

SUMMIT COUNTY LIBRARY STRATEGIC PLAN

Approved by the Library Board on July 26, 2018

MISSION	VISION
<p>The Mission of the Summit County Library is to give everyone in our community a welcoming environment and opportunities to search, discover, connect and enjoy lifelong learning.</p>	<p>An empowered Summit County community</p>

CORE VALUES - The Summit County Library:			
<p>1. Is in service to all</p> <ul style="list-style-type: none"> ● Is a democratic institution ● Honors intellectual freedom and diversity ● Values inclusivity and accessibility 	<p>2. Evolves with the changing environment</p> <ul style="list-style-type: none"> ● Seeks challenges and opportunities ● Embraces change and supports it with passion ● Is adaptable and open to new ideas 	<p>3. Connects with our community</p> <ul style="list-style-type: none"> ● Honors confidentiality and privacy for all library patrons ● Provides customers with professionalism and a welcoming environment ● Seeks to collaborate with county businesses, institutions, and organizations 	<p>4. Inspires lifelong learning</p> <ul style="list-style-type: none"> ● Believes searching and discovery are the keys to knowledge ● Promotes a passion for learning ● Provides programming and materials for people of all ages

DEPARTMENT: OPERATIONS

DIVISION: PERSONNEL

GOAL 1: Improve organizational functioning

OBJECTIVE	SAMPLE STRATEGIES
<p>A. Develop an organizational structure that maximizes efficiencies and utilizes talent appropriately</p>	<ul style="list-style-type: none"> ● Identify gaps in staffing and competencies now and in the future ● Identify ideal organizational chart based on size and needs of each branch and system as a whole ● Review and develop strong, detailed job descriptions for both existing duties and future positions ● Identify efficiencies in positions and increase redundancy in training ● Review potential of positions that work for all branches (i.e. marketing and outreach) ● Increase consistency in practices across branches ● Engage in succession planning and use attrition as an opportunity to evaluate and potentially change system structure

GOAL 2: Deliver continuous, exceptional service

OBJECTIVE	SAMPLE STRATEGIES
<p>A. Find and retain exceptional staff to serve patrons and the community at large</p>	<ul style="list-style-type: none"> ● Post all positions on relevant trade sites as well as in routine places ● Seek candidates with not only relevant experience but a passion for libraries and service to the community ● Have multiple entities (internal and external) review applicants and score candidates prior to interviews ● Utilize interview panels with diverse representation to get multiple perspectives on candidates ● Ensure a thorough and transparent hiring process for staff and candidates ● Use scoring rubric for higher-level positions ● Require all library management and hiring staff to attend HR recruitment and hiring training ● Continue to evaluate job descriptions and salaries for market competitiveness ● Promote a positive, professional and engaging culture in all branches, with more opportunities for input from staff at all levels ● Increase and improve communication between branches, friends and foundation ● Increase opportunities for staff from all branches to intersect ● Create a staff and volunteer recognition program with input from all staff

GOAL 3: Offer expertise and knowledgeable support

OBJECTIVE	SAMPLE STRATEGIES
<p>A. Provide onboarding and initial and ongoing training to all staff to insure professional development and adherence to best practices</p>	<ul style="list-style-type: none"> ● Schedule adequate time for orientation, on-boarding and competency testing (where appropriate, i.e., technology) for new staff ● Ensure solid written policies and procedures related to each job with consistency between branches, where possible ● Identify professional development opportunities both optional and required ● Identify basic competencies and other requirements for each position as part of job descriptions ● Provide training for management and supervision, not just technical aspects of the library ● Provide coaching opportunities for supervisors

