 3,552
Dwight Foster Public Library (Fort Atkinson): 3,224
W.J. Niederkorn Library (Port Washington): 2,964
Jack Russell Memorial Library: 2,756

The library is dedicated to reevaluating its hours as the community's needs change. In addition, available staffing and funding will also be taken into consideration to make sure the library is providing the same level of service it was with a lower level of hours. It is important the library does not increase the level of hours at the expense of decreasing the level of service.

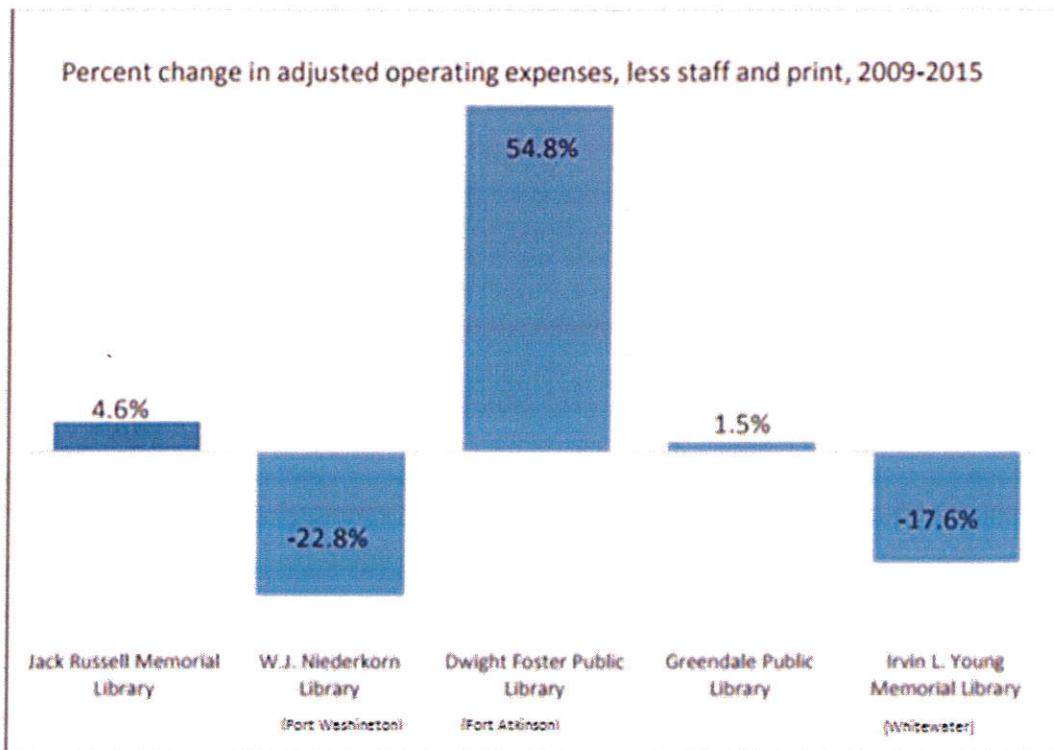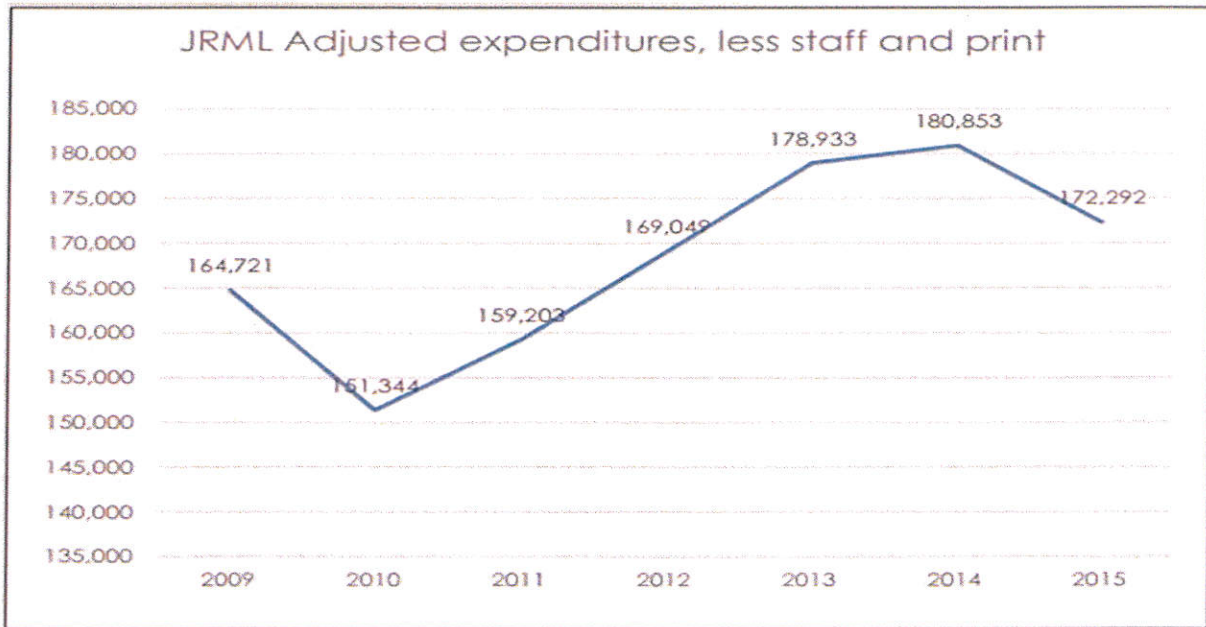## Community Awareness and Understanding

Overall, the library is deeply valued by the community. In the community survey, respondents were asked how they agreed with a series of statements on a numbered scale with 2 being "strongly agree" and -2 being "strongly disagreed." Out of the 223 respondents, the statement, "The Jack Russell Memorial Library is Important for the community," averaged a 1.84. The second highest averaging statement was "The Jack Russell Memorial Library is important to me and/or my family, which averaged a 1.66.

The Library is viewed as important to the patrons and the community

Statement	Value
The Jack Russell Memorial Library is important for the community.	1.84
The Jack Russell Memorial Library is important to me and/or my family.	1.66
The Jack Russell Memorial Library enhances my and/or my family's quality of life.	1.41
The Jack Russell Memorial Library offers important services for children.	1.37
The Jack Russell Memorial Library is welcoming, helpful and innovative	1.32
The Jack Russell Memorial Library is a place to relax.	1.32
The Jack Russell Memorial Library is effective at promoting literacy and a love of reading to people	1.29
The Jack Russell Memorial Library helps me find information I can trust.	1.26
The Jack Russell Memorial Library has done a good job of keeping up with new technologies	1.16
The Jack Russell Memorial Library exposes me to new things.	1.1
The Jack Russell Memorial Library offers important services for adults.	0.95
The Jack Russell Memorial Library offers important services for adolescents / teens.	0.85
The Jack Russell Memorial Library supports local businesses.	0.7
The Jack Russell Memorial Library History Room assistance with research and ancestry.com is valuable.	0.67
Public libraries are old fashioned	-1.16

Scale	
Strongly Disagree	-2
Somewhat Disagree	-1
No opinion	0
Somewhat Agree	1
Strongly Agree	2

While the library is shown to be an important asset to the community, there are members of the community that do not know about the events, resources, and services the library offers. The library staff recognizes this and is dedicated to increasing community awareness of the library. At the same time, the library staff understands that the community and its needs are constantly evolving. If the library is going to continue to be a fundamental resource for the community, it will need to change as the community changes. The library will work to find the best ways to both enhance community awareness while continuing to understand the community's needs. The library's ideal goal is that every resident of Hartford and its surrounding area will know of the library's invaluable services.

