

**SUBJECT:** AN ORDINANCE OF THE MATANUSKA-SUSITNA ASSEMBLY ADOPTING THE MATANUSKA-SUSITNA BOROUGH PUBLIC LIBRARIES STRATEGIC PLAN (2018-2022).

**AGENDA OF:** October 16, 2018

**ASSEMBLY ACTION:**

Adopted with Assembly members  
McKee & Sumner opposed 10.30.18  
*[Signature]*

**MANAGER RECOMMENDATION:** Introduce and set for public hearing.

**APPROVED BY JOHN MOOSEY, BOROUGH MANAGER:** *[Signature]*

Route To:	Department/Individual	Initials	Remarks
	Originator	<i>[Signature]</i>	
	Community Development Director	<i>[Signature]</i>	
	Finance Director	<i>[Signature]</i>	
	Borough Attorney	<i>[Signature]</i>	
	Borough Clerk	<i>[Signature]</i>	10/8/18 <i>[Signature]</i>

**ATTACHMENT (S) :** Fiscal Note \_\_\_yes X no

Matanuska-Susitna Borough Public Libraries  
Strategic Plan (2018-2022) (24 pp)

Library Advisory Board Resolution 18-01(2pp)

Planning Commission Resolution Serial No. 18-11  
(3 pp)

Assembly Ordinance Serial No. 18-097 (3 pp)

**SUMMARY**

In 2017 the Mat-Su Borough hired Library Systems & Services, a firm specializing in library services, to research the current status of borough library services; assess community needs through interviews of staff, Friends of the Library groups in each community, and open public meetings in each community; and develop a statement of mission, goals, and objectives for the library services of the five Borough-administered libraries.

This Strategic Plan addresses the rapidly changing world of library services to include the latest technological changes, the latest programming recommendations, and other expected challenges in an

environment that is now focused on providing community resources that extend well beyond the traditional. The plan is a deliberate means of preparing for library service in the future and a responsible means of fulfilling community library and resource needs.

This strategic plan will replace the last formal Borough Library Comprehensive Plan (adopted 2005) and will be updated periodically to reflect community requirements, technological changes, and changes in the world of library services.

The Library Advisory Board adopted Resolution 18-01 recommending Assembly adoption of the plan on March 17, 2018

The Planning Commission adopted Resolution 18-11 recommending Assembly adoption of the plan on April 16, 2018.

**RECOMMENDATION OF ADMINISTRATION:**

The Community Development Department respectfully recommends Assembly adoption of the Matanuska-Susitna Borough Public Libraries Strategic Plan (2018-2022).



# **Strategic Plan 2018-2022**

## **Matanuska-Susitna Borough**

### **Public Libraries**

March, 2018



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OR 18-097



*Public libraries are in the midst of a great transformation. Changes in how people access and use information are combining with changes in the critical thinking ability and skills necessary to operate in today's society. These changes require new approaches to library services. The public library must evolve to keep pace with change, while remaining a safe and comfortable public space for community and connection.*



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## INTRODUCTION

The Matanuska-Susitna Borough Public Libraries are high-performing, critical public resources. Citizens from a large geographic area in South Central Alaska depend on the libraries for information, books, electronic resources, technology and Internet access. Librarians and staff at all locations go the extra mile to provide patrons with service of the highest quality. Patrons appreciate this service and many make visits to a Mat-Su Borough Public Library part of their weekly routine.

The Matanuska-Susitna Borough's Community Development, Recreation and Library Services Department launched a strategic planning process in July 2017 with a Request for Proposals for a comprehensive strategic plan for the Borough's five libraries located in Big Lake, Sutton, Talkeetna, Trapper Creek and Willow.

Library Systems & Services (LS&S) was selected to develop the strategic plan and complete work in August 2017-January 2018. LS&S identified strengths and challenges at the libraries and developed key themes, followed by a five-year roadmap.

During the 2018-2022 planning term, Matanuska-Susitna Borough Public Libraries will serve patrons with emerging material formats, technology and ideas. Borough Public Libraries will embrace innovation and implement the latest best practices to improve library service. Key themes emerged to guide the development of the strategic plan. Borough public libraries will:

- Be focal points and resource hubs for individuals and communities
- Play a central role in the education of members of the community from pre-schoolers through seniors
- Maintain a collection that meets community needs
- Support a love of reading, personal growth and lifelong learning

The Matanuska-Susitna Public Libraries Strategic Plan is a guide that prioritizes the work of library staff and the Matanuska-Susitna Library Board, Friends and Advocates groups. It was developed with careful consideration of the five unique Borough communities and needs of citizens in rural Alaska. The plan is shaped with the understanding that change is inevitable, and that library services will adapt as necessary. At the same time, the libraries will maintain core values, work to achieve the mission and remain focused on serving the community.

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## PLANNING PROCESS

Many individuals and groups shared ideas, insights and passions in the development of this plan. A great deal of effort was made by LS&S and library staff to ask the community what it needs and wants from Borough libraries. Input was gathered from:

- Librarians
- Library staff
- Mat-Su Borough staff
- Mat-Su Borough Library Board members
- Mat-Su Assembly members
- Library Friends and Advocates group members
- Library patrons

The five Borough Librarians and Recreation and Library staff prepared and submitted a host of information about library history, operations and stakeholders. In September, 2017 an online survey went live and community members across the Borough were encouraged to share thoughts and feedback through a comprehensive outreach campaign.

