



STRATEGIC PLAN 2010 - 2014

Vision:

A literate, informed and enriched Estes Valley

Values:

- **Service**
Provide high-quality, dedicated and friendly service that is responsive to the needs of our community in a warm and inviting environment.
- **Respect**
Treat our customers and each other with respect, dignity, fairness and courtesy.
- **Intellectual Freedom**
Provide uncompromising access to a full range of information, allow for full and open discussion of different points of view, and protect the privacy and confidentiality of information-seekers.
- **Accountability**
Make the most efficient and effective use of taxpayers' and donors' funds committed to our care, and be accountable for all our actions at all levels.
- **Integrity**
Adhere to the highest ethical standards of our profession.

Mission:

To bring people, ideas and opportunities together for the enrichment of our community by providing access to quality information, resources and services

Strategic Issues:

Results of the planning process were integrated into seven strategic issues, which frame the most important trends for the Estes Valley Library.

This Strategic Plan has been crafted to recognize and respond to the changing needs of our community. At the same time that we cherish our nearly 100-year legacy as a vibrant and vital part of the community, we intend to build on this tradition by:

1. **Building our collections, programs and services.**
2. **Developing our staff to meet the challenges of the future.**
3. **Expanding our use of technology.**
4. **Marketing our message as the community's premier information resource.**
5. **Demonstrating accountable stewardship of our resources.**
6. **Maintaining and updating our facilities.**
7. **Developing a culture that values results.**

GOAL #1: Build Our Collections, Programs and Services

Objectives COMPLETE:

- Update the acquisition plan to provide for an effective balance between electronic and traditional materials.
- Develop a plan to increase customer service for the Spanish-speaking community.
- Examine current hours and online access opportunities to enhance customer convenience.
- Explore the feasibility of literacy enhancement programs at all levels (basic, information, navigational) either administered by the Library and/or in cooperation with community partners.
- Designate the Children's and Youth Program a "Center of Excellence," and strengthen and enhance its collection and program.

- Develop a regularly-scheduled program on relevant issues.
- Designate the Local History program a "Unique Collection" and digitize its contents for permanent future use.
- Explore partnership opportunities with local services and institutions.

Objectives in Progress:

To have established a **community partnerships of book discussion groups** and measure their number, influence and community impact.

Actors: Kurtis Kelly and Kathleen Kase

Timeline: 3rd Period - 2010

To have established a continuous process to **assess the balance between print and electronic holdings** on an annual basis.

Actors: Kathleen Kase

Timeline: 3rd Period - 2010

Investigate **opportunities for civic engagement** through hosting topics of importance and programs for civil discourse, e.g. The Big Read, or One Book/One Valley

Actors: Kurtis Kelly, Kerry Aiken, Foundation grant writer, Claudine Perrault

Timeline: 3rd Period – 2010 - 2012

Potential Objectives for Subsequent Years of the Plan:

To have assessed the needs of the small business community so as to reach effectively this segment with appropriate resources and services.

To have assessed the need for a Young Adult program.

GOAL #2: Develop Our Staff to Meet the Challenges of the Future

Objectives COMPLETE:

- Complete a feasibility study for adding two new staff resources: one in information technology, and one in marketing and public relations. These should be resource-neutral additions.
- Streamline work processes to free staff from routine tasks and optimize staff talents in more professional, service and content-specific areas.
- Undertake an assessment of staff compensation, including benefits, to assure that we attract and retain top-quality staff.

Objectives in Progress:

Standardize training of staff and volunteers to assure consistent performance, strengthen customer satisfaction, develop professional communication, and build the skills and culture for decision-making.

Actors: Susan Stalfort, Mark Riffle, Kurtis Kelly

Timeline: 3rd Period - 2010

Undertake a **strategic assessment of staff skills**, capabilities and gaps, resulting in a 3-year staffing plan that takes into account current strengths, future needs, training and development requirements, cross-training opportunities, balance among full-time, part-time, volunteer, and outsourcing choices, and succession planning.

Actors: Claudine Perrault, MSEC consultant

Timeline: 3rd Period - 2010

Potential Objectives for Subsequent Years of the Plan:

To have organized and distributed responsibilities between staff and volunteers based on the results of the 2010 Strategic Assessment.

- a. Part 1- Expand volunteer base.
- b. Part 2- Establish discrete tasks for volunteers linked with library skill set needs.
- c. Part 3 – Distribute responsibilities

To have strengthened board development and self-assessment so as to improve board retention and engagement.

GOAL #3: Expand Our Use of Technology

Objectives COMPLETE:

- Expand the number of computer stations available for patron use.
- Develop a technology improvement plan that balances cost-effective enhancements with customer convenience, access to wider areas of information, and easy use by staff and volunteers.
- Assist patrons of all ages to be more comfortable and confident in using Library technology through a new volunteer-patron training program.
- Review work processes that can be further automated and identify changes that will improve usability and simplicity for staff and patrons.

Objectives in Progress:

To have **developed and implemented the RFID** / automated circulation system.

Actors: Mark Riffle, Susan Stalfort, Claudine Perrault

Timeline: 2010 - 2013

Update and **improve the Library Website** to meet state-of-the-art standards, expand content-based links, and then promote the website to user groups.