Funding and Staffing

While many of the services and goals listed above are of utmost important to the library's future, the library does recognize that there is a challenge with funding and staffing. In 2011, a new library building was constructed in order provide a sufficient space that would allow future growth. Once the built, the library went from 14,500 square feet to 35,500 square feet. With growth in square footage, the library also received a growth in expenses. However, the library did not receive any additional funding. To not only provide the same level of service it had in the smaller building, but also expand the amount of services it was offering in the new building, the library absorbed a 4.6% cost to operate the building.

JRML Adjusted expenditures, less staff and print

164,721 · 161,344 · 159,203 · 169,049 · 178,933 · 180,853 · 172,292

Percent change in adjusted operating expenses, less staff and print, 2009-2015

- Jack Russell Memorial Library: 4.6%
- W.J. Niederkorn Library (Port Washington): -22.8%
- Dwight Foster Public Library (Fort Atkinson): 54.8%
- Greendale Public Library: 1.5%
- Irvin L. Young Memorial Library (Whitewater): -17.6%

With the new facility, the library also grew from one service station—a single circulation desk—to three service stations—a Youth Desk, Circulation Desk, and a reference desk. Due to the lack of funding increase, the library was not able to increase its staffing. While the library has positively managed to both sustain and grow its level of service without increasing staffing, the library's staff workload is at capacity. In order to obtain many of the goals outlined in this strategic plan, the library will need to increase its staffing, which in turn will require a funding increase. The JRML will strive to explore and implement self-funding efforts. In cases where more increased financial support is needed, the library will make the case based on clear community need.

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Strategic Initiatives, Goals and Activities

Strategic Initiative 1: ACCESS

Provide greater access to and expand library services and resources to best meet the needs of the Hartford Community

SERVICE GOALS AND ACTIVITIES

1. **Identify the best hours for the community, including seasonal hours, Sundays, and an earlier opening time**
   a. Administer surveys to fully understand the needs of the community related to library hours
   b. Develop an incremental approach through the budgeting process to increase hours and add staffing
   c. Consider adding Sunday hours seasonally
   d. Determine metrics in order assess the impact of any changes

2. **Create a center for business collaboration for workforce development and skill building with the Hartford area**
   a. Explore the creation of a reverse mentoring program in which younger community members, in particular teens,
   b. Can provide technology assistance for older members of the community
   c. Identify and partner with members of the community that have needed skills and that will teach Others
   d. Develop and strengthen partnerships with the Workforce Development Board

3. **Increase access and expand technology services**
   a. Develop a one on one technology assistance program for patrons to schedule time for tech help
   b. Perform an assessment to understand and define community technology needs, in relation to programming and equipment
   c. Investigate implementing wireless printing

4. **Increase programming for specific adults**
   a. In cooperation with the Friends of the Hartford Library, manage yearly programming events
   b. Experiment with "outside the box" programming ideas to reach segments of the community that are infrequent or non-users

5. **Be a hub for the community to utilize current and cutting edge technology platforms and equipment.**
   a. Hire a dedicated staff member that can provide public service, see the needs of the community and understand the ways in which technology can enhance library services
   b. Utilize Monarch Library System expertise and staff
   c. Connect with business and industry community members for vision and trends

6. **Increase community use and connection to the History room**
   a. Explore hiring a dedicated staff person for the History Room
   b. Investigate digitization of historical collections
   c. Allow the History Room to become a connection spot between generations to grow library users and promote community connectedness

Strategic Initiative 2: LIBRARY FACILITY AND SPACES

Adapt existing spaces to increase their functionality for providing innovative services and access to resources

SERVICE GOALS AND ACTIVITIES

1. Improve library spaces to increase functionality and safety
    a.   Utilize existing space to create a business incubator and/or a makerspace area
    b.   Investigate ways to better utilize the second floor
    c.   Investigate better use of the three outdoor spaces for conversion into all season areas
    d.   Utilize outdoor green space around the property for community programming
    e.   Increase soundproofing in three upstairs study rooms to improve room acoustics
    f.   Enhance study rooms by adding whiteboards and other functional collaboration and work tools

2. Identify opportunities to explore revenue generating uses of space
    a.   Develop a pop-up store area as a revenue stream for the library and way to create partnerships with community businesses
        1.   Identify location in library and policies and processes for this idea
    b. Explore the addition of a café or coffee shop that would enhance library space and provide a revenue stream
        1.   Begin with a self-service coffee bar
        2.   Explore partnership with existing businesses that could provide services
    c. Leverage and create partnerships in order to create new revenue streams including:
        1.   Space rental and/or usage by local for-profit organizations and businesses

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Strategic Initiative 3: PARTNERSHIPS

Develop effective partnerships to increase library capacity and expand library service opportunities

Service Goals and Activities:

1. **Enhance relationships with area schools**
   a. Have a library presence in the LMC in public schools
   b. Grow relationships with school library staff
   c. Explore how to connect school IDs to serve as library cards

2. **Use existing and create new library platforms to facilitate and expand connections and partnerships with other organizations and among the community**
   a. Partner with organizations to increase library capacity such as Casa Guadalupe, SCORE, and Workforce Development
   b. In order to act as a catalyst for community growth and gathering, convene a business and industry advisory group utilizing experts in the area, such as Hartford Area Business Networking Alliance (HABNA) and the Chamber of Commerce

3. **Seek other options to develop new funding streams for the library**
   a. Offer sponsorship of programming and advertisements in the library
   b. Explore the pathway for the creation of a library foundation in order to create an endowment fund to help operational and capital budget needs

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Strategic Initiative 4: MARKETING AND COMMUNICATIONS

Increase awareness of all the library does and improve communication with the community.

Service Goals and Activities:

1. **Explore ways to increase awareness of the library's resources and services**
   a. Create a 3 year marketing plan
   b. Investigate working with a local firm to assist with creating a plan and implementation
   c. Identify communication channels for distributing library information
      1. newspaper articles
      2. paid advertisements
      3. use of City of Hartford utility bills
      4. Constant Contact for email
      5. Town of Erin quarterly newsletter

2. **Increase participation and visibility in the community and outside the physical walls of the library**
   a. Continue and increase participation in community events:
      1. Maxwell Street Days
      2. Christmas Parade
      3. Iced on Main
      4. Autumn Fest
      5. Downtown Trick or Treat
      6. Farmer's Market
   b. Have a pop up library to register new card holders and check out materials at events
   c. Promote and use a Calendar of Events
   d. Investigate new ways to distribute library information to families through local schools

3. **Work with the Friends of the Hartford Library to help them become the best advocates for the JRML**
   a. Foster good communication and sharing of ideas

Strategic Initiative 5: STAFFING

Continue to attract and retain high quality staff to serve the library's changing needs

Service Goals and Activities:

1. Continue to support staff through continuing education opportunities
   a. Hold one staff in service per calendar year

2. Promote a healthy workplace culture

3. Investigate ways to reach the goals of this strategic plan and meet the service needs to the community
   a. Continue to explore ways to maximize staff hours
   b. Investigate ways to increase size of paid staff
   c. Continue to manage current workload capacity

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IMPLEMENTATION

The Library Director and staff, in consultation with the Library Board, will annually prioritize, identify service goals and coordinate activities from this plan. These projects will be determined based on the activities needed to reach long-term goals. Activities will also include projects that will have the most impact for the community and those that can easily be implemented. Available resources and capacities will be a major factor.

The library will develop action plans for the prioritized projects. Action plans may include:

- staff responsibilities and timelines
- necessary resources
- data and information gathering
- assessment of progress communicated to stakeholders

See addendum A for a detailed schedule of service goals.