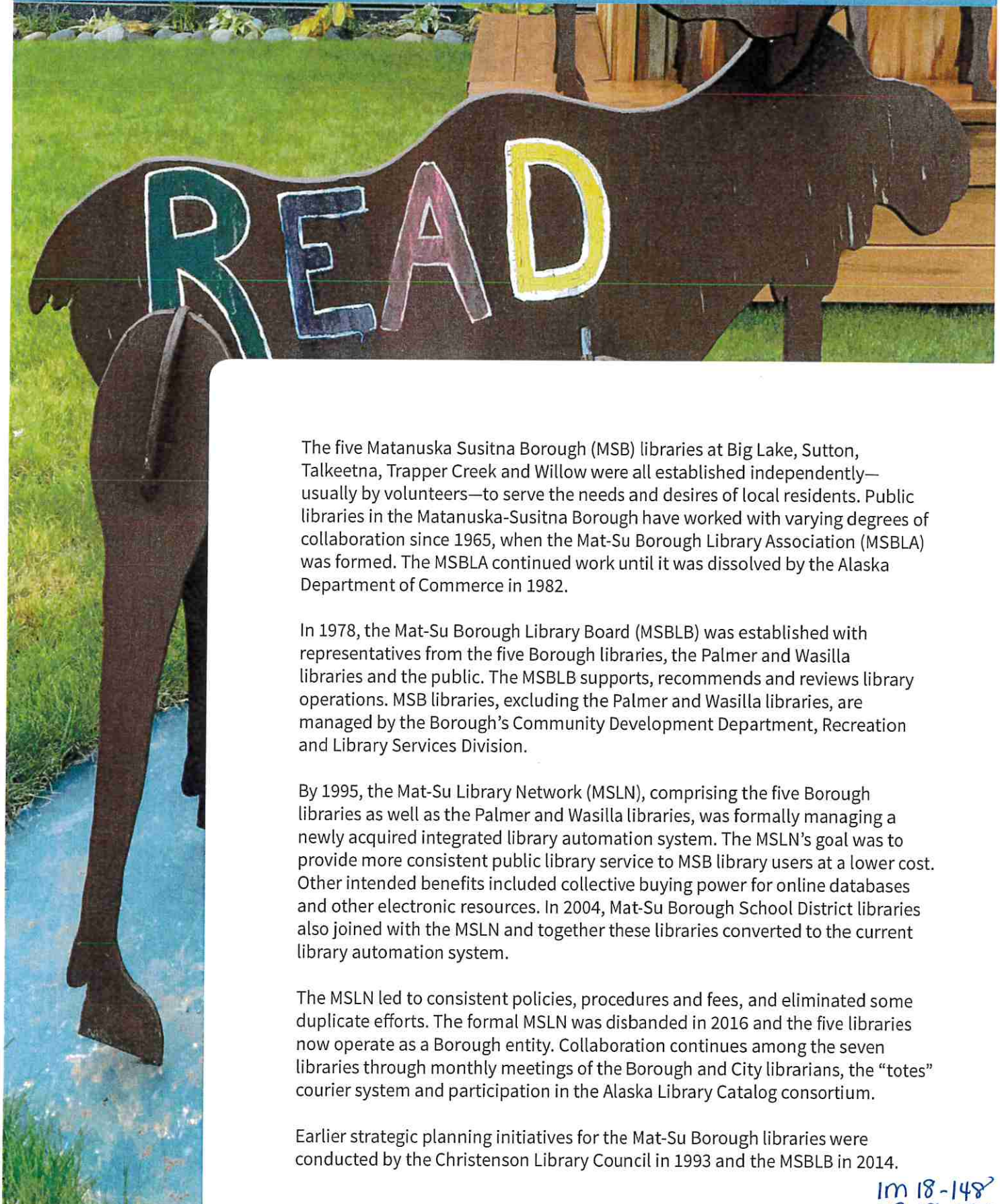
During the week of October 9, 2017, input from staff, library stakeholders and the community was gathered at 15 meetings. More feedback was gathered during an additional 13 one-to-one phone interviews. All in all, nearly 300 community voices provided input about the Matanuska-Susitna Public Libraries and their desired priorities.



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## HISTORY



The five Matanuska Susitna Borough (MSB) libraries at Big Lake, Sutton, Talkeetna, Trapper Creek and Willow were all established independently—usually by volunteers—to serve the needs and desires of local residents. Public libraries in the Matanuska-Susitna Borough have worked with varying degrees of collaboration since 1965, when the Mat-Su Borough Library Association (MSBLA) was formed. The MSBLA continued work until it was dissolved by the Alaska Department of Commerce in 1982.

In 1978, the Mat-Su Borough Library Board (MSBLB) was established with representatives from the five Borough libraries, the Palmer and Wasilla libraries and the public. The MSBLB supports, recommends and reviews library operations. MSB libraries, excluding the Palmer and Wasilla libraries, are managed by the Borough's Community Development Department, Recreation and Library Services Division.

By 1995, the Mat-Su Library Network (MSLN), comprising the five Borough libraries as well as the Palmer and Wasilla libraries, was formally managing a newly acquired integrated library automation system. The MSLN's goal was to provide more consistent public library service to MSB library users at a lower cost. Other intended benefits included collective buying power for online databases and other electronic resources. In 2004, Mat-Su Borough School District libraries also joined with the MSLN and together these libraries converted to the current library automation system.

The MSLN led to consistent policies, procedures and fees, and eliminated some duplicate efforts. The formal MSLN was disbanded in 2016 and the five libraries now operate as a Borough entity. Collaboration continues among the seven libraries through monthly meetings of the Borough and City librarians, the "totes" courier system and participation in the Alaska Library Catalog consortium.

Earlier strategic planning initiatives for the Mat-Su Borough libraries were conducted by the Christenson Library Council in 1993 and the MSBLB in 2014.

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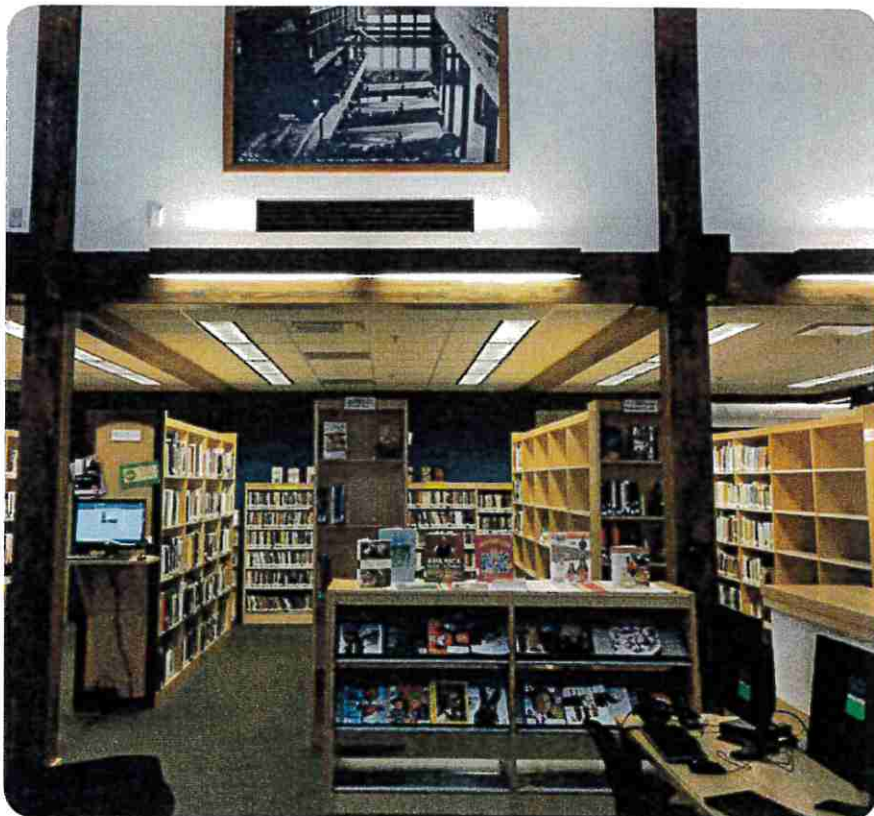
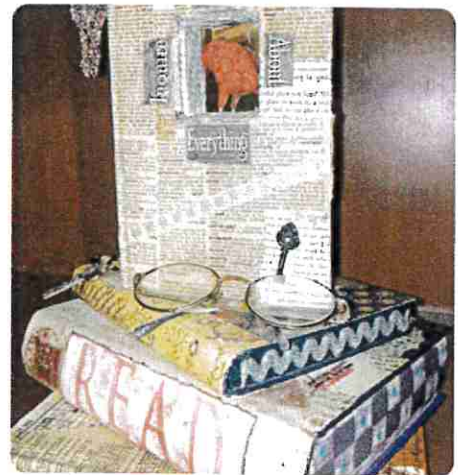


The Christenson report suggested the creation of a "library service area" governed by a Board of Supervisors with the long-term goal of a unified library system and dedicated funding. The report further suggested continuing the contract between the Borough and cities of Palmer and Wasilla to deliver library services.