DIVISION: FACILITIES

GOAL 1: Create a positive, safe and welcoming exterior environment

OBJECTIVE	SAMPLE STRATEGIES
<p>A. Provide outdoor book drops convenient and safe for both patrons and staff</p>	<ul style="list-style-type: none"> ● Main: Replace book drop with one that goes through wall into staff workroom
<p>B. Maintain and improve outside signage</p>	<ul style="list-style-type: none"> ● Install and maintain directional signs in the community ● South: Improve signage for entrances Paint library hours on door windows
<p>C. Provide adequate parking for staff and patrons</p>	<ul style="list-style-type: none"> ● North: Increase parking ● South: Add to parking and control illegal parking
<p>D. Maintain attractive landscaping around building</p>	<ul style="list-style-type: none"> ● North: Replant flower beds

E. Assure adequate lighting for entry and parking	
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GOAL 2: Create a positive, safe and welcoming interior environment
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OBJECTIVE	SAMPLE STRATEGIES
A. Evaluate and improve interior signage	<ul style="list-style-type: none"> ● South: Analyze interior signage based on patron experience and comments ● Review signage at Main and North and make needed changes
B. Better regulate temperature throughout the libraries	<ul style="list-style-type: none"> ● Main: Back of adult room needs to be warmer in winter; entire library is too hot in summer ● North: Install a cooling system for use in the summer
C. Provide adequate interior lighting	<ul style="list-style-type: none"> ● Main: Improve lighting for browsing and shelving DVDs and CD books, and in children's room
D. Analyze work spaces for improvements	<ul style="list-style-type: none"> ● Main: Provide better space for Friends to sort and store donations ● South: Do comprehensive 3rd year review of new facility interior <ul style="list-style-type: none"> ○ Provide additional office space (desk/computer) for 2 employees ○ Reduce height of shelving in E children's room ○ Repair or remove book lift behind front desk
E. Plan an addition to North Branch	<ul style="list-style-type: none"> ● Build addition along the back of the present building, to include the following: <ul style="list-style-type: none"> ○ Staff bathroom ○ Staff kitchen/break room separate from workroom ○ Larger workroom ○ Staff office that can accommodate 4 staff members and their programming file ○ YA room ○ Larger adult and children's room ○ Study rooms ○ Outdoor programming space and/or reading deck ○ Story time room off children's room ● Provide double-door entry with emergency push bar exit capability

	<ul style="list-style-type: none"> • Make an ADA-compliant station at the front desk • Install cooling system
F. Improve access to and use of technology	<ul style="list-style-type: none"> • Add outlets for patrons' personal electronic devices by chairs, tables, and in carrels • Install digital display in entryway of Main and North as at South
G. Provide adequate up-to-date meeting space	<ul style="list-style-type: none"> • Update technology for presentations • Add large screen or smart screens to main meeting room at each library • Put dividers in study room to allow dividing into 3 spaces
H. Upgrade child safety	<ul style="list-style-type: none"> • Install child-proof outlets • Minimize architectural hazards

GOAL 3: Research current emergency protocols

OBJECTIVE	SAMPLE STRATEGIES
A. Update emergency protocols	<ul style="list-style-type: none"> • Distribute emergency plans and first aid kits to libraries • Train staff in emergency procedures to include Code Adam

GOAL 4: Evaluate library buildings based on community demographics

OBJECTIVE	SAMPLE STRATEGIES
A. Continue to evaluate size of each library to meet local needs	<ul style="list-style-type: none"> • Establish metrics for demographics of members • Maintain usage statistics and compare them to space allocation standards to ensure library facilities meet community demands • Begin early planning for addition to North Branch (10-year goal) <ul style="list-style-type: none"> ○ Establish communication with County about budget

	<ul style="list-style-type: none"> ○ Communicate with Town of Silverthorne about land ● Prepare long-range facility plans that address projected growth ● Review plans annually and revise at least every 5 years ● Maintain written policies and guidelines necessary for maintaining and improving facilities
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DIVISION: FINANCE

GOAL 1: Evaluate current financial reporting

OBJECTIVE	SAMPLE STRATEGIES
A. Establish protocols for efficient and responsible use of library funds	<ul style="list-style-type: none"> ● Create Finance Committee ● Develop explanatory list of items in the monthly Financial Report to aid review by Board ● Develop method(s) to identify trends of financial data ● Establish and maintain systems for complete financial transparency of all revenue and expenses ● Develop, implement and review annually cash handling procedures for all branches to ensure separation of duties and responsible cash management.