ASSESSMENT AND COMMUNICATION

The Library Director will regularly update the JRML Board on the progress of implementing the strategic plan. In addition, in March of each year the Library Director will also provide a report to the City of Hartford Common Council reviewing the previous year's activities. The timeline for progress and assessment will be communicated to the JRML Board. The annual review of service goals and prioritization of activities will be as follows:

- **March**—The Library Director and staff provide a verbal report to the JRML Board assessing progress in implementing the current year's priorities from the plan.

- **August**—The Library Director as part of the budget process will assess the implementation of the plan, determine the progress on the plan's service goal, recommend any adjustments to the plan based on changing conditions or new challenges and opportunities and identify and prioritize the activities that will be the focus of the JRML's efforts the next year. This work will be reflected in the budget planning process for the library and reported to the JRML Board throughout the budget development process.

- **December**—The Library Director, with input from staff, will prepare a written update for the JRML Board. This report will include the status of plan implementation from the current year and activities slated for the upcoming year.

See addendum B for Yearly Activity Tracker
(will be updated on an annual basis)

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2018 Activities

Administer surveys to fully understand the needs of the community related to library hours

Determine metrics in order assess the impact of any changes

Identify and partner with members of the community that have needed skills and that will teach others

Develop and strengthen partnerships with the Workforce Development Board

Develop a one-on-one technology assistance program for patrons to schedule time for tech help

Perform an assessment to understand and define community technology needs, in relation to programming and equipment

In cooperation with the Friends of the Hartford Library, manage yearly programming events

Utilize Monarch Library System expertise and staff

Investigate ways to better utilize the second floor

Utilize outdoor green space around the property for community programming

Have a library presence in the LMC in public schools

Grow relationships with school library staff

Partner with organizations to increase library capacity such as Casa Guadalupe, SCORE, and Workforce Development

Investigate working with a local firm to assist with creating a plan and implementation

Identify communication channels for distributing library information

Continue and increase participation in community events

Promote and use a Calendar of Events

Investigate new ways to distribute library information to families through local schools

Foster good communication and sharing of ideas

Hold one staff in service per calendar year

Promote a healthy workplace culture

Continue to explore ways to maximize staff hours

Investigate ways to increase size of paid staff

Continue to manage current workload capacity

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Meeting	When	Meeting Info	
Library Management	Monthly	Purpose	Strategic plan and current project progress check in
		Actions	Review activity project plans and current year activity tracker. Adjust both as needed to account fo any changes in resource needs, timeline or next steos
			Update or create project plans as needed.
Library Management	January/February	Purpose	End of year assessment of strategic plan progress and current project progress check in
		Actions	Review activity project plans and current year activity tracker. Adjust both as needed to account fo any changes in resource needs, timeline or next steos
Report to Board	March	Purpose	Provide end of previous year assessment of progress on strategic plan and current project progress update
		Actions	Share end of year assessment done in previous months.
			Review activity project plans and current year activity tracker as appropriate.
Library Management	June	Purpose	Strategic plan and current project progress check in
			Current activity assessment - changes in resource needs, next steps, etc. based on assessment of activity's impact to reach goal
			Determine activity priorities for following year as part of budget planning process
		Actions	Review activity project plans and current year activity tracker. Adjust both as needed.
			Review master activity list to determine if goals and remaining activites are still right for the library. Add or subtract to each as needed.
			Review master activity list to determine priority of goal and activity work for the next year.
Present to board	August	Purpose	Strategic plan and current project progress update
			Present activity priorities as determined by staff in June/July for following year as part of budget planning process
		Actions	Review activity project plans and current year activity tracker. Adjust both as needed.
			Review master activity list to determine if goals and remaining activites are still right for the library. Add or subtract to each as needed.
			Review master activity list to determine priority of goal and activity work for the next year.
Library Management	November	Purpose	Share about the progress of plan activities from the current year and Inform about the planned activities for the next year
		Actions	As appropriate review activity project plans (current and those planned to start in the next year) and current year activity tracker.

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Acknowledgements

The Shorewood Public Library developed this plan to help prioritize future directions that will meet community needs and desires. In order to make sure that the voices of Shorewood were heard and their ideas reflected in this process and plan, the library asked members of the community to take part in community conversations, informal talks, and a community survey. Over 600 people offered their thoughts and ideas through the survey and nearly three dozen people took time out of their schedules to talk about Shorewood and how the library can make their lives better.

The library director, staff and Board sincerely thank those that offered their ideas and time. Your feedback was invaluable to the process and the library hopes this sharing, of information and understanding, will continue well past the adoption of this plan. We learned so much from you.

The library director must also thank the Strategic Planning Committee. Their time, ideas and commitment to the Shorewood Public Library and the development of this plan made all of the difference. The Planning Committee in turn would like to thank the Library Board for their support of the strategic planning process.

Strategic Planning Committee	_Library Board of Trustees_
Rachel Collins	Alex Handelsman, President
Leslie Cooley	Alexandra Dimitroff, Secretary
Bryan Davis	Margaret Marks
Dan Holt	Megan O'Brien
Haley Nolan	Leslie Cooley
Megan O'Brien	Elvira Craig de Silva
Priscilla Pardini	Bryan Davis, Superintendent of the Shorewood School District
Lisa Quintero	
Nate Schultz	
Emily Vieyra	

The library also extends thanks to members of the Village Board who were willing to share their thoughts and ideas with the planning committee to strengthen the library's vision for the next five years. Board members are Guy Johnson, Village President, Davida Amenta, Tammy Bockhorst, Michael Maher, Allison Rozek and Paul Zovic.

Special thanks to the staff of the Shorewood Public Library for their input and ideas. The knowledge of the Village and the library that the staff shared made this strategic plan both visionary and realizable.

Lastly, the library would like to thank Melissa McLimans and Bruce Smith from WiLS (Wisconsin Library Services) for providing planning process management and facilitation services to develop our strategic plan.

About the Strategic Planning Process

An inner ring suburb of Milwaukee, located on the border of the lively University of Wisconsin-Milwaukee campus, Shorewood offers its residents easy access to big city amenities and small town comforts. The Village is only one square mile and the Shorewood Public Library is geographically at the heart of this densely populated community.

It was critical for the Board and staff of the Shorewood Public Library to match their five-year strategic plan with the needs and wishes of their community, to not only be at the physical center of the village, but the social, community center as well. To do this, the Board formed a strategic planning committee, made up of library staff, Friends of the Library members, Board members, and members of the community. The planning committee, with the assistance of consultants, began their work in February of 2018 with an introductory meeting. So that the final strategic plan would reflect the community, the Committee used the following sources of data and information to help determine the goals for the library:

- Annual report data submitted to the Department of Public Instruction (DPI) for the years 2009-2016.
- Results of a survey of convenience conducted between 2/26/2018 and 4/08/2018. There were 636 total responses.
- Three Community Conversations attended by business and civic leaders, educators, officeholders, citizens and library patrons.
    o The first was held 3/12/2018 with 15 attendees
    o The second was held the afternoon of 3/20/2018 with 16 attendees.
    o The third took place the evening of 3/20/2018 with 10 attendees.
- Issues and Needs Questionnaire, completed by members of the Planning Committee.
- Issues and Needs Questionnaire, completed by the staff of the Shorewood Public Library.
- Shorewood Public Library Strategic Planning Questionnaire, completed by members of the Village Board.
- Demographics from the American Community Survey and the 2000 and 2010 Census.

The planning committee met on May 24, 2018 to develop the strategic goals and activities outlined in the plan. The plan was approved by the full Shorewood Public Library Board on XXXXX

Mission Statement[M1]

Shorewood Public Library welcomes all people to learn, connect and explore. We serve our community with resources for lifelong learning and engagement.