A new central library was suggested, along with the position of Library Coordinator to administer the library contract. While the Christenson report is dated and many of its observations, conclusions and recommendations are no longer applicable, a few observations and recommendations are true today. These consistencies are expanded upon in this plan.

Issues and concerns from the 2014 MSBLB report included:

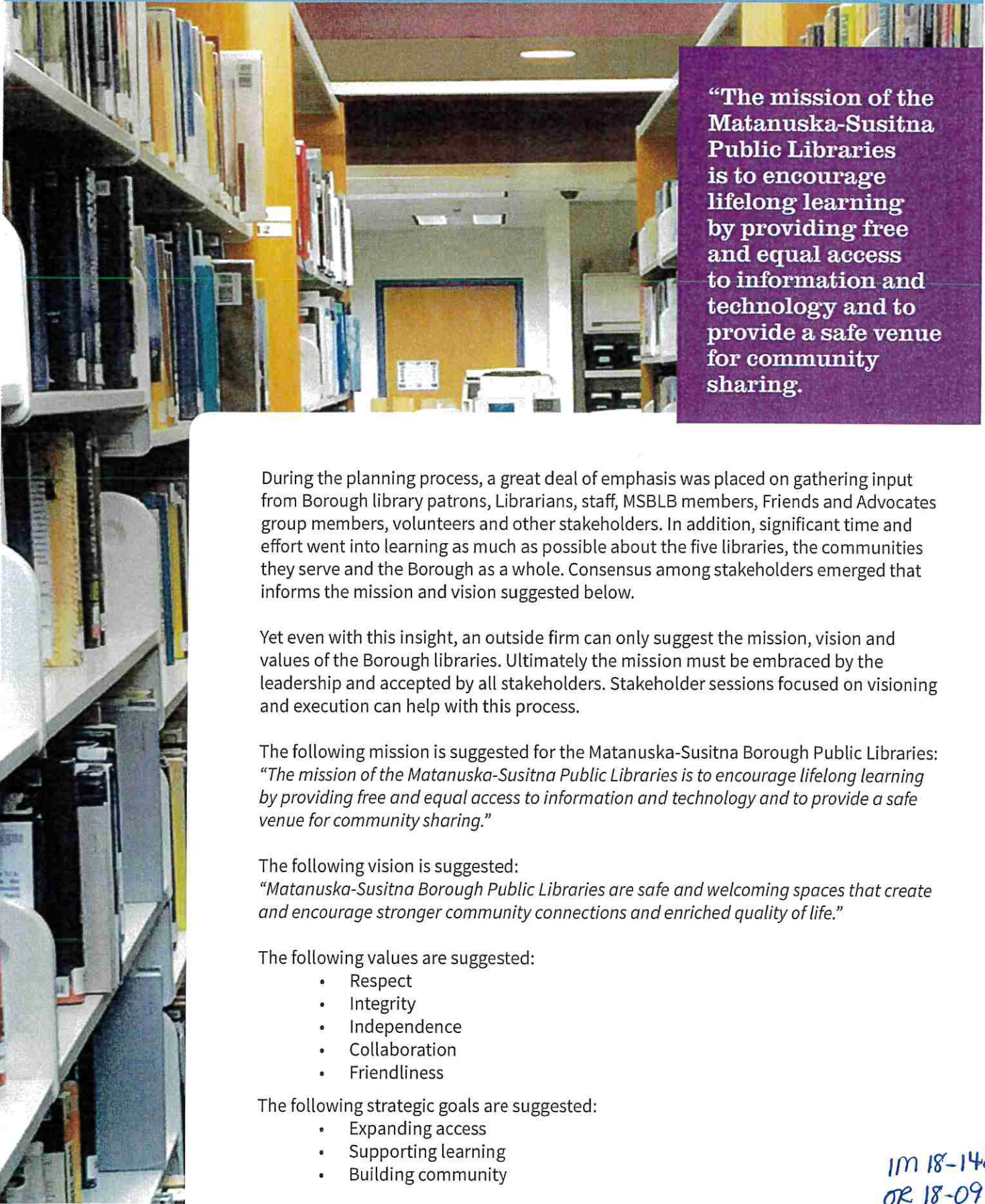
1. Lack of stable funding
2. Aging and/or inadequate facilities and need for better facilities
3. Need for advocacy, to include not only the education of members of governing bodies but also the general public
4. Exponentially increasing technological requirements
5. Unique character of geographic area and service population



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## MISSION, VISION AND VALUES



**“The mission of the Matanuska-Susitna Public Libraries is to encourage lifelong learning by providing free and equal access to information and technology and to provide a safe venue for community sharing.**”

During the planning process, a great deal of emphasis was placed on gathering input from Borough library patrons, Librarians, staff, MSBLB members, Friends and Advocates group members, volunteers and other stakeholders. In addition, significant time and effort went into learning as much as possible about the five libraries, the communities they serve and the Borough as a whole. Consensus among stakeholders emerged that informs the mission and vision suggested below.

Yet even with this insight, an outside firm can only suggest the mission, vision and values of the Borough libraries. Ultimately the mission must be embraced by the leadership and accepted by all stakeholders. Stakeholder sessions focused on visioning and execution can help with this process.

The following mission is suggested for the Matanuska-Susitna Borough Public Libraries: *“The mission of the Matanuska-Susitna Public Libraries is to encourage lifelong learning by providing free and equal access to information and technology and to provide a safe venue for community sharing.”*

The following vision is suggested:

*“Matanuska-Susitna Borough Public Libraries are safe and welcoming spaces that create and encourage stronger community connections and enriched quality of life.”*

The following values are suggested:

- Respect
- Integrity
- Independence
- Collaboration
- Friendliness

The following strategic goals are suggested:

- Expanding access
- Supporting learning
- Building community

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The following strategic priorities are suggested:

- Excellent staff
- Increased collaboration
- Innovative best practices

This mission, vision and values build on the 1993 Christenson and 2014 MSLN Strategic Plans. The 1993 Christenson report endorses the purpose/mission of the MSBLB as stated in the 1993 MSLN Handbook/Policy Manual, "The purpose of the Matanuska-Susitna Borough Library Board is to be an advocate for public library programs and public library patrons of the borough by eliciting common needs, proposing plans to meet those needs, and making the prioritized needs and the plans known."

The 2014 MSLN Strategic Plan states, "The goal of the Matanuska-Susitna Library Network is to support the educational, civic, and cultural services of the community, as well as the intellectual, creative, and inspirational endeavors of the individual. The MSLN combines technology and quality services to enrich lives of those living, working, or visiting within the Matanuska-Susitna Borough." Specific goals included encouraging adequate funding, expanding library services, addressing the increased use of the MSLN libraries and promoting public awareness of library services and funding needs.



**"Matanuska-Susitna  
Borough Public Libraries  
are safe and welcoming  
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## ENVIRONMENTAL SCAN

The five Matanuska-Susitna Borough Public Libraries serve very large, very disparate geographic areas. From weekend visitors to long-term inhabitants and neighborhood dwellers to off-the-grid residents, the libraries ably provide information, programs and technology access to patrons who have a wide variety of needs and requests.

### BIG LAKE

Big Lake's beautiful setting and central location led to its popularity during the mid-to-late 20th century as a weekend destination for Anchorage residents. While the weekend and vacation populations are still significant, Big Lake has come into its own during the past 15 years as a year-round community. Larger and more expensive second and year-round homes have replaced many cabins, and the community has become more family oriented.