Actors: Mark Riffle, Eric Srot, Graphic Artist

Timeline: 3rd Period – 2010

Potential Objectives for Subsequent Years of the Plan:

To have determined the most practical means for providing technical learning opportunities for staff.

To have determined the most practical means for providing technical learning opportunities for the community.

To have developed an ongoing technology evaluation process.

GOAL #4: Market Our Message as the Community's Premier Information Resource

Objectives COMPLETE:

- Enlist the aid of a professional marketing consultant/community assessment firm.
- Conduct research that determines service gaps.
- Inventory existing community partnerships.
- Apply merchandising techniques to highlight collections, exhibits, programs and services.
- Develop and continually update a marketing plan for the Library.
- Create a branding tool that will distinguish Estes Valley Library and help enhance its image and effectiveness.

Objectives in Progress:

Establish and maintain a **community relations program**.

Actors: Claudine Perrault, Kerry Aiken, Mark Riffle, Kurtis Kelly

Timeline: 3rd Period – 2010

Produce a professionally-designed **library brochure**.

Actors: Claudine Perrault, Marketing Committee

Timeline: 1st Period – 2010

Potential Objectives for Subsequent Years of the Plan:

Provide marketing and public relations assistance to the Foundation and Friends organizations to help them achieve their goals.

To have assessed the existing community contacts and relationships among staff, boards and volunteers identifying liaisons

- a. Develop questionnaire
- b. Establish database
- c. Analyze results and make recommendations for action.

To have developed a strategy for maintaining currency and relevance in emerging communication technologies to better market the needs of the library.

To have explored alternative strategies to improve the synthesis of the three boards. i.e. shared prospect research system to enable more effective fundraising collaboration.

GOAL #5: Demonstrate Accountable Stewardship of Our Resources

Objectives COMPLETE:

- Conduct a benchmarking survey of budget allocation practices and design an internal set of budget ranges for financial planning.
- Use the discipline of the budget process to (a) focus resources only on the most strategic and important projects; (b) prioritize projects in order of importance; and (c) reallocate resources from lower to higher priorities.
- Work cooperatively with the Foundation to develop grant proposals to further the work of the Library from non-tax sources.

1.

Objectives in Progress:

Develop a **three- year financial plan** that takes into account current and anticipated revenue sources.

Actors: Claudine Perrault, Library Board of Trustees Finance Committee

Timeline: 2nd Period – 2010

Continue to work cooperatively with the Foundation to develop grant proposals to further the work of the Library from non-tax sources.

Actors: Claudine Perrault, Foundation Grant Writer, President of Board of Trustees

Timeline: 2010 - 2013

To have completed an in-depth **analysis of the need for a mill levy change**.

Actors: Board Finance Committee, Claudine Perrault

Timeline: 1st Period – 2010

Potential Objectives for Subsequent Years of the Plan:

Require "resource impact" statements for all new ideas, from whatever source.

Undertake a feasibility study about re-assuming responsibility for Library accounting and financial reporting.

Commission a professional risk assessment study.

To have explored protecting current and developing new funding streams, perhaps in partnership with other organizations with common interests and/or whose resources enhance the library's mission and goals.

To have identified 3 new private funding resources and 2 federal fund agencies to support the major expenditures of technology and facilities anticipated in the next three-to-five years.

GOAL #6: Maintain and Update Our Facilities

Objectives COMPLETE:

- Analyze changes and enhancements needed for a Library Facilities Plan.
- Evaluate and ensure appropriate internal lighting.

- Develop a long-range facilities plan to provide direction and priorities through 2017.
- Schedule regular staff and volunteer training on handling emergencies and promoting safety.
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Objectives in Progress:

To have determined the **feasibility of a building expansion**.

Actors: Board Facility Committee, Kieran Rowser, Claudine Perrault

Timeline: 2010 - 2011

To have completed a **furniture replacement plan**.

Actors: Claudine Perrault

Timeline: 1st Period – 2010

Continue to schedule regular **staff and volunteer training** on handling emergencies and promoting safety.

Actors: Kieran Rowser, Kurtis Kelly

Timeline: 3rd Period - 2010

Potential Objectives for Subsequent Years of the Plan:

To have evaluated the short-term facility issues, including usage of second floor space, outside seating area, and replacement/renovation of the HVAC system.

To have evaluated alternatives to addressing a Quiet area/isolation issue.

To have acted on recommendations concerning a future facility

GOAL #7: Develop a Culture That Values Results

Objectives COMPLETE:

- Collect statistical data, using 2006 as a baseline, and analyze it to improve services, provide relevant reports, and supply information for marketing purposes.
- Share Strategic Plan updates with the Board of Trustees on a quarterly basis.
- Identify best practices among aspirational peer libraries and adopt such practices as will improve measurable outcomes.
- Share Strategic Plan updates with the Board of Trustees on a quarterly basis.

Objectives in Progress:

Continue to **Share Strategic Plan updates with the Board of Trustees** on a quarterly basis.

Potential Objectives for Subsequent Years of the Plan:

Develop and implement staff, service and program evaluations and customer satisfaction surveys, and use their results for continuous improvement purposes.

To have explored the feasibility of a new instrument to measure library satisfaction.

To have determined the major, relevant areas that stakeholders consider value, and transform these into actions that achieve other library goals.

To have benchmarked library outcomes against other leading libraries on a regular basis to give comparative context and perspective, and to identify ways to enhance practices, collections, services, programs and facilities.