Shorewood Public Library welcomes all people to learn, connect and play. We serve and engage our community with resources for lifelong learning.

Our Values

The staff, Board and volunteers are committed to the following core values that guide the mission and everyday efforts of the Shorewood Public Library:

We nurture connections in our community
We support the community in finding and exploring common ground, providing opportunities for problem solving (*or continued learning or greater awareness*) and productive discourse. We help our community share with and learn from each other.

We value reading and personal enrichment
We recognize the important role reading and literacy play in learning, and in understanding our community and world. We support developing the whole person, at all ages, with materials that entertain, educate and expand the human experience.

We foster lifelong learning
We are committed to providing tools and opportunities for lifelong learning that contribute to personal and professional fulfilment. We are dedicated to reducing barriers to information, technology and the written word.

We are good stewards of the library and all it contains
We are wise stewards of our resources and dollars. We recognize the public expects us to thoughtfully and carefully manage the resources that have been entrusted to the library.

We value intellectual freedom, respecting a variety of viewpoints, opinions and ideas
We value growth, creativity and open-mindedness and support these by providing our patrons with materials without censorship that represent multiple viewpoints.

We are committed to providing a welcoming environment with knowledgeable staff
We treat all people, our staff and patrons alike, with respect and care. We observe, consider, and are responsive to, the community's needs and feedback. We strive to provide safe, comfortable and welcoming spaces.

We respect our patrons' privacy
We believe that privacy is core to the exploration of ideas and information and that all patrons have the right to confidential open inquiry.

Background

Shorewood is a vibrant and diverse community that is always looking to learn, listen and work to improve the lives of all community members. The Shorewood Public Library's

> "I love, love, love the library. It makes me **feel a part of the community**.

primary goals in the strategic planning process were to learn how best to support the Village in their efforts and to understand the needs of Village in order to best prioritize the services and work of the library. The collections, programs, space, and more exists to encourage lifelong learning in Shorewood and must reflect the needs and goals of the community.

Therefore, the library undertook a process to hear from as many community members as possible prior to the creation of this plan as well as the Mission and Values of the library. We consulted community members, dedicated library users and those that rarely check out a book, students and teachers, homeowners and renters, long time and brand new residents, and people who live in the Village and others that live nearby. We invited people to talk with us in person and to take a survey. We asked library staff and Village Board members to tell us their ideas not just for the library, but also for the entire Shorewood community. We asked, you answered. You talked and we listened. The goals laid out in this five-year plan are the direct result of the information we gathered from the members of our engaged and engaging community.

Why These Goals and Objectives

The Shorewood Public Library is well positioned to accomplish the goals laid out in this plan. Internally, our workforce has been steady, with low staff turnover. In a time in which many public libraries are seeing dramatic decreases in library visits, Shorewood Public Library has seen a modest increase over the last five years. Though there has been a decrease in visits in the last two years, it is much less than other comparable libraries have witnessed. Additionally, annual report data shows that our programming efforts are very healthy (figure 1). We are confident we can capitalize on our experience finding programs that interest and energize our communities, adults and children alike.
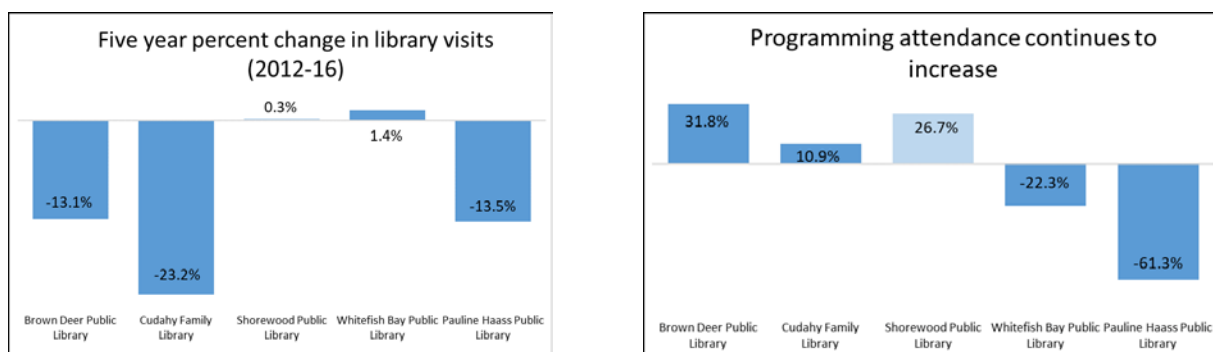

Figure 1 Annual Report Data submitted to the Department of Public Instruction

We are also fortunate to have a highly educated, civic-minded and supportive community that views the Shorewood Public Library as at the center of the community and offering essential services (figure 2)
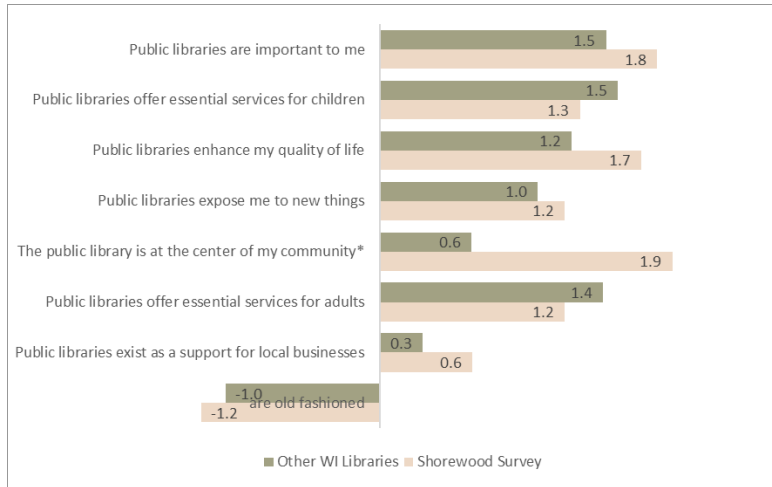

Figure 2 Public Perception of Shorewood Public Library Compared to Other Wisconsin Libraries from the statewide WPLC (Wisconsin Public Library Consortium survey))

The internal abilities of our library and the external strength and support of our community make us confident in meeting the goals we have set and the needs of our community.

We will embrace opportunities and collaborations that increase connections in our community.

> Our library represents the best of public institutions. It provides the **anchor to our community**.

Members of the community, Village Board members and library staff made it clear that Shorewood is eager to engage in community conversations, to listen to each other and to share their ideas and experiences. As one Village Trustee wrote, "The Shorewood community has been built on a solid foundation of active civic engagement, diversity and respect for one another. It's these qualities that make Shorewood unique and which need to be maintained." The Shorewood Public library is uniquely positioned to continue this history of civic and civil engagement. In fact, survey respondents listed, "Connecting to other community members and finding information about local events and resources" as one of the most important services the library offers, with 45% of survey respondents rating it as Very Important and 35% as Somewhat Important.

The resources, staff, and space can all be used to support the community in its efforts to have open dialogue and this valuable work has already begun. Shorewood Reads has been hugely successful at bringing community members together and the library will strengthen this program and work to add

> "The library is an **essential part of any community**. I love the Shorewood library."

more programming options to keep people talking. Additionally, the library will work to bring other organizations into the conversation and will participate in community and organization initiatives that align with the mission of the library. These efforts are the natural extension of the library's long-standing mission to support our community members as they explore new ideas. We will work to strengthen

partnerships to improve the service of the library and to do our part to make Shorewood an even more amazing place.

