

imagine 

LIBRARIES

**Strategic Plan
FY2014**

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Letter from the Director

26 July 2013

Dear Reader,

This one-year plan serves as a bridge between our 2010-2013 Strategic Plan and forthcoming three year plan that will embrace our new experience-driven library. We have learned much about both our organization and our communities by adhering to the recently concluded strategic plan. The strategic plan allowed us to focus on customer service, staff development, measurement and evaluation, staff recognition, strategic partnerships, and collection management. It guided us in streamlining the library's internal processes and has allowed staff to flourish and grow. Some obvious successes are the revamped Summer Experience, the new service model allowing more customer independence, and the grab-n-go collections.

The old plan was very thorough and gave us a decisive map to lead us forward. What it did not allow for were any detours. We've learned we need more flexibility in our plan to allow us to respond quickly to new ideas and issues for our communities. This bridge plan will take all of this into account as we move forward with more flexibility and enthusiasm.

We invite you to engage with this interim plan, as it frames the mission of the library: a place of life where the quest for ideas, dreams, and self-fulfillment is supported every single day. This plan will allow us to make that vision a reality.

Sincerely,

Kim Crowley, Director
ImaginELF Libraries

Focus

With this plan, a new name and a new brand, we are refocusing our services to give our users more hands-on, transformative experiences. Together with our customers, we work confidently to transform vision, dreams, and desires into reality.

With our eagerness to make a mark on the communities in which we reside, we move forward with an eye to discovery, community, and self-fulfillment, both personally and for our users. ImagineIF Libraries are a place of life, a place of discovery, a launching pad for dreams.

Core Values

We continue to embody our Core Values as we venture forth as Explorers. Our Core Values describe how we do things at the library- this is the glue that keeps us together.

Community-Centered Service

Welcoming the community with exceptional customer service

Diversity

Acknowledging and accepting our differences

Personal Accountability

Focusing on personal growth and taking responsibility for outcomes

Collaboration

Working together to succeed with fun along the way

Adaptability

Embracing change to remain relevant

Respectful Communication

Exchanging ideas with openness and trust

Innovation

Inviting creative solutions

Service Responses

A service response is what a library does for, or offers to, the public in an effort to meet community needs.

The 2010-2013 service responses, adopted by the Library Board in response to community needs, are:

Visit a Comfortable Space: Physical 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.

Create Young Readers: Early Literacy

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Stimulate Imagination: 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.

Satisfy Curiosity: Lifelong Learning

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

Connect to the Online World: Public Internet Access

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Adopted: 2007

Re-affirmed: 2011

Re-affirmed: 2013

Goals, Objectives, and Activities

Goals describe the benefit our community will receive because the library provides a specific service. Each goal names the audience being served and describes the benefit the audience receives. Objectives help the Library measure its progress toward reaching a goal.

In order to implement our plan, we also identified the activities that would support our goals. The activities in this plan are a short list of the tasks that staff performs to serve the public or maintain library operations. Staff from all departments and locations will work together to identify a full list of our FY14 activities.

1. Everyone in Flathead County will have attractive, safe, and welcoming places to meet and interact with others or to sit quietly and read, or to connect to the online world.
 - 1.1 **By June 30, 2014 (FY14), at least 340,000 people will visit the library annually.**
 - 1.2 **Annually, at least 45,000 people in Flathead County will have a valid library card.**

Activities:

- **Provide new furniture in Bigfork and Columbia Falls**
 - **Provide new teen furniture for Columbia Falls and the Main Library**
 - **Paint at the Main Library and Columbia Falls**
 - **Launch new brand and signage at all locations**
 - **Provide new hands-on experiences for all ages**
 - **Offer reliable, high-speed WiFi access in all library facilities**
 - **Provide highly trained staff to guide library users in finding information and services online**
2. Young children (age 5 and under) in Flathead County will discover the joys of reading and learning.
 - 2.1 **By June 30, 2014 (FY14), at least 86,000 easy, picture books, and board books will circulate annually.**
 - 2.2 **By June 30, 2014 (FY14), a minimum of 6,500 young children (age five and under) will attend a library program annually.**
 - 2.3 **Annually, a minimum of 300 parents will receive Early Literacy training at a non-library location.**

- 2.4 **By September 30, 2014 (FY14), the number of children (age five and under) registered for the Summer Experience Program will increase from 370 (FY13) to 500.**

Activities:

- **Present Early Literacy Programs at the library and offsite**
- **Develop and merchandise collections to highlight items of interest for young children and their caregivers**
- **Create child friendly spaces at the Columbia Falls branch**
- **Offer a Summer Experience Program young children to engage with new experiences**

3. Children (ages 6-10) in Flathead County will have programs and materials that stimulate their imaginations and satisfy their curiosity.