Financially secure retirees and Anchorage commuters mix with low income populations and those who live year-round on summer earnings from tourism. Big Lake also serves the Meadow Lakes community and approximately 95 percent of Houston.

### SUTTON

Sutton is a rural, commuter community nestled along the Matanuska River. Growing from a coal mining station on the Matanuska Branch of the Alaska Railroad (coal extraction equipment formerly used in the area is displayed at the adjacent Alpine Historical Park) and road construction camp, Sutton is known for its scenery and solitude. Sutton does not have the seasonal and tourist populations of Big Lake, Talkeetna, Trapper Creek and Willow. Sutton also serves the communities of Chickaloon, Glacier View and Lake Louise.

### TALKEETNA

Situated at the base of Denali, Talkeetna is a magnet for tourists. During the summer, up to 1,000 day trippers emerge from buses, trains and cruise ships. Others stay several days to several weeks to enjoy the full Talkeetna experience. Residents and visitors enjoy easy access to outdoor activities ranging from mountain climbing, fishing and skiing to cultural pursuits like art galleries, concerts and crafting. Many residents in the service area live year-round on summer income. This low-income group comprises most families in the area. Talkeetna also serves the off-road, off-grid Chase area, remote areas along the Susitna, Talkeetna and Chulitna Rivers and approximately 75 percent of Susitna North.

**"We're 18 miles from anything."**

**"We have three places to hang out in this community: The library, the bar and the church. Some people don't go to the bar or the church so that leaves the library. The library is a social business."**



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## TRAPPER CREEK

Trapper Creek is a small community located in the northern portion of the Borough at the base of the Alaskan Range. A large part of Trapper Creek land is owned by the Borough and the State of Alaska. Trapper Creek is a young community with Federal homesteading beginning in 1948. Utilities and infrastructure to support economic development are limited. Phone and Internet services can be unreliable. Library staff estimate 35-40 percent of the population live off the grid, although many have generator-produced electricity. Trapper Creek also serves the Petersville community and approximately 10 percent of Susitna North.

## WILLOW

Willow is a small, friendly community located centrally in the Borough. Self-described as laid-back, the community has significant family and senior populations. Thousands of tourists descend on the area in early March for the official start of the Iditarod. Willow is thought to be the most diverse of the five served by Borough libraries.

The attached community center has been a boon, with large space for events, and a burden, with staff spending significant time on facility maintenance. A new library at Willow is needed; the community is working hard to find funding for a new library and renovated community center. Willow also serves the Skwentna community and approximately five percent of Houston.

## KEY TAKEAWAYS FROM ENVIRONMENTAL SCAN:

The Matanuska-Susitna Borough Public Libraries are well-loved, critical public resources. Citizens from a large geographic area in South Central Alaska depend on the libraries for information, books, electronic resources, technology and Internet access. Citizens also depend on the libraries to provide safe and welcoming community spaces. Librarians and staff are devoted to their patrons. Patrons appreciate this service and highly value their libraries and library staff.

Alaska's oil-dependent economy has suffered with the fall of petroleum prices since 2014. With few taxes on individuals and low tax revenue overall, State budgets are tight and there is no new revenue source on the horizon. The State grant program that helped fund new facilities at Sutton and Talkeetna no longer exists. The budget situation is similar in the Mat-Su Borough.

Determination of service populations for all five libraries is a challenge. As noted in Hennen's American Public Library Ratings, "the population served often extends beyond the population of the community that established it [the library] and provided the initial support." The unique geography of Alaska underlines this statement. Service areas extend far beyond the town where the libraries are physically located, including additional unserved Census Designated Places (CDP) as well as remote areas. Legal service populations for each of these libraries reported by the State of Alaska to the IMLS further support this issue.



**"People feel comfortable coming to the library. We know patrons' names and if we don't know we ask them. Winters get pretty quiet up here. There isn't really any other place to hang out so people bring their kids in after school as part of their routine."**

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The five libraries, Big Lake, Sutton, Talkeetna, Trapper Creek and Willow, are truly community gathering spaces for a population that can be isolated by geography and weather. The Internet access the libraries provide through desktop computers and wifi is crucial in areas where home Internet access is prohibitively expensive or unavailable.

Although each of the five communities served by Borough libraries are unique and special, there are some similarities.

- Each library serves a passionate core group of patrons for whom the library is an important part of daily life
- The majority of families and children served are low-income
- School libraries are losing staff and budget; the public library is increasingly important for school children
- Many citizens rely on the library for Internet access
- Many citizens rely on the library for social interaction
- The senior/retiree population is growing
- Drug use is prevalent in the Borough and drug users and vandalism are of increasing concern



## RECOMMENDATIONS

There is a strong positive energy in the Borough libraries. The following recommendations support expansion of libraries' strengths and provide a strong foundation for the future.

**Short term: March 2018-October 2019**

**Medium term: November 2019-May 2021**

**Long term: June 2020-December 2022**

### RECOMMENDATIONS: COLLECTION MANAGEMENT

#### 1. OPEN SHELF SPACE

##### **SHORT TERM**

Continue weeding as staff time allows, with a goal of opening shelf space for browsing and creating displays of books, periodicals and audio visual materials.

#### 2. COLLECTION ACQUISITION MANAGEMENT

##### **MEDIUM TERM**

Centralizing collection management and processing is a key way to support increased efficiency. While each library serves a unique community, there is overlap in the collection.

Creating a new Borough-level position to assume these functions of collection management and processing would be a strong step towards efficiency. This position could also support programs and marketing.

**Please note that individual needs/requests of each library and community will be honored with centralized acquisitions.**

#### 3. EMPHASIZE MOBILE ACCESS AND OUTREACH

##### **MEDIUM TERM**

Work with the Alaska Library Consortium to investigate applications for patron use that streamline browsing and checking out of electronic materials. Note that mobile device users spend more time with apps than browsers and consider a Borough Public Library app.

As larger numbers of citizens gain access to home Internet and remote access of library resources grows, consider shifting budget resources to heavier support of electronic materials. Including streaming services such as Hoopla and Kanopy. Use circulation reports to determine timing of this shift.

#### 4. SEEK COLLECTION DONATIONS

##### **MEDIUM TERM**

Offset low collections budgets by soliciting donations of money or selected books for the collection. This effort would add popular fiction titles and increase variety for frequent borrowers.

### RECOMMENDATIONS: PROGRAMS

#### 1. SHARE AND REPLICATE PROGRAMS ACROSS LIBRARIES

##### **SHORT TERM**

Consider providing a collection of programs to be offered at all library locations. There is overlap in public interest in topics like hunter safety, water conservation, technology education, Alaska history and child and teen literacy; offering these programs Borough-wide would optimize staff time and increase traffic.

Developing a “catalog of programs” for libraries to share is recommended.

#### 2. FOCUS ON TECHNOLOGY

##### **SHORT TERM**

Consider budgeting for a few items (described in Recommendations: Technology) and offer programs and workshop activities to help young patrons become comfortable with new technology and prepare them for 21st Century careers. Continue to budget for new technology as it emerges.

One-on-one technology instruction is in demand at all libraries; mining the Borough’s growing senior population for volunteers to offer scheduled and individualized technology instruction is recommended.