We will provide a welcoming and accessible space that makes it easy for all patrons to find what they need, in person and online.

If our patrons cannot easily find what they need, whether in the library building or its website, we are not meeting community expectations nor our own. It is imperative that all members of our community are welcomed to the Shorewood Public Library and we are committed to making sure this happens. We heard from our community members that they are largely very satisfied with the

> As the roles of libraries change, I hope to continue to see flexibility and the **welcoming spirit** that exists at the Shorewood library.

service provided by the Shorewood Public Library, but there is always room for improvement. In fact, we want to not only meet our patrons' needs, but to anticipate them. One of the best ways to accomplish this is to keep asking our community members what does (and does not) work for them.

Our spaces should be easy to navigate and our resources easy to find, regardless of the visitor to our library. We heard from community members through the survey and through comments that it can be difficult to find the items they need. One patron told us, "Improve how to find DVDs that I want to watch--perhaps by sorting by genre instead of by assigned number? I can't figure out what the system of organization is." Another patron commented, "Improvement of music CDs arrangement would be appreciated. It's challenging to find musical CDs on shelves." And, another noted, "my children, ages 8 and 10 have a hard time finding books that interest them at the library. They are hidden and could be displayed by theme or other ways to encourage sustained interest in reading of our older elementary aged children." We are listening and will keep finding ways to hear your ideas to improve access to all we offer.
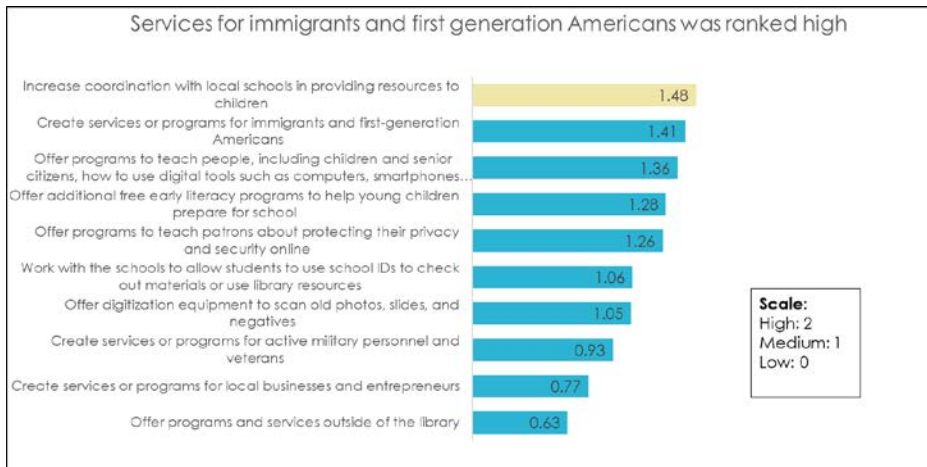
We will work to ensure that our collections, services, programs, and space serve our full community.

> Given the library's location near UWM and how many recent immigrants or visiting ELL families we have, **support** for them should and could be enhanced.

Shorewood's demographics are changing and there is a growing diversity of residents, whether they are long-term residents of the Village or in the community for a few years as they or their family attend the University. Dozens of languages are spoken in our schools and on any given day, you will hear any number of world languages spoken in the stacks of Shorewood Public Library. There is also a wide

variance in incomes in the Shorewood community and while the median income is higher than state and county averages, there are people that have economic barriers to using the library.

We heard in our conversations that there is a desire to be inclusive of all the different members of our Shorewood community. Resources in more languages, book clubs with English language learners or in other languages and programming that appeals to a broader slice of population were all desires articulated by community members. The survey pointed to this as well. When asked to prioritize a list of potential service changes, respondents ranked "Create services or programs for immigrants and first-generation Americans" second, just after "Increase coordination with local schools in providing resources to children (figure 3)."

Figure 1 2018 Community Survey Results

We learned that for many, having children was a way to connect with others and to learn about events in Shorewood. But, according to the 2010 Census, nearly half the population of Shorewood does not have children in the home, meaning they may not be able to participate in events and gatherings as easily as others. In fact, several people indicated in the community conversations and in survey comments that they would like to see additional programming that appeals to people without children living at home, more specifically to those in their 20-40s without children and those that are active retirees, or near-retirees.

We will explore how we can better inform our community about the services and resources we provide.

The Shorewood Public Library offers books, of course, and nearly 98% of our survey respondents knew it. And, while many of our services and resources are well known to many, the library wants to make sure that our community knows that we offer everything

> There is so much to offer here, so **getting the word out** is big.

from study rooms (53% of survey respondents were aware of our study rooms) to genealogy resources (29% of survey respondents were aware of our subscription to Ancestry.com). We also want to have transparency in our decision-making and share how we go about our work.

The figure 4 shows that survey respondents (who are also frequent users of the library) logically learn about library events and services through patron-initiated methods. They need to be inside the library or on its website to get information about programs or new resources. We want to increase awareness of

the library's offerings to drive community connections and of course use of the library and engagement with our existing communication efforts.
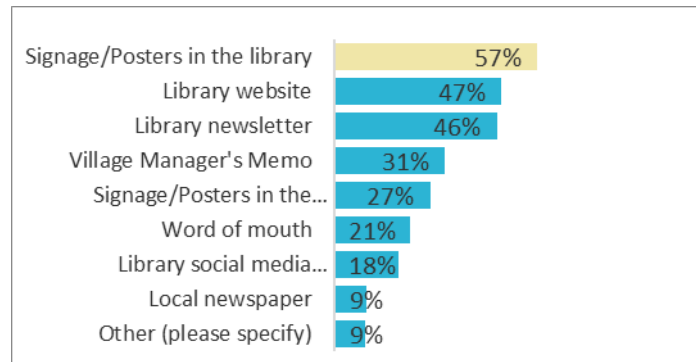

Figure 2 2018 Community Survey

We also learned that there is an opportunity to grow library advocacy in our community. Friends of Shorewood is a mighty organization, willing to help the library through volunteer hours and fundraising, however, there are only 159 members while 59% of the population have a library card. In addition, nearly 15% of our survey respondents were not sure if they were Friends members.

We will work to find the right balance of service and resource allocation to make the most effective use of staff time, experience and expertise.

I love the library; I don't know what I would do without it. **I like that the staff are long-term**. They are always friendly and helpful.

The Shorewood Public Library is a thoughtful and careful steward of its resources and our staff is one of the greatest resources for the library. Without a well-trained, happy and satisfied staff, the Shorewood Public Library will not be able to attain the other goals outlined in this strategic plan.

Our community members noted that they appreciate the one-on-one attention they receive and they count on the expertise of the staff to help find a book or update an app on their phone. Therefore, we are committed to maintaining an environment of innovation and an atmosphere of learning. We are also dedicated to providing a work environment that offers stability and balance to maintain low levels of staff turnover. This investment has a high return and benefits not just the employees of the library, but the members of our Shorewood community as well.

Strategic Initiative, Goals and Actions

Community Connections

We will embrace opportunities and collaborations that increase connections in our community.

We are an important place for our community to come together and learn from and with each other.

We will work to help find common ground and increase understanding, even when topics are difficult.

