STRATEGIC PLAN 2011 - 2014

Our Vision

A literate, informed and enriched Estes Valley

Our Mission

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

Our Values

We are guided by these shared values in everything we do:

- 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.

Our Strategic Issues:

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.
- Establish a continuous process to assess the balance between print and electronic holdings on an annual basis.

- Investigate opportunities for civic engagement through hosting topics of importance and programs for civil discourse.

- Establish a community partnership of book discussion groups and measure their number, influence and community impact.

Objectives in Progress:

Continue **literacy enhancement programs** at all levels in cooperation with community partners.

Engage an eBook contract to enlarge the library's electronic holdings to meet the growing demand for downloadable materials.

To have addressed **online access opportunities** to enhance customer convenience, including new catalog interface, mobile catalog access, children's catalog interface, online patron self-registration, Facebook and email marketing.

Continue civic engagement through hosting topics of importance and programs for civil discourse through the **One Book/One Valley signature event series**.

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

Continue **regularly scheduled programs on relevant issues**, especially Election Season 2012.

Potential Objectives for Subsequent Years of the Plan:

- 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.
- 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.

Objectives in Progress:

Strengthen board development and self-assessment so as to improve board retention and engagement.

Continue to **streamline work processes** through the implementation of RFID technology and patron online access opportunities, to free staff for value-added services.

Continue **training of staff and volunteers** to assure consistent performance and strengthen customer satisfaction.

Account for current staff job responsibilities and **update all job descriptions**, to prepare for strategic staff assessment.

Potential Objectives for Subsequent Years of the Plan:

- To have undertaken 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.
- To have organized and distributed responsibilities between staff and volunteers based on the results of the Strategic Assessment. 1. expand volunteer base. 2. establish discrete tasks for volunteers linked with library skill set needs. 3. Then, main objective.
- *2010 Retreat Addition* - To have identified and prioritized the future challenges for the Library that can be impacted by staff and volunteers

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.
- Develop the RFID/automated circulation system.

- Determine the most practical means to provide technical learning opportunities for staff.
- To have determined the most practical means for providing technical learning opportunities for the community.

Objectives in Progress:

Continue to implement the **RFID/automated circulation** system.

Implement **technical learning opportunities for staff.**

Implement **technical learning opportunities for the community** including eReader use and access to library eBook collection.

Improve the **Library Catalog interface to meet state-of-the-art standards**, including library account management workshops for members and expand their online service options.

Potential Objectives for Subsequent Years of the Plan:

- To have updated and improved the Library Website to meet state-of-the-art standards, expand content-based links, and then promote the website to user groups.

- To have developed an ongoing technology evaluation process.

- *2010 Retreat Addition* - To have continually improved technological learning opportunities for community and staff.

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 and retailing 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.
- Produce a professionally designed library brochure.
- Establish a community relations program.

Objectives in Progress:

Continue to maintain a **community relations program**.

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

To have developed a strategy for maintaining **currency and relevance in emerging communication technologies** to better market the needs of the library; eg: Facebook and Constant Contact.

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.

Potential Objectives for Subsequent Years of the Plan:

- To have assessed the existing community contacts and relationships among staff, boards and volunteers - identifying liaisons.
    - Develop questionnaire
    - Establish database
    - Analyze results and make recommendations for action

- *2010 Retreat Addition* - To have enjoined community groups in achievement of Library goals.

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.
- Complete an in-depth analysis of the need for a mill levy change.
- Work cooperatively with the Foundation to develop grant proposals to further the work of the Library from non-tax sources.
- Identify 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.
- Develop a three-year financial plan that takes into account current and anticipated revenue sources.

Objectives in Progress:

2010 Retreat Addition - To have **improved the financial strength of the Library** by reviewing:

- mill levy alternatives
- private funding, including grants and individual gifts
- federal funding

Explore 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 commissioned a **professional risk assessment** study.

Potential Objectives for Subsequent Years of the Plan:

- To have required "resource impact" statements for all new ideas, from whatever source.
- To have completed a feasibility study about re-assuming responsibility for library accounting and financial reporting.

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.
- Complete a furniture replacement plan.
- Evaluate the short-term facility issues, including usage of second floor space, outside seating area, and replacement/renovation of the HVAC system.

Objectives in Progress:

Determine the **feasibility of a building expansion**.

Resolve short-term facility issues: **outside seating area** and **replacement/renovation of the HVAC system.**

Potential Objectives for Subsequent Years of the Plan:

- To have evaluated alternatives to address quiet area/isolation issues on the 2nd floor and front lobby.
- To have acted on recommendations concerning a future facility.
- To have a plan for optimal usage of second floor space.
- *2010 Retreat Addition* - To have determined the short-term and long-term facility options by reviewing the Town Code zoning, structural and other issues regarding possible expansion of the current 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.
- Explore the feasibility of a new instrument to measure library satisfaction.
- Develop and implement program evaluations and use their results for continuous improvement purposes.

Objectives in Progress:

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

Implement the **new instrument to measure library satisfaction** and use results for continuous improvement purposes.

2010 Retreat Addition - To have identified the five most relevant **"Stakeholder Values"** and their importance to achieving other strategic goals.

2010 Retreat Addition - **Repurpose Library Strategic Plan** to determine what we do that most interests donors.

Potential Objectives for Subsequent Years of the Plan:

- 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.