#### 3. WORKFORCE DEVELOPMENT

##### **SHORT TERM**

As Alaska’s economy changes, consider focus on programs geared toward career development. Examples include how to search and apply for jobs, resume building workshops or opportunities to conduct a practice interview.

#### 4. STRENGTHEN SCHOOL AND HOMESCHOOL PARTNERSHIPS

##### **MEDIUM TERM**

As funding for schools and public libraries stagnates, both need to find new ways to serve students. Outreach to local schools is desirable, including visits to local elementary schools. This would help cement relationships with schools.

The libraries are a critical source for socialization for homeschool children. Consider seeking program funding from the Alaska State Board of Education and Early Development.



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## 5. INCREASE NONPROFIT PARTNERSHIPS

### **MEDIUM TERM**

Maintain and increase partnerships with local nonprofits for programming and non-traditional library lending. Work with nonprofit partners to seek funding and physical space for technology and mechanical equipment. For example, investigate virtual and/or augmented reality equipment, coding equipment and curricula, hand tools and sewing machines. This equipment, located as centrally as possible, could be available for use by all library patrons.

## 6. FOCUS ON PARENTS AND SENIORS

### **LONG TERM**

Programs for parents as their child's "first and most important teacher" are recommended. Seniors are a growing population in all five communities and are active library users and supporters. Increase programs targeted to seniors. "We are independent thinkers and want classes appropriate for us." Examples include woodworking, exercise, garden club, film screenings and instruction for downloading library materials.



## RECOMMENDATIONS: MARKETING

### 1. FOCUS ON WEBSITE PRESENCE

#### **SHORT TERM**

Request Borough support in updating website including engaging design, an interactive program/calendar and more information about library services.

### 2. CENTRALIZE MARKETING FUNCTIONS

#### **SHORT TERM**

Borough-wide promotion of library services and programs is recommended; the Borough level position described in Recommendations: Collection Management could be responsible for this effort. Examples include design of fliers, writing of news releases, advertising of library services and centralized email management.



### 3. INCREASE SOCIAL MEDIA PRESENCE

#### **SHORT TERM**

Request Borough support for more frequent and engaging use of social media.

### 4. OFF SITE PROMOTION

#### **MEDIUM TERM**

Kiosks with library information, including map/directions could be placed at local grocery stores, post offices and tourist destinations.

### 5. LEVERAGE STAKEHOLDERS

#### **LONG TERM**

Word of mouth is one of the most effective channels for library promotion. Leveraging stakeholders that are already engaged and encouraging them to talk to friends and neighbors about the library is recommended.

Actively involving teens in program planning and execution, and encouraging them to participate in and act as “tutors” for children’s programs is another strategy to increase participation.

### 6. HOST A “BOROUGH LIBRARY CELEBRATION” EVENT

#### **LONG TERM**

Hosting a daytime event for families, adults and teens would bring all five library communities together. Use the event to promote library programs. Objective is to celebrate all five communities and libraries.

## RECOMMENDATIONS: STAFFING

### 1. SUCCESSION PLANNING

#### **SHORT TERM**

As Borough librarian positions come open, it is necessary to start the replacement process early to allow for current staff to assist in training incoming staff. As learned in Talkeetna, hiring qualified librarians in the region can take many months.

The American Library Association provides a list of the Core Competences of Librarianship available at <http://www.ala.org/educationcareers/careers/corecomp/corecompetences>.

### 2. MINIMUM STAFF COVERAGE

#### **SHORT TERM**

For safety, working toward a minimum of two staff members during all operational hours is recommended.



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**"I would like to see more staff training. We have done this in the past, and done well, but I would also like training in new electronic technologies."**

### **3. BOROUGH-LEVEL LIBRARY POSITION**

#### ***SHORT TERM***

The Borough-level library position described in Recommendations: Collection Management and Marketing would bring centralized support to the libraries, optimizing efficiency and enhancing patron service.

### **4. STAFF TRAINING**

#### ***MEDIUM TERM***

Renewed focus on staff training, particularly related to technology and how to serve patrons with addiction and mental health issues, will support employee satisfaction and retention. Training should be centralized to encourage collaboration and maximize time. Consider contracting with retired librarians to coordinate staff training or add this to Borough-level library position responsibilities.

### **5. ON-CALL STAFF**

#### ***MEDIUM TERM***

Hiring a smaller number of permanent part-time employees, cross-trained to work at several geographically close locations, is recommended.

### **6. STAFF DAY**

#### ***MEDIUM TERM***

Continue Mat-Su Borough Training Days, Inviting library staff from Palmer and Wasilla. Staff Day is an excellent opportunity to thank all library staff and remind them they are valued and important contributors to the Borough. Staff enjoy this opportunity to strengthen relationships, plan future collaboration and participate in training.

### **7. VOLUNTEERS**

#### ***LONG TERM***

Volunteers can help with the shelving and weeding (with proper training and oversight).





It is suggested that each library designate one staff member to manage recruitment, communication, training and appreciation of library volunteers. As the Borough's year-round retiree population grows, so grows the pool of potential volunteers.

## **8. CONSISTENT HOURS OF OPERATION**

### ***LONG TERM***

Consistent and predictable hours of operation are recommended.

## **RECOMMENDATIONS: TECHNOLOGY**

### **1. BUDGET FOR EXPANDED WIFI ACCESS**

#### ***SHORT TERM***

Demand for wifi will grow at all locations as increasing numbers of patrons use personal devices at the library. Focus on wifi rather than public access computers; desktop computer use is projected to remain flat or decrease.

### **2. STANDARDIZE WIRELESS PRINTING AT ALL LOCATIONS**

#### ***SHORT TERM***

Add self-service printing option; request Borough support to standardize equipment for ease of use and maintenance. Many wireless printing solutions allow patrons to print remotely. Self-service kiosks are also available.

### **3. INVESTIGATE ASSISTIVE TECHNOLOGY**

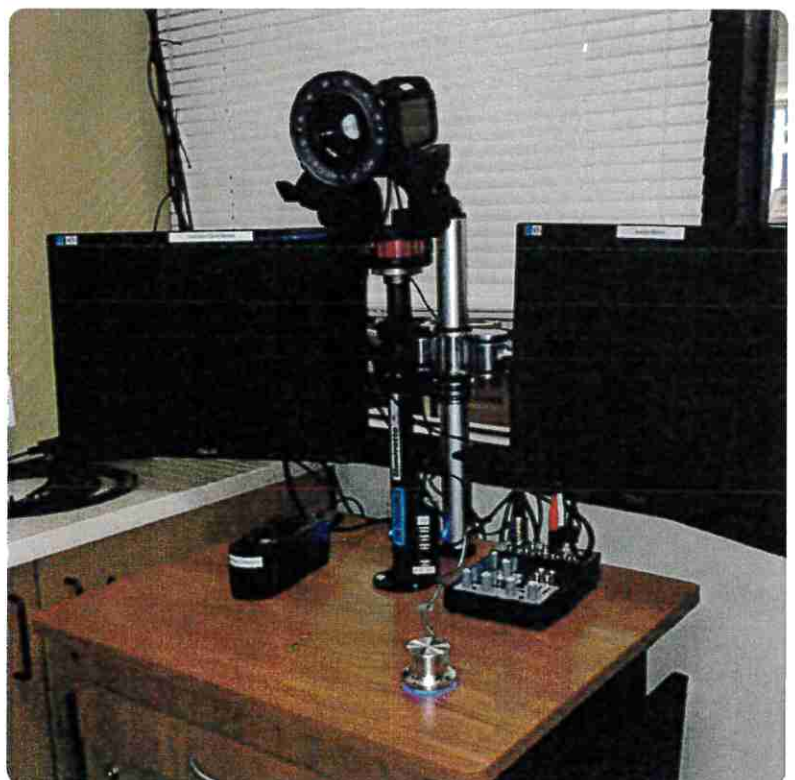
#### ***MEDIUM TERM***

As the senior population in the Borough grows, investigate and budget for assistive technology to help aging patrons access library services. Examples include equipment to convert text to spoken word, USB screen magnifier and personal sound magnifier.