Objectives

1. Increase use of the library as a space where the community connects to explore issues of community-wide interest.
   a. Host monthly community conversations around a variety of topics
   b. Work with stakeholders to establish improved guidelines for access to the Village Center
   c. Library staff will develop a process to identify and respond to topical issues
2. Establish a collaboration to create an after school strategy to identify after-school spaces and programs in the community.
   a. Reach out to community partners with direct connection to children community such as
      i. School District officials or personnel
      ii. Parks and Recreation Department staff
      iii. Village members
      iv. Students and parents
   b. Provide meeting space
   c. Serve on the established workgroup
3. Participate in community and organization initiatives that align with the mission of the library.
   a. Implement a Shorewood history initiative that would through a partnership with the Shorewood Historical Society and the creation of a digitization lab to convert slides, photos, and documents to digital format
   b. Play a role in the Human Relations Commission
   c. Establish Shorewood Reads as an ongoing community initiative
4. Seek new partnerships that further the values of the library
   a. A representative of the library will attend the Shorewood partners meeting through the School District
   b. Seek partnerships outside of Shorewood including Milwaukee Public Library

Customer Service

We will provide a welcoming and accessible space that makes it easy for all patrons to find what they need, in person and online.

We value each of our patrons. We not only will meet our patrons' needs and expectations, but also strive to anticipate and exceed them. We will create opportunities for the community to share what they need and want from their library.

Objectives

1. Pilot ways to utilize the exterior and entrance outside the library to increase visibility and community gathering places.
    a. Arrange sitting areas, add planters, and provide semi-shaded spots outside the library
    b. Enhance the area around fountain
    c. Arrange for pro-bono advice and/or work from a designer and/or landscaper
2. Initiate process to understand and define patron needs and expectations
    a. Develop ways to get feedback on customer service through examples such as:
        i. A talk out loud study
        ii. Secret shoppers
        iii. Website feedback form
    b. Improve and standardize how we track customer interactions
3. Increase patron satisfaction by building better customer service skills
    a. Institute training for all staff on a variety of topics, from basic customer skills to understanding diversity
    b. Create a customer service statement of values
4. Reduce barriers that inhibit our patron's ability to navigate the library and its tools and resources.
    a. Enhance exterior, interior and online library wayfinding
        i. Develop a simple library map
        ii. Improve placement and visibility of signage and add more where needed
        iii. Improve effectiveness of how materials and shelves are organized and labeled
    b. Complete a user experience study of the website
    c. Reach out to work with Milwaukee County Federated Library System to replace or improve the CountyCat app
5. Develop a plan to improve welcoming environment and user experience at the library.
    a. Pilot a "welcome" area at the entrance of the library to answer simple questions and direct patrons to areas they need in the library
    b. Add new amenities in the library such as a charging station, coffee area and a water bottle filling bubbler.
    c. Explore reducing physical barrier between staff and patrons at service points.
    d. Create a Friends corner

Serving the Full Community

We will work to ensure that our collections, services, programs, and space serve our full community.

The community of Shorewood is diverse and so are its needs from the library. We will strive to address gaps in our service and barriers to use of our library and its resources.

Objectives

1. Partner with the schools to enrich student's learning experiences
   a. Respond to class authentic learning project needs
   b. Promote library collections and resources that supplement curriculum
2. Take concrete steps to ensure that diversity and inclusion become integral to the way our library functions.
   a. Identify and address barriers to access for English language learners and immigrant populations
   b. Increase the library's understanding of local demographics
   c. Increase number of employees that reflect cultural, linguistic and racial diversity
3. Reduce financial barriers to access
   a. Explore strategies and policies to consider fine forgiveness
   b. Educate people on how to avoid fines
   c. Analyze how fines and policies can be communicated clearly to all library users
4. Increase library use by those that currently underutilize or do not use the library
   a. Develop programming and outreach strategies for 20-40 year olds
   b. Develop programming and outreach strategies for new Americans/new arrivals
   c. Develop programming and outreach strategies for renters
   d. Develop programming and outreach strategies for adults with no children in the home
5. Increase use of the library by developing service strategies that are responsive to demonstrated [M2]community needs
   a. Create a comprehensive collection development policy and plan to ensure collections appeal to and include more members of our community
   b. Develop an annual programming template[M3]
   c. Review library policies and procedures
   d. Study library open hours

Getting the Message Out

We will explore how we can better inform our community about the services and resources we provide.

The Shorewood Public Library provides both necessary services and amazing experiences worth sharing.

Objectives

1. Increase awareness of what the library does, why they do it, who they do it for

     a. Develop value and impact stories of the library and better share the stories of the library and its patrons

     b. Ensure transparency of library decision-making and operations

     c. Better promote the library's available services and resources, including training staff on how to use and promote.

2. Increase engagement with existing library media channels

     a. Set engagement goals

     b. Write and share communications that encourage conversation

     c. Targeted campaigns to increase engagement, such as a drive to get more families to sign up for the library newsletter

3. Strengthen library advocacy

     a. Engage new stakeholders and existing advocates (Friends, volunteers, donors)

     b. Develop effective advocacy messages that clearly communicate why and how people can help

     c. Develop a realistic fundraising plan that involves previous and current donors, Friends of the Library and other stakeholders

4. Increase both staff and non-staff presence in non-frequented locations by taking the library outside

     a. Develop a schedule for pop-up library events

     b. Attend large community events/gatherings

     c. Establish a pedal library

Finding Balance

We will work to find the right balance of service and resource allocation to make the most effective use of staff time, experience and expertise.

The Shorewood Public Library will maximize the positive impact that our services have in our community creating a sustainable culture of learning and innovation for our staff, Board and volunteers.

Objectives

1. Implement policies and organizational practices which are designed to address and support the needs of staff

     a. Actively involve all staff in identifying their specific needs, issues and priorities

     b. Develop policies and procedures to decrease staff time dedicated to making repetitive decisions that also increase community engagement

     c. Manage staff workloads to ensure staff and patron satisfaction

2. Provide time for all staff to be thoughtful about the work they do

     a. Schedule regular times for staff to meet, as the full staff or in smaller teams, to plan and reflect.

     b. Regularly assess library services to determine ongoing value and impact both for the community and library.

3. Create opportunities for library staff to learn about new technologies, learn new skills, and develop techniques that will lead to improved service and job satisfaction

[this is placeholder/sample language that can and should be modified to meet your library's needs]

Implementation

The Library Director and staff, in consultation with the Library Board, will annually prioritize, identify service goals and coordinate activities from this plan. These projects will be determined based on the activities needed to reach long-term goals. Activities will also include projects that will have the most impact for the community and those that can easily be implemented. Available resources and capacities will be a major factor.

The library will develop action plans for the prioritized projects. Action plans may include:

•   staff responsibilities and timelines
•   necessary resources
•   data and information gathering
•   assessment of progress communicated to stakeholders

Assessment and Communication

The Library Director will regularly update the Library Board on the progress of implementing the strategic plan. The timeline for progress and assessment will be communicated to the Library Board. The annual review of service goals and prioritization of activities will be as follows:

•   March – The Library Director and staff provide a verbal report to the Library Board assessing progress in implementing current year's priorities from the plan.
•   July – A standing Strategic Planning Committee is formed by the director and board to assess of the implementation of the plan. The committee will determine progress on the plan's service goals; determine if there is any need for any adjustments to the plan based on changing conditions or new challenges and opportunities; and will identify and prioritize the activities that will be the focus of the library's efforts the next year. The work of this committee will be reflected in the budget planning process for the library and reported to the board throughout the budget development process.
•   December – The Library Director, with input from staff, will prepare a written update for the Library Board. This report will include the status of plan implementation from the current year and activities slated for the upcoming year.

Sun Prairie
Public Library

Strategic Plan
2017-2022

ACKNOWLEDGEMENTS

We sincerely appreciate all the community members who contributed to this strategic plan. We are especially thankful to those who responded to the survey and those who joined us in conversations about our community and our library.

Members of the Strategic Planning Committee have exhibited a great passion for the Sun Prairie Public Library. This is evident by their commitment and dedication to this process. The Library Director and Library Board are grateful for their time, thoughtfulness and experience, as well as their excitement and anticipation of the many possibilities that lie ahead.