GOAL 2: Meet current and future operational needs

OBJECTIVE	SAMPLE STRATEGIES
A. Develop adequate, dependable, and stable sources of revenue	<ul style="list-style-type: none"> ● Finance committee to review, detail, and categorize all current private sources of revenue ● Research other sources within each category ● Establish plan to prioritize and seek opportunities for private funding

OBJECTIVE	SAMPLE STRATEGIES
B. Seek increase in Public Funding	<ul style="list-style-type: none"> ● Review Institute of Museum and Library Services “Grants to States” (https://www.ims.gov/grants/grants-states) ● Research other resources for Public Funding

	<ul style="list-style-type: none"> • Establish plan to prioritize and seek opportunities for Public Funding • The Foundation and Friends of the Library will communicate grant writing activity between the two groups so efforts are not duplicated.
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DEPARTMENT: RESOURCES

DIVISION: MATERIALS AND COLLECTIONS

GOAL 1: Maintain a high-quality, up-to-date, and relevant collection that meets the needs of the community.

OBJECTIVE	SAMPLE STRATEGIES
A. Revise and update the Material and Selection Policy to be implemented by the library staff	The policy will include: <ul style="list-style-type: none"> • retention, replacement, and withdrawal of materials. • policies and procedures for: selection/deselection, conservation/preservation, • procedures for handling requests for reconsideration of materials, • procedures for handling gifts and donations • procedures for non-circulating items.

OBJECTIVE	SAMPLE STRATEGIES
B. Expand the collection's ethnic and cultural diversity to better reflect the community's demographics	<ul style="list-style-type: none"> • Evaluate the collection size based on the library's Legal Service Area Population. • Survey the community regarding satisfaction in the collection.

OBJECTIVE	SAMPLE STRATEGIES
C. Track and report statistics which help to define the quality of the collection	Statistics on various formats include: <ul style="list-style-type: none"> • currency and relevance • circulation statistics per capita

	<ul style="list-style-type: none"> • turnover rates • required statistics for annual reporting and planning.
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DIVISION: TECHNOLOGY

“Libraries utilize technology to support the missions, visions, and goals of their organizations, resulting in well-informed decisions and efficient, effective library operations and services.”

GOAL 1: To enable a digitally-literate community

OBJECTIVE	SAMPLE STRATEGIES
A. Provide community digital literacy training	<ul style="list-style-type: none"> • Job search, content creation, research, etc • Establish current technology speaker series • Establish “bring your own device” training opportunities • Provide staff technology training

GOAL 2: To enable an informed, empowered community

OBJECTIVE	SAMPLE STRATEGIES
A. Provide community access to relevant digital content	<ul style="list-style-type: none"> • Provide community with Internet connectivity • Provide current, curated links to online resources • Provide access to content-creation tools • Provide internet usage guidelines/policies

GOAL 3: To establish library as location for technical work and exploration

OBJECTIVE	SAMPLE STRATEGIES
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A. Establish conducive spaces for work/research/study	<ul style="list-style-type: none"> ● Determine characteristics of “conductive work/research/study” spaces ● Assess condition of potential spaces across branches
B. Establish common services across branches	<ul style="list-style-type: none"> ● Inventory technology services used at each branch ● Determine services that would be beneficial at all branches
C. Ensure security of library systems and network	<ul style="list-style-type: none"> ● Note: Currently handled by county IIS
D. Ensure appropriate refresh of technology infrastructure	<ul style="list-style-type: none"> ● Inventory elements of technology infrastructure (software, hardware, services) ● Determine which are managed by county IIS and which are the library’s responsibility ● Determine appropriate refresh schedule for each element