### **4. INCREASE TALKEETNA ONE-BUTTON STUDIO VIDEO RECORDING SYSTEM USE**

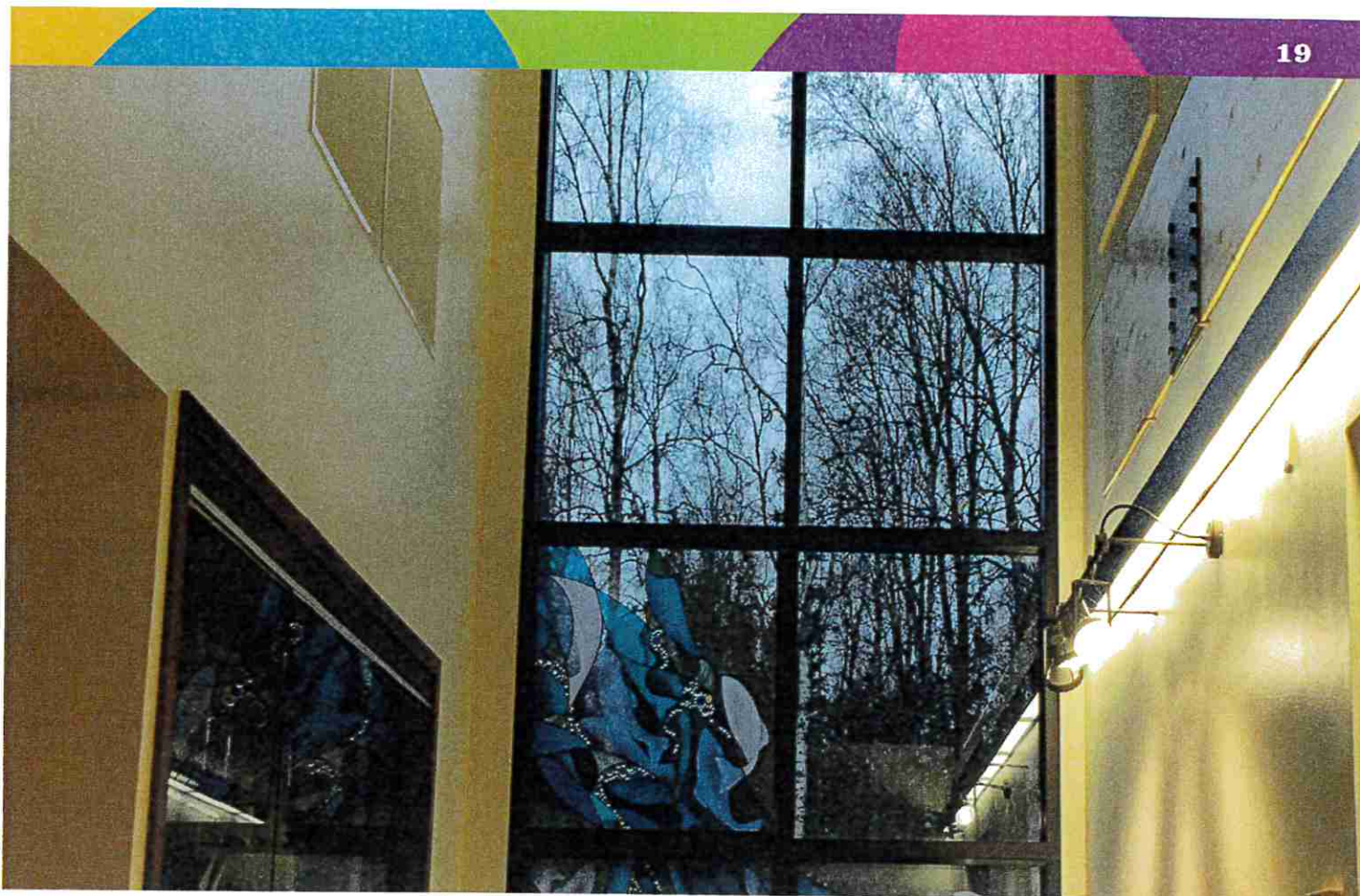
#### ***MEDIUM TERM***

Train new staff in how to use the system. Continue to increase patron use through classes and publicity.



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## RECOMMENDATIONS: FACILITIES

### 1. SECURITY

#### **SHORT TERM**

Security cameras help staff feel more comfortable, but cameras are not helpful during incidents. The best solution is to schedule two employees for each shift; while working toward this goal an alarm system is recommended. Staff need a way to get immediate help should a situation that endangers staff or patrons arise.

The current situation's liability risk to the Borough at present outweighs the cost of improved security.

The legalization of marijuana in Alaska provides an opportunity to seek funding for better library security. Approaching state officials regarding funding from marijuana sales tax is recommended. From October 2016 to June 2017 Alaska realized more than \$1 million in tax revenue. That number is expected to soar by the end of Fiscal Year 2018.

### 2. WILLOW: LEVERAGE MAT-SU FOUNDATION GRANT

#### **SHORT TERM**

Submit Rasmuson and Murdoch grant applications and continue to pursue grants and corporate support. Consider Gold Torrent, BP Alaska, Conoco Phillips and Matanuska Valley Federal Credit Union as potential donors.



### 3. WILLOW: PREPARE FOR BREAK IN GOVERNMENT FUNDING FOR NEW FACILITY

#### **SHORT TERM**

Use all marketing channels to generate strong public awareness of the Mat-Su Health Foundation grant and the 30 month expenditure deadline. Encourage public officials not to “waste” \$1.68 million by not contributing to the Willow project.

### 4. WILLOW: SHIFT MANAGEMENT OF COMMUNITY CENTER

#### **SHORT TERM**

Formalize and enforce expectations for the community center’s building manager.