Excitement and enthusiasm from the library staff is essential to successfully implement the Strategic Library Plan. Input from the staff has been invaluable to the planning committee because they provide our patrons and the community with daily service. Their dedication and commitment to the needs of the community is critical to the library's success.

The Sun Prairie Public Library and Board of Trustees would like to thank Melissa McLimans and Bruce Smith from WiLS (Wisconsin Library Services) for providing planning process management and facilitation services in developing this strategic plan.

Sun Prairie Public Library Strategic Planning Committee
Rex Owens, Strategic Planning Committee Chair
Margene Anderson, Library Board President
Deborah Bissonnette, Friends of the Library Secretary
Judy Eisinger, Library Board Treasurer
Barbara Loftus, Library Foundation Board Treasurer
Tracy Williams-Maclin
Steev Baker, Head of Circulation Services
Debra Bird, Head of Technical Services
Lynn Montague, Head of Youth Services
Carol Iwanowski, Head of Adult Services
Svetha Hetzler, Library Director

At the June 8, 2017 meeting, the Sun Prairie Public Library Board adopted the Strategic Plan.
The 2017 Board of Trustees includes:

Sun Prairie Public Library Board of Trustees
Margene Anderson, President
Jacqueline Martindale, Vice-President
Judy Eisinger, Treasurer
Emily Lindsey, City Council Representative
Tiffany Thiede, Sun Prairie Area School District Representative
Lucien Adams
Mary Bell
Rex Owens
Ken Wenzel

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INTRODUCTION

Public libraries in the United States have a long and rich history dating from 1732 when Benjamin Franklin founded the Library Company to aid in the quest for knowledge. This shared collection removed the costly barriers that prevented curious minds from having access to books. In that same spirit, the public library today is a community asset which provides the opportunities for intellectual, social, and economic growth. This commitment to provide access to resources and services can be a transformative experience for patrons and is critical to the promotion of equity.

To meet a variety of needs and interests through programming experiences, resources, opportunities for discovery and creation, and by providing a sense of place, the public library is welcoming to all. The public library symbolizes socioeconomic prosperity as residents use the services and resources to enrich themselves and their community.

In 2016, the Sun Prairie Public Library Board established a Strategic Planning Committee comprised of library staff, library board members, and residents. WiLS, Wisconsin Library Services, provided professional consultation and facilitation that directed the development of this plan. The committee met monthly for nearly a year to determine methods for gathering information and data to use in assessing the library's current needs and future direction.

- Gathered and assessed data from a community-wide survey. 1,375 survey responses were received.
- Collected and reviewed data from library usage statistics and annual report data.
- Held community conversations to learn about the community's goals, aspirations, and needs.
- Reviewed and assessed the value of current Sun Prairie Public Library services and resources.
- Held a staff conversation to encourage feedback from all employees.

The Strategic Plan will assist the library staff and trustees to develop an action plan and prioritize library projects for the coming five years. Keeping in mind unexpected trends and changes in the profession, the plan has been drafted to allow the library flexibility to adapt its offerings to best meet its goals. Community conditions are also subject to change and as Sun Prairie grows and evolves, we expect the library's activities may need to adjust, in order to respond to those shifts. Despite anticipated changes, the Sun Prairie Public Library will maintain its organizational mission, which guides this plan. We will measure all we do against the foundation of this plan and remain focused on serving the community.

MISSION STATEMENT

Sun Prairie Public Library serves the community as an activity center to support lifelong learning by providing educational, cultural and recreational opportunities for all people.

Resources for Workforce Development includes resume and interview tips, websites, training classes, and job postings.
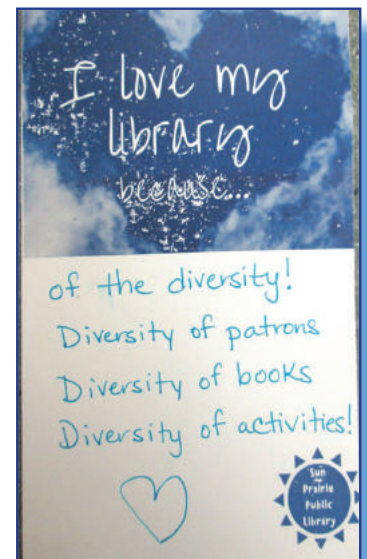

The Sun Prairie Public Library provides resources and access to many life-long learning opportunities through our database subscriptions. Auto repair, foreign language, genealogy, and financial investments are just a few topics to explore.

Partnerships with arts organizations. Free passes for Wisconsin Chamber Orchestra's subscription series concerts allow library card holders to take advantage of cultural and recreation opportunities.

New self-check kiosks for enhanced access using the latest technology.

Every child who completes the Summer Library Program is a proud Library Champion!

In February, patrons share why they love the Sun Prairie Public Library.

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BACKGROUND

Sun Prairie is a growing and vibrant community. Since 2000, the community increased in population by approximately 50%. During community conversations, residents made it clear they love the city. Residents cited the following reasons they have found Sun Prairie a desirable place to live:

- an ideal place to raise a family
- excellent schools
- community orientated
- activities for seniors
- an active, vibrant and involved community library
- growth and opportunity

Right at the top of the list is the library.

"As a realtor in Sun Prairie I regularly talk about the quality of the community and the services that are available to the residents in Sun Prairie. I always take the time to show people around the community and one location I make sure they see is the Public Library. I am able to tell families what a commitment the community has made to ensure we not only have the beautiful building the library is housed in, but also the vibrant programming our library provides as a hub of the community. I speak from personal experience as well because of how impressed I was with the library 17 years ago when I moved to Sun Prairie."   —Chad Wiedmeyer, Stark Homes.

Growth brings opportunities and challenges. The challenge of growth is often measured in how to help community members find opportunities, address their needs, and achieve their potential. In all these areas, the library is an advocate for the community.

Overall, poverty has increased by nearly 50% in the last 14 years, though it is still at about half the average poverty rate for the state and Dane County. More significantly, the community has seen an increase of children in poverty, with rates increasing from 6.7% in 2000 to 15.3% in 2014. This level is slightly above the average for Dane County.

With the rise in poverty, the public library is a critical point of access and serves a significant role in providing support and aid to the community through these socio-economic struggles. Services and resources found at the library help residents overcome barriers associated with unemployment and under-employment by providing access to information to address health, housing, employment, and nutritional needs.

An interesting balance has occurred with population growth in Sun Prairie. The median age has stayed virtually the same in the last 14 years, however, there has been significant population changes within specific age groups.   Those under the age of 15 increased in population by 48% and those aged 55-64 increased in population by 141%.

These age groups are frequent users of the library. This shift in age demographics over this time period has significantly increased demand for services and resources. The library has responded by increasing the number and quality of programs offered. In the last 5 years there has been a 300% growth in adult program attendance and in the past 15 years there has been a 503% increase in large print holdings and a 219% overall increase in circulation. The library is a place that provides essential literacy services to children. The Sun Prairie Public Library has seen a 58% increase in our youth summer library program participation over the past 10 years.

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The demand for library services and resources is documented by library usage data. While many public libraries have been experiencing slight annual decreases in circulation in the last 6 to 8 years, circulation is increasing at the Sun Prairie Library. The community wants more from its library.