GOAL 4: Maximize benefits of technology for internal operations

OBJECTIVE	SAMPLE STRATEGIES
A. Identify internal processes that could benefit from current technology	<ul style="list-style-type: none"> ● Use data to inform policy ● Establish common technology baseline across three branches ● Ensure backups of critical data

DEPARTMENT: SERVICES

DIVISION: PROGRAMS

GOAL 1: The Summit County Library will be seen as the center of the community

OBJECTIVE	SAMPLE STRATEGIES
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<p>A. Increase library programs and services through partnerships and involvement in outreach events</p>	<ul style="list-style-type: none"> ● Connect and partner with community organizations that engage in lifelong learning pursuits to expand programming offered ● Create a database of community partners and events by contacting staff, board members, patrons, Friends, Foundation, & community event planners. ● Encourage community involvement as a staff development activity--an opportunity for networking in the county. ● Cosponsor programs with local organizations
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GOAL 2: The Summit County Library will offer programs that provide lifelong learning

OBJECTIVE	SAMPLE STRATEGIES
<p>A. Attract patrons of all ages to the library through fun and innovative programming</p>	<ul style="list-style-type: none"> ● Create programs where patrons of all ages are able to create projects and participate in hands-on learning ● Set up a programming task force and actively involve community leaders in program planning ● Create programs for all ages that highlight local talent, resources and cultural heritage ● Work with representatives of the Latino community to improve library services and visibility to their community ● Improve consistency and expectations for number and quality of programs among 3 branches ● Ensure all programs (children, tween, teen, & adult) have an operating budget and reporting system.

GOAL 3: The Summit County Library will follow strategies and policies for library programming

OBJECTIVE	SAMPLE STRATEGIES
<p>A. Adopt relevant policies that emphasize welcoming and</p>	<ul style="list-style-type: none"> ● Implement strategies and policies to measure the success of library programming ● Create programming that integrates the library as vital part of the community

<p>effective services and programs</p>	<ul style="list-style-type: none"> ● Create Programming Policy document to define programs and elements of a successful library program ● Create Volunteer Behavior Policy that protects the library and volunteers (expectations list that volunteers must sign, especially those working with children) ● Create a program proposal suggestion and submissions form on website ● Implement post-evaluation: Measurement beyond # of Attendees such as meeting defined program goals, post-program report template; Other ways to collect: ex. 1-minute survey required for every program? (<i>How did you hear about us? Did you learn something? Did you enjoy the program?</i>) ● Involve community leaders in program assessment
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GOAL 4: The Summit County Library will increase outreach to promote programming

OBJECTIVE	SAMPLE STRATEGIES
<p>A. Increase community awareness of library programs, materials and services</p>	<ul style="list-style-type: none"> ● Establish a minimum number of community events that the library participates in annually outside of the library walls (ex. Youth Activity Fairs, parades) ● Offer library programs off-site to increase visibility and reach new people (ex. coffee shops, parks etc.) ● Develop a comprehensive marketing plan for program publicity (who we notify, standards for marketing materials, flyer distribution, social media, website, newsletters) ● Expand bilingual, language, and cultural programs

DIVISION:: COMMUNITY

GOAL 1: The Summit County Library will provide community information to empower the people of Summit County

OBJECTIVE	SAMPLE STRATEGIES
<p>A. Increase the list of information about local organizations,</p>	<ul style="list-style-type: none"> ● Add a list of community resources directed toward the arts, entertainment, and recreation.

<p>groups, and services on the library website under the research tab</p>	<ul style="list-style-type: none"> • Establish a speaker's bureau with library staff, library trustees, library foundation members, and/or Friends of the Library members. These speakers would be available for guest speakers at meetings, classrooms, etc.
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GOAL 2: The Summit County Library will improve the visibility of Friends of the Library and the Library Foundation within the community

OBJECTIVE	SAMPLE STRATEGIES
<p>A. Make clear distinctions about the responsibilities of the Friends of the Library group and the Library Foundation</p>	<ul style="list-style-type: none"> • The Library Foundation and Friends of the Library will update their pages on the website quarterly.