### 5. TALKEETNA: EXTERIOR

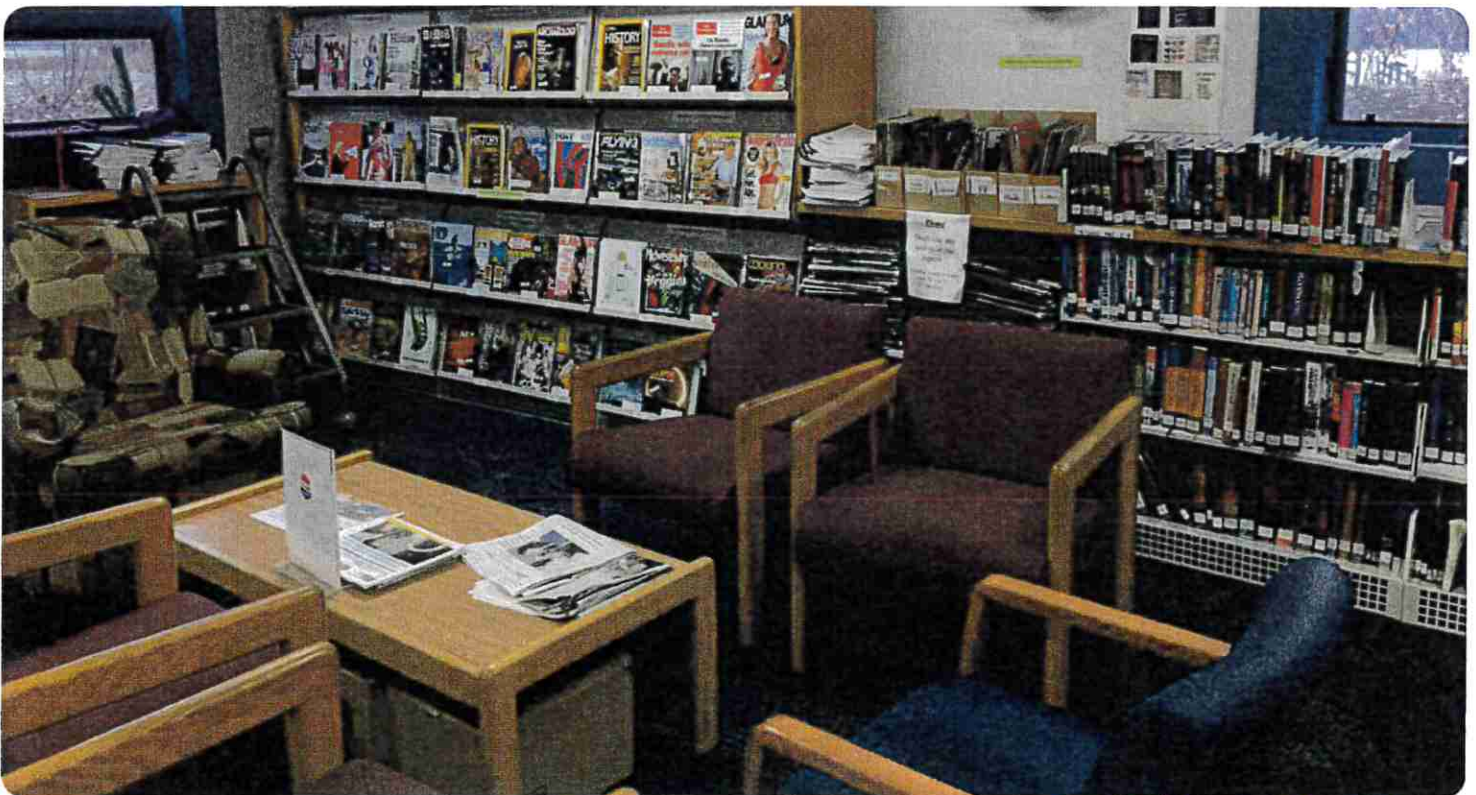
#### **MEDIUM TERM**

Redesign driveway to address safety issues and expand parking lot. Support Talkeetna Friends’ landscaping plan with Borough-supplied labor as possible.

### 6. BIG LAKE AND TRAPPER CREEK: RESET FURNITURE AND SHELVING

#### **LONG TERM**

Create more open space for patron gathering by resetting existing furniture and shelving. Work toward budgeting for architectural consulting, furniture and drywall repair, painting and carpet replacement in preparation for this effort.



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## CALL TO ACTION

The 2016 Matanuska-Susitna Borough Metropolitan Planning Organization Self-Assessment summarizes the situation well:

“Change is occurring rapidly in the Mat-Su Borough. The growing pains being experienced by the Mat-Su Borough, its officials, staff and citizens, are not uncommon to many growing areas of the United States. Formerly rural areas that are rapidly transitioning to urban or suburban development patterns are stressed in terms of providing adequate transportation facilities and other public facilities.”

Implementing the recommendations in this Strategic Plan will help Matanuska-Susitna Borough Public Libraries serve patrons with emerging material formats, technology and ideas as well as embrace innovative best practices.



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## ACKNOWLEDGMENTS



Thank you to the Mat-Su Borough staff, library staff, Mat-Su Library Board Members, Friends and Advocates group members, library patrons and others who gave freely of their time for telephone interviews and focus group sessions.

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Tasja Williams  
Jennie Earles  
Marita Crosby  
Julie Mitchell  
Amanda (Joy) Bailey  
Ginger Tobin  
Fe Moore  
Vicki Stringer  
Pattie Schultz  
Deena K. Carbs  
John Jenkins  
Diana MH Carlson  
Barbara Kelley

Phil Williams  
Donna Carollo  
Gerry Bates  
Marie Bell  
Grace Aubrey  
Mark Bertels  
Sara Blydenburgh  
Diep Tran  
Heidi Johnson  
Shirley Novak  
Jan Mulder  
Hugh Leslie  
Cara Brown  
Suzanne Barnard  
Laurel Flynn  
Ashley Younger  
Craig Gordon Strong  
Peg Vos  
Phillip Manning  
Diane Hall Rambo  
Becky Long  
Mark Goetsch  
Russell Gaubatz  
Ruthie Strong  
Ann Yadon  
Peg Foster  
Pam Robinson

Kay Faerber  
Kristie Parsons  
Bobbi Kaylor  
Rebecca Korpi  
Doro Sidelinger  
Jennie Schrage  
Steve Charles  
Melinda Dale  
Carol Goltz  
Kay Daily  
Christina DowlingSoka  
Joe-d DowlingSoka  
Melitta C. White  
Gary Lemings  
Mary Lemings  
Barbara Kardys  
Marian Charles  
Rita Godbee  
Virginia Richey  
Nami Butera  
Louis Butera  
Patricia McCarter  
Bonnie Cavanaugh  
Jennifer Rinaldi  
Marci Hawkins

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## APPENDIX

## MAT-SU PUBLIC LIBRARY DEMOGRAPHICS

Big Lake							
Library	Pop 2016	Households	Med HH Income	Poverty Rate	Median Age	H.S. Grad %	College Degree %
Big Lake	3,665	1,304	70,988	9.6%	38.6	93%	19%
Houston	2,163	731	50,438	14.8%	36.7	85%	11%
Meadow Lakes	8,540	2,717	65,850	12.9%	35.7	87%	10%
<b>Total</b>	<b>14,368</b>	<b>4,752</b>	<b>62,425</b>	<b>12.4%</b>	<b>37.0</b>	<b>88.4%</b>	<b>13.1%</b>

Sutton							
Library	Pop 2016	Households	Med HH Income	Poverty Rate	Median Age	H.S. Grad %	College Degree %
Sutton / Alpine	1,426	393	35,500	28.6%	40.6	92%	30%
Chickaloon	253	123	40,893	13.5%	56.0	75%	6%
Glacier View	245	99	43,000	9.2%	35.6	67%	12%
Lake Louise	40	25	N/A	46.7%	54.3	100%	30%
<b>Total</b>	<b>1,964</b>	<b>640</b>	<b>39,798</b>	<b>24.5%</b>	<b>46.6</b>	<b>83%</b>	<b>20%</b>