In the public survey, the community was asked to complete the following statement, "I would use the Sun Prairie Public Library more if…" Nearly 200 respondents left comments to this statement. These comments included the following suggestions:

- **Space**
  Less crowded kid's area; more/better seating; better separation of children's space from other parts of the library; need a teen area

- **Hours**
  Would like the library open Sundays all year; earlier open; later close; book drop open 24/7

- **Programming**
  Larger space for programs; children's programming offered not just during the day; programs book up quickly

- **Collections**
  More new novels; More DVDs, More computer/DS/Video games; More large print books

Regardless if the survey respondent frequently or infrequently used the library, they strongly felt that that the library is very important to the community. Also, respondents overwhelmingly indicated that the Sun Prairie Public Library is the center of the community at a rate three times higher than responses gathered in a comparable Wisconsin Public Library Consortium statewide survey.

While data and information indicates that the Sun Prairie Public Library is well thought of and used by the community, the library does lag behind other libraries in Dane County in space and support. The following table shows how the Sun Prairie Public Library compares to four other libraries in the area with a similarly sized library facility in regards to size of population served, total collection size, and per capita funding support.

Public Library	Square Footage of Library	Resident Population	Total Materials	Resident Support Per Capita
Sun Prairie Public Library	36,000*	31,810	129,622	$39.23
DeForest Area Public Library	35,000	9,223	77,113	$49.65
Fitchburg Public Library	38,000	26,321	100,977	$60.94
Middleton Public Library	32,000	18,810	112,323	$60.86
Verona Public Library	33,000	11,871	108,167	$57.77

* The Sun Prairie Media Center occupies approximately 3,000 square feet and the Read Before Book Store occupies approximately 385 square feet. Actual public library space is approximately 32,000 net square feet. This data is from Department of Public Instruction Annual Library Report from 2015.

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In the library usage data, responses from the public, the library survey and community conversations, it becomes apparent that now, more than ever, the library serves as a community center. It is a place of learning for all ages; a source for job seekers, a technology center for office needs, a trustworthy resource for facts and information, a place to connect digitally through broadband and wi-fi, a social gathering space, and a place to expand knowledge, skills and pursuits for personal growth and prosperity. It is also a digital space with access to vetted online resources and services.

The most important goal for the Sun Prairie Public Library is to grow along with the community. It is paramount that the library meet the demands for the resources and services that Sun Prairie residents clearly value. The library will help address the challenges the community is experiencing from a growing and changing demographic. The library will continue to be a cornerstone institution that makes Sun Prairie a desirable place for people to live and prosper.

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STAFF INITIATIVES, GOALS AND ACTIVITIES

Strategic Initiative 1: Library Facility and Spaces

Ensure the library provides suitable spaces that meet the current and future needs of the community to deliver effective library services.

SERVICE GOALS AND ACTIVITIES

1. Develop a plan to increase the physical space of the library, while improving the effectiveness of the current space to offer the services needed and wanted by the community.

   a. Identify location and space options and associated costs to increase the amount of physical library space.

   b. Explore the feasibility of enclosing the porches for year-round use.

   c. Explore the feasibility of expanding the library's space into the Sun Prairie Media Center.

   d. Explore the feasibility of library branches.

   e. Maintain sufficient spaces to provide a physical collection that can grow with the community and will meet the requirements of the county and community.

   f. Explore the feasibility of expanding the Library's space into the Read Before Bookstore.

2. Develop a dedicated and defined teen area in the library.

   a. Gather input from teen patrons.

   b. Get professional consultation for designing a dedicated teen space.

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3. Update the library for aesthetics, efficiency, and comfort.

> a. Assess the current usage of the computer room.
>
> b. Assess the need for additional discussion rooms.
>
> c. Explore ways to create more effective programming spaces.
>
> d. Explore options for public restroom renovation.
>
> e. Explore possibilities for a separate children's space.
>
> f. Explore possibilities for a patron comfort room.
>
> g. Explore options for additional staff work space and storage.
>
> h. Purchase new furniture and equipment as needed.

4. Explore redesigning the point of service entrance to the library to improve the patron's experience and ease of getting help.

5. Develop an outdoor space dedicated to programming and explore options and associated costs.

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Strategic Initiative 2: Funding and staffing

Increase funding to meet staffing and service needs.

SERVICE GOALS AND ACTIVITIES

STAFFING

1. Increase funding for current or potential staff to reach the goals of this strategic plan and meet the service needs of the community.

2. Continue to support staff.

> a. Continuing education opportunities.
>
> b. Promoting a healthy workplace culture.
>
> c. Competitive compensation to attract and retain exemplary library staff.

FUNDING

3. Communicate the library's role as integral to Sun Prairie.

> a. Demonstrate the value of the library to the community through quantitative and qualitative data collection.
>
> b. Provide information about opportunities for library supporters to be advocates for the library.

4. Continue to pursue diverse funding sources.

5. Prepare for a capital campaign to improve and increase the library's physical space.

> a. Establish fundraising efforts.
>
> b. Add a position or contract with an expert to manage fundraising efforts for a capital campaign.

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Strategic Initiative 3: Access

Provide equitable access to all physical and digital library services and resources for residents of all ages and abilities.

SERVICE GOALS AND ACTIVITIES

1. Increase hours of library operation to meet the community's expectations and needs.

   a. Explore the feasibility to extend current Friday hours of operation.

   b. Explore the feasibility to have year-round Sunday hours.

2. Improve digital accessibility to meet ADA compliance and Universal Design requirements.

   a. Explore website redesign.

   b. Work with digital content providers and partners to reach this goal.

3. Identify barriers to use.

   a. Review and adjust policies and procedures.

   b. Explore the expansion of outreach efforts.

   c. Explore tools for increased digital access.

   d. Explore ways to increase awareness of the library's resources and services.

4. Explore redesigning the point of service entrance to the library to improve the patron's experience, physical navigation, and ease of obtaining assistance.

5. Identify options for additional point or points of service to assist with issues related to transportation barriers.

   a.   Explore options and associated costs of a branch.

   b.   Explore options and associated costs of a bookmobile.

   c.   Explore options and associated costs of library kiosks and pop-up libraries.

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Strategic Initiative 4: Partnerships and collaborations

Collaborate and build partnerships to expand service capacities and leverage resources to increase engagement with the library.

SERVICE GOALS AND ACTIVITIES

1. Collaborate with other city departments, community service organizations and local businesses.

   a. Explore opportunities that fit within the mission of the library.

   b. Offer library services and resources to non-users.

2. Continue to strengthen relationships with the local schools and homeschoolers.

3. Expand collaboration between internal library departments.

4. Expand collaboration with other libraries and library organizations.

5. Identify business and community experts to share knowledge.

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Strategic Initiative 5: Marketing and communications

Increase awareness and use of the Sun Prairie Public Library by crafting a clear and recognizable brand including development of a vision statement and organizational values that tie into the mission statement.

SERVICE GOALS AND ACTIVITIES

1. Craft a clear and recognizable brand.

   a. Create a public relations plan.

   b. Maintain an updated website.

   c. Review all communication channels, including social media.

   d. Explore ways to increase awareness of the library's resources and services.

2. Communicate the library's role as integral to Sun Prairie.

   a. Demonstrate the value of the library to the community through quantitative and qualitative data collection.

   b. Provide information about opportunities for library supporters to be advocates for the library.

3. Reach non-users through improved outreach efforts.

   a. Use data to identify gaps in service.

   b. Add a dedicated PR/Marketing position.

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IMPLEMENTATION

The Library Director and staff, in consultation with the Library Board, will annually prioritize, identify service goals and coordinate activities from this plan. These projects will be determined based on the activities needed to reach long-term goals. Activities will also include projects that will have the most impact for the community and those that can easily be implemented. Available resources and capacities will be a major factor.

The library will develop action plans for the prioritized projects. Action plans may include:

- staff responsibilities and timelines
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Sun Prairie Public Library

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