3.1 **By June 30, 2014 (FY14), at least 125,000 juvenile materials will circulate annually.**

3.2 **Annually, a minimum of 2000 children will attend a library sponsored or co-sponsored program (ages 6-10).**

3.3 **By September 1, 2014, the number of children (ages 6 -10) registered for the Summer Experience Program will increase by 10%.**

Activities:

- **Develop Experience Zones that target children ages 6-10.**
- **Offer a Summer Experience Program that encourages children to visit the library and engage with new experiences throughout the summer**

4. Teens (ages 11-18) will have materials and programs that respond to their current interests and provide enjoyable reading, viewing, and listening experiences.

4.1 **By June 30, 2014 (FY14), at least 26,000 YA materials (fiction and non-fiction) will circulate annually.**

4.2 **By June 30, 2014 (FY14), the number of teens registered for the Summer Experience Program will increase by 10%.**

Activities:

- **Enhance teen spaces with appealing furniture, display spaces, and interactive elements**

- **Present a Summer Experience Program that encourages teens to explore new experiences throughout the summer**
- **Present teen exploratory programs**

5. Adults in Flathead County will have timely access to materials and services that respond to their current interests and enable them to continue learning throughout their lives.

- 5.1 **By June 30, 2014, (FY14), at least 315,029 adult materials will check out annually.**
- 5.2 **By June 30, 2014 at least 50,000 downloadable materials will checkout annually.**
- 5.3 **Annually, a minimum of 300 adults will attend a library sponsored or co-sponsored program intended for adults or multigenerational attendance.**
- 5.4 **Annually, a minimum of 300 people will attend a library sponsored or co-sponsored technology program.**

Activities:

- **Provide exploratory and hands-on programs for adults**
- **Offer classes on how to use current and emerging technologies**
- **Expand popular materials in all collections**

Organizational Competencies and Initiatives

Organizational competencies address the Library's infrastructure and internal operations. These are systemic issues that need to be addressed regardless of the service responses selected for inclusion in the strategic plan.

Organizational competencies will help the Library achieve its goals stated in the Strategic Plan. While service goals provide direct benefit to community residents, organizational competencies provide indirect benefit to community residents by improving the Library's effectiveness and efficiency.

Organizational competencies have been identified in several key areas:

- Collection Management
- Measurement and Evaluation
- Branding and Marketing
- Explorer Culture
- Big Picture
- Strategic Planning
- Training and Staff Development

Two or more initiatives accompany each organizational competency. These initiatives are projects that must be completed if their respective organizational competency is to be achieved. Each initiative has a date during the strategic planning period by which the initiative should be completed.

1. Collection Management

The Flathead County Library System will actively work to streamline Collection Management processes to allow for more efficient workflow.

- 1.1 **By September 30, 2013, update and reprise the weeding schedule to aid in systemic and predictable collection maintenance.**
- 1.2 **By September 30, 2013, fully implement CollectionHQ (train staff and explore how it will affect the overall the collection philosophy) to create more efficient collection management operations.**
- 1.3 **By December 31, 2013, complete an Interlibrary Loan process improvement project to streamline the entire process.**
- 1.4 **By June 30, 2014, complete a materials acquisitions process improvement project to identify waste and work more efficiently.**

2. Measurement and evaluation

The Flathead County Library System will fine-tune measurement and evaluation of its operational practices.

- 2.1 **By December 31, 2013, develop and implement new Wireless Internet use tracking system.**
- 2.2 **By June 30, 2014, develop outcome measurement methodology.**

3. Branding and Marketing

The Flathead County Library System will present a cohesive message about all library services and deliver those services using the same lens throughout the system.

- 3.1 **By December 31, 2013, launch new brand focused on Exploration, action-oriented services, and acquiring new customers.**
- 3.2 **By December 31, 2013, launch new website that provides a stress-free user experience and promotes online exploration.**
- 3.3 **By March 31, 2014, develop and implement "front-line" advocacy training for the Board and staff.**

4. Explorer Culture

The Flathead County Library System will establish and maintain an Explorer Culture that supports its vision.