Talkeetna							
Library	Pop 2016	Households	Med HH Income	Poverty Rate	Median Age	H.S. Grad %	College Degree %
Talkeetna	903	449	49,861	6.6%	43.2	89%	32%
Chase	34	18	N/A	N/A	N/A	100%	0%
Susitna North .75	1,125	428	50,536	14.3%	49.9	81%	15%
<b>Total</b>	<b>2,062</b>	<b>895</b>	<b>50,199</b>	<b>10.5%</b>	<b>46.6</b>	<b>90.1%</b>	<b>15.7%</b>

Trapper Creek							
Library	Pop 2016	Households	Med HH Income	Poverty Rate	Median Age	H.S. Grad %	College Degree %
Trapper Creek	489	225	23,125	21.8%	48.5	91%	11%
Petersville	4	4	N/A	N/A	N/A	N/A	N/A
Susitna North .10	150	57	50,536	14.3%	49.9	81%	15%
<b>Total</b>	<b>643</b>	<b>286</b>	<b>36,831</b>	<b>18.1%</b>	<b>49.2</b>	<b>86.0%</b>	<b>13.0%</b>

Willow							
Library	Pop 2016	Households	Med HH Income	Poverty Rate	Median Age	H.S. Grad %	College Degree %
Willow	2,047	893	61,970	13.4%	39.5	92%	19%
Skwentna	36	20	31,667	26.2%	52.5	100%	0%
Susitna North .15	225	86	50,536	14.3%	49.9	81%	15%
<b>Total</b>	<b>2,308</b>	<b>999</b>	<b>48,058</b>	<b>18.0%</b>	<b>47.3</b>	<b>90.9%</b>	<b>11.4%</b>



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MATANUSKA-SUSITNA BOROUGH  
LIBRARY BOARD  
RESOLUTION NO. 18-01

A RESOLUTION OF THE MATANUSKA-SUSITNA BOROUGH LIBRARY BOARD  
RECOMMENDING THE PLANNING COMMISSION ADOPT THE MATANUSKA-SUSITNA  
BOROUGH PUBLIC LIBRARIES STRATEGIC PLAN (2018-2022).

---

WHEREAS, the Matanuska-Susitna Borough Recreation and Library  
Services Division required a revised long - range strategic plan  
for the Borough libraries to enable the division to provide  
efficient, progressive library services based on knowledge of the  
communities the borough libraries serve, the expectations of  
those communities, their resources, and realistic projections of  
future needs of the community; and

WHEREAS, to produce this road map, Library Systems & Services,  
a firm specializing in library services, was contracted to  
research current status of borough library services; assess  
community needs through interviews of staff, Friends of the  
Library groups in each community, and open public meetings in  
each community; and develop a statement of mission, goals, and  
objectives for the library services of the five Borough-  
administered libraries; and

WHEREAS, this Strategic Plan addresses the rapidly changing  
world of library services to include the latest technological  
changes, the latest programming recommendations, and other  
expected challenges in an environment that is now focused on



providing community resources that extend well beyond the traditional; and

WHEREAS, this strategic plan is a deliberate means of preparing for library service in the future and a responsible means of fulfilling community library and resource needs; and

WHEREAS, this strategic plan will replace the last formal Borough Library Comprehensive Plan (2001) and will be updated periodically to reflect community requirements, technological changes, and changes in the world of library services.

NOW THEREFORE, BE IT RESOLVED that the Matanuska-Susitna Borough Library Board does hereby recommend that the Planning Commission adopt the Matanuska-Susitna Borough Public Libraries Strategic Plan (2018-2022).

ADOPTED by the Matanuska-Susitna Borough Library Board this 17<sup>th</sup> day of March, 2018.

  
Ann Yadon, Chairperson

ATTEST:

  
Deena Carlos, Board Secretary

By: Hugh Leslie  
Introduced: April 2, 2018  
Public Hearing: April 16, 2018  
Action: April 16, 2018

**MATANUSKA-SUSITNA BOROUGH  
PLANNING COMMISSION RESOLUTION NO. 18-11**

A RESOLUTION OF THE MATANUSKA-SUSITNA BOROUGH PLANNING COMMISSION RECOMMENDING THAT THE MATANUSKA-SUSITNA BOROUGH ASSEMBLY ADOPT THE MATANUSKA-SUSITNA BOROUGH PUBLIC LIBRARIES STRATEGIC PLAN (2018-2022).

WHEREAS, the Matanuska-Susitna Borough Recreation and Library Services Division required a revised long - range strategic plan for the Borough libraries to enable the division to provide efficient, progressive library services based on knowledge of the communities the borough libraries serve, the expectations of those communities, their resources, and realistic projections of future needs of the community; and

WHEREAS, to produce this road map, Library Systems & Services, a firm specializing in library services, was contracted to research current status of borough library services; assess community needs through interviews of staff, Friends of the Library groups in each community, and open public meetings in each community; and develop a statement of mission, goals, and objectives for the library services of the five Borough-administered libraries; and

WHEREAS, this Strategic Plan addresses the rapidly changing world of library services to include the latest technological changes, the latest programming recommendations, and other expected challenges in an environment that is now focused on



providing community resources that extend well beyond the traditional; and

WHEREAS, this strategic plan is a deliberate means of preparing for library service in the future and a responsible means of fulfilling community library and resource needs; and

WHEREAS, this strategic plan will replace the last formal Matanuska-Susitna Borough Library Comprehensive Plan (adopted 2005) and will be updated periodically to reflect community requirements, technological changes, and changes in the world of library services; and

WHEREAS, the Matanuska-Susitna Borough Library Board approved Resolution 18-01 in support of the Matanuska-Susitna Borough Public Libraries Strategic Plan (2018-2022) at their March 17th, 2018 Library Board meeting.

NOW THEREFORE, BE IT RESOLVED that the Matanuska-Susitna Borough Planning Commission does hereby recommend that the Matanuska-Susitna Borough Assembly adopt the Matanuska-Susitna Borough Public Libraries Strategic Plan (2018-2022).

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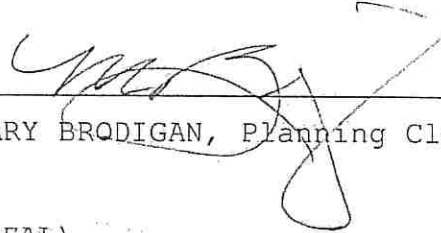
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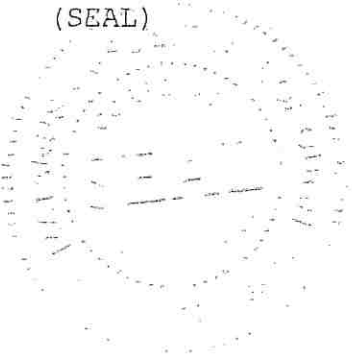
ADOPTED by the Matanuska-Susitna Borough Planning Commission  
this 16<sup>th</sup> day of April, 2018.

  
\_\_\_\_\_  
COLLEEN VAGUE, Chair

ATTEST:

  
\_\_\_\_\_  
MARY BRODIGAN, Planning Clerk

(SEAL)



YES: *Vague, Patterson, Chusbro, Elder, and Mosaner*

NO: