



ESTES VALLEY  
LIBRARY

Strategic Plan  
2015-2020

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# COMPREHENSIVE STRATEGIC PLAN 2015-2020

## **Introduction and Brief History**

The Estes Valley Public Library District operates at the confluence of multiple expectations, animated by its history, stakeholders, and professionalism. Over the years these expectations have become manifest in several plans, goals and objectives.

In 2012, the Library conducted a Patron Survey to gauge overall satisfaction levels of the services provided, how important those services were to different constituencies, and how to best reach the community with ongoing communication efforts. In addition, the board of trustees engaged in a strategic financial planning process to make a direct connection between the programs and services the community has asked the Library to provide, and their financial implications. In response, the board of trustees set a financial course of action for the Library, including a proposal to increase operating revenue from property tax, and a revised development role for the Library's Friends & Foundation.

In November 2013 Library District voters awarded the Library with a gift rare for the times—a positive vote to enable expanded resources for another 10-years. This Comprehensive Plan is a major step towards assuring that the Library shall be an effective steward of that trust, which this support deserves.

2014, the transition year of consolidating the various strategic plan components, has seen the promised additions of a new Teen Librarian, new Tech Guide, and a new habit of defining library success in the achievements of our community.

As part of our commitment to integrated planning, we intend to focus our resources on those aims that most need to be done and that our people do well. This Comprehensive Plan thus incorporates all relevant, current and workable planning efforts. Using the Public Library Association *Service Responses Model*, some 58 specific planning elements have been evaluated, consolidated and reviewed. The best and most critical are included herein. Accordingly, all past plans are deemed to have been incorporated into this Comprehensive Plan, and it is the sole plan that shall guide the Library's future.

Claudine Perrault & Marjorie Hancock,  
Strategic Planning Consolidation Task Force

## Library Vision, Mission and Values

### VISION:

A literate, informed and enriched Estes Valley

### MISSION:

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

### VALUES:

*Service:* Deliver high-quality, dedicated and friendly service that is responsive to the needs of our community in a warm and inviting environment.

*Intellectual Freedom:* Provide uncompromising access to a full range of information, allow for open discussion of different points of view, and protect the privacy and confidentiality of information-seekers.

*Community:* Treat our customers and each other as neighbors and friends - with compassion, courtesy, fairness, and respect.

*Curiosity:* Honor each individual's interests and questions about the world, and encourage exploration, investigation, and learning through all that we offer.

*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.

## Service Responses

Service responses are what the library offers the public to meet a set of well-defined community needs. The underlying assumptions are:

- Service responses provide a common vocabulary that can be used by librarians, trustees, the community and its leaders.
- Excellence is defined locally as the result of providing library services that match community needs, interests, and priorities.
- Excellence is a moving target. Even when achieved it must be maintained.
- Excellence does not require unlimited resources. It occurs when available resources are allocated in ways that support library priorities. Service responses define the resources (staff, collections, facilities, technology) required to support specific service priorities.

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# SERVICE RESPONSES

## 1. BUILD SUCCESSFUL ENTERPRISES: BUSINESS AND NON-PROFIT SUPPORT

Business owners and non-profit organization directors and their managers will have the tools they need to develop and maintain strong, viable organizations.

## 2. CELEBRATE THE LIBRARY: 2016 LIBRARY CENTENNIAL

Residents and guests will have programs designed to showcase the library's historic value and future impact on the quality of life in the Estes Valley.

## 3. CONNECT TO THE DIGITAL WORLD: TECHNICAL LITERACY

Residents will have high-speed access to the digital world and attain current technical skills to ensure that everyone can take advantage of ever-expanding resources available online and through the technology marketplace.

## 4. CREATE YOUNG READERS: EMERGENT & YOUTH LITERACY

Preschool children will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen. Tweens and teens will have services that positively bridge their literary experiences from childhood to young adulthood.

## 5. DISCOVER YOUR ROOTS: LOCAL HISTORY AND GENEALOGY

Residents will have the resources they need to explore their heritage, to connect the past with the present through their family histories, and to understand the history and traditions of the community in which they live.

## 6. EXPRESS CREATIVITY: CREATE AND SHARE CONTENT

Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

**7. KNOW YOUR COMMUNITY:  
COMMUNITY CALENDAR AND SERVICES**

Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

**8. MAKE INFORMED DECISIONS:  
HEALTH, WEALTH, AND OTHER LIFE CHOICES**

Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.

**9. SATISFY CURIOSITY:  
LIFELONG LEARNING**

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

**10. STIMULATE IMAGINATION:  
READING, VIEWING AND LISTENING FOR PLEASURE**

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

**11. VISIT YOUR COMFORTABLE PLACE:  
PUBLIC AND VIRTUAL SPACES**

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support social networking.

**12. WELCOME TO THE USA:  
SERVICES FOR NEW AMERICANS**

New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics that they need to participate successfully in American life.

# ORGANIZATIONAL COMPETENCIES

Organizational competencies describe the conditions that the library must achieve or enhance in order to deliver services effectively. Unlike service responses, organizational competencies address the library's infrastructure and operations.

## 1) FINANCE

To have implemented, managed and maintained the Ten-Year Financial Plan

## 2) FUNDRAISING

To have enabled growth and success in the Development Program

## 3) MARKETING & PUBLIC RELATIONS

To have improved Library Annual Reports so as to include benchmarking Library outcomes

## 4) MEASUREMENT & EVALUATION

To have implemented Library response to patron feedback so as to integrate community needs into Library planning and outcomes

## 5) TRAINING & STAFF DEVELOPMENT

To have completed a Ten-Year Comprehensive Staffing Plan

To have established a more coordinated and effective volunteer engagement program

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