- 4.1 **By September 30, 2013, develop the convention/disruption process to aid in generating new ideas.**
- 4.2 **By September 30, 2013, determine staff needed to support explorer activities.**
- 4.3 **By September 30, 2013, develop process for capturing staff ideas and putting them into action in a timely manner.**

5. Big Picture

The Flathead County Library System will present a clear mission and vision for the future of library services.

- 5.1 **By October 31, 2013, articulate mission and vision to be presented to the Board and general public.**
- 5.2 **By January 31, 2014, create a Facilities Master Plan to determine facilities needs that will allow for innovative library services into the future.**

6. Strategic Planning

The Flathead County Library System will create a strategic framework that clearly states how to achieve goals and objectives that embrace the library's vision.

- 6.1 **By September 30, 2013, create a report on conclusions from the 2010-2013 Strategic Plan to present to the Board and other stakeholders.**
- 6.2 **By December 31, 2013, develop criteria for a technology plan to be included in the FY15-19 Strategic Plan.**
- 6.3 **By December 31, 2013, develop criteria for incorporating tools that allow flexibility within the FY15-19 Strategic Plan.**
- 6.4 **By December 31, 2013, initiate the FY15-19 strategic planning process.**
- 6.5 **By June 30, 2014, redesign strategic planning reports to share with external stakeholders using a top-level aggregated and visual model.**

7. Training and staff development

The Flathead County Library System will train and schedule staff to support roving customer service and our emerging explorer culture.

- 7.1 **By September 30, 2013, implement new scheduling software to allow for simultaneous access to schedules system-wide.**
- 7.2 **By September 30, 2013, implement performance coaching guidelines.**
- 7.3 **By December 31, 2013, create plan for holistic scheduling system-wide to allow for more cross-departmental coverage and more effective use of staff time.**
- 7.4 **By March 31, 2014, implement new staffing structure at the branches.**

Organizational Competencies & Initiatives Timeline for 2014-2015

Number	Initiative	Finish
6.1	Create and present a report on learning	7/31/2013
1.1	Reprise weeding schedule	9/30/2013
1.2	Implement CollectionHQ	9/30/2013
4.1	Develop convention/disruption process	9/30/2013
4.2	Determine staff needed to support explorer activities	9/30/2013
4.3	Develop process for capturing, and putting into action, staff ideas	9/30/2013
5.1	Articulate mission and vision	9/30/2013
7.1	Implement new scheduling software	9/30/2013
7.2	Implement performance coaching guidelines	9/30/2013
1.3	Complete ILL process improvement project	12/31/2013
2.1	Implement new WiFi use tracking system	12/31/2013
3.1	Launch new brand	12/31/2013
3.2	Launch new website	12/31/2013
6.2	Develop criteria for tech plan to be included in the FY15-19 Strategic Plan	12/31/2013
6.3	Develop criteria for incorporating decision-making tools in the FY15-19 Strategic Plan	12/31/2013
6.4	Initiate FY15-19 strategic planning process	12/31/2013
7.3	Create plan for holistic scheduling	12/31/2013
5.2	Create facilities master plan	1/31/2013
7.4	Create and implement new staffing structure at the branches	3/31/2014
3.3	Develop and implement "front-line" advocacy training for Board and staff	3/31/14
1.4	Complete Materials Acquisitions process improvement project	6/30/2014
2.2	Develop outcome measurement methodology	6/30/2014
6.5	Redesign strategic plan reports	6/30/2014

What's Next

The Library Board and staff are committed to achieving the goals and objectives in our Strategic Plan. We will take the following steps to make it a success:

- **Distribute the Strategic Plan to key stakeholders, including but not limited to, all Library staff, Library Foundation, Friends of the Library, Library Associations, local media and partners.**
- **Post the Strategic Plan on the Library's website and create user-friendly brochure to make the Plan accessible to all community residents.**
- **Develop action plans that identify what will be done to accomplish each goal.**
- **Reallocate resources to ensure that the goals and objectives in the Strategic Plan are achieved.**
- **Report regularly on the progress that has been made in achieving the goals and objectives and the organizational competencies and initiatives.**