GOAL 3: The Summit County Library will seek out the community's ideas, opinions, suggestions on a regular basis

OBJECTIVE	SAMPLE STRATEGIES
<p>A. The library staff and the Library Board will develop a survey of library patrons and the community about their opinions about the library and how it can better serve the people of Summit County.</p>	<ul style="list-style-type: none"> • Determine the survey tool with specific questions

DIVISION: MARKETING

GOAL 1: Decide on a marketing plan designed to promote the Summit County Library within the community.

OBJECTIVE	SAMPLE STRATEGIES
<p>A. Establish a marketing team for the Summit County Library that will identify specific campaigns to market the library to the community</p>	<ul style="list-style-type: none"> ● Have regular meetings to finalize ideas with a schedule with deadlines and objectives. ● Have a post-campaign meeting to assess the successes and areas of improvement of the campaign. ● Compile a summarizing report to present to the Library Board. ● Example Campaigns: National Library Week in April, National Library Card Sign-up during Sept. (As of 2016 Colorado Public Library Statistics and Profile report, registration as percent of population is at 79%.) Partner with local businesses who are willing to give a discount for showing a library card. Banned Book Week in Sept/Oct, Teen Read Week in Oct, Friends of the Library Week in Oct., Colorado Gives Day in Dec.

OBJECTIVE	SAMPLE STRATEGIES
<p>B. Develop traditional marketing and digital marketing strategies to increase program attendance and foot traffic to the Summit County libraries</p>	<ul style="list-style-type: none"> ● Create a comprehensive email list of all hotel concierges/welcome center/front desk staff etc. in Summit County who we could email an event newsletter to each month. (completed in Breck but not in Frisco/Silverthorne/Dillon) ● Create a uniform flyer design for all three branches. ● Create a database of Summit County events that library staff attend yearly such as Back to School Nights, Rob Millisor Heart Health Walk, FIRC activity fair, etc. Also include events that the library could possibly attend with requirements for participation. ● Partner with restaurants who are willing to offer non-profit nights where they offer a portion of their sales to Friends of the Library or the Library Foundation. ● The Friends of the Library or Foundation can research ordering merchandise with the Summit County Library logo featured (bookmarks, water bottles, mouse pads, reusable grocery bags, etc.) ● Enlist volunteers to distribute monthly event flyers and special event flyers to locations throughout Summit County. ● Write press releases to publicize Summit County Libraries events and news.

OBJECTIVE	SAMPLE STRATEGIES
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<p>C. The Library will ensure that the library staff has the tools and platforms necessary to market the library's programs, services, and resources to the public.</p>	<ul style="list-style-type: none"> ● Evaluate the current community relations procedures. ● Revise current job descriptions to include the responsibilities for marketing/community relations across available personnel. ● Compile research on the costs and benefits of digital advertising on Facebook, Instagram, Google, etc. and how this would integrate with Constant Contact. ● Establish a website review committee that evaluates the effectiveness of the website and tracks the usage and searches on the library website. The committee will meet with Imagine That once a year to discuss any changes or improvements needed on the website. The committee will consist of library staff and three library patrons that make use of the website. ● Create a yearly marketing calendar of scheduled posts, emails, and ads. Also include due dates for reports and evaluating completed campaigns.
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OBJECTIVE	SAMPLE STRATEGIES
<p>D. Use the Library Management System to map the areas of Summit County with a low number of library card holders.</p>	<ul style="list-style-type: none"> ● Target those area with campaigns to sign up new library card holders.

OBJECTIVE	SAMPLE STRATEGIES
<p>E. Research other types of library cards such as an internet only card or an educator's card.</p>	<ul style="list-style-type: none"> ● Establish a plan of action to meet the goal of offering other types of library cards to the patrons of the library.