



**Strategic Plan | 2015-2017**

# CONTENTS

Letter from the Library Board Chair	<b>3</b>
Strategic Framework	<b>4</b>
Manifesto	<b>5</b>
Core Values	<b>6</b>
Goals	<b>7</b>
Measuring Success	<b>11</b>
Staff Organizational Competencies	<b>13</b>
Board Action Plan	<b>17</b>



# LETTER FROM THE LIBRARY BOARD CHAIR

**ImagineIF Libraries is proud to serve Flathead County.** As we evolve into a discovery library, we are providing experiences that extend far beyond the physical spaces we occupy in Kalispell, Columbia Falls, Bigfork and Marion. We have journeyed from a traditional library focused only on books to an innovative and creative organization that designs life-altering experiences for customers and staff of all ages. We are adding to our past successes and moving into an exciting future.

**Society is evolving and the Flathead is evolving.** Success in life and work requires increasingly advanced skills and a wide range of knowledge; and people of all ages are in search of inspiring, life-enhancing experiences that fit a variety of learning styles.

**Starting with the earliest of explorers,** we provide babies and parents with opportunities to discover the love of learning and reading through play and experimentation. By focusing on early literacy now, we are creating a future community that is informed and engaged.

**Now more than ever, people of all ages need a place to create,** collaborate and learn how to problem-solve. We deliver those opportunities and have a lot of fun doing it. Through hands-on learning, unexpected interactions and our amazing collections, we provide experiences that transform lives.

**How is this different?** ImagineIF is focused on creating and co-creating with our customers. Rather than merely showing you where to get information, we want to show you what you can do with it. This involves taking the library to the people through outreach, community partnerships and experiential programming. It involves interacting with books and other materials in fresh, unexpected, noisy, messy and exciting ways that challenge users to see the world differently and imagine new possibilities.

Stay tuned; you'll want to see what we come up with!

Sincerely,



Albert Logan  
ImagineIF Libraries Board of Trustees



# STRATEGIC FRAMEWORK

## Explore

We are Explorers. We design transformative experiences, embrace the unconventional, and make ideas and dreams a reality.

## Connect

We are a place of community. We offer dynamic spaces where all are welcome to gather, interact, make serendipitous connections, enjoy unexpected activities and indulge in mind-expanding pursuits.

## Create

We are creative. Through play, hands-on learning and discovery, we inspire the love of reading and encourage innovation and self-expression in people of all ages.



# MANIFESTO

# WHY WE EXPLORE

**WE ARE ON THIS PLANET TO HOLD OUT THE PROMISE OF ADVENTURE AND SELF-DISCOVERY. AND ENCOURAGE PEOPLE TO TAKE IT.**

We are driven by a desire for life-altering experiences. And the opportunity to help people feel free and pioneering in the search and expression of their individuality.

We believe in bending the rules. We trust our guts, follow our hearts, and do our best to push the bravest ideas forward.

This library is not a warehouse for books and periodicals or films and music.

**THIS IS A LAUNCHING PAD FOR DREAMS**

We are wall-to-wall rich with ideas, representing raw, unconstrained human possibility.

**THIS IS A PLACE OF COMMUNITY**

A haven for wide-eyed children, hungry entrepreneurs, backpack-laden travelers, online adventurers, and quiet corner escape artists.

**THIS IS A PLACE OF LIFE**

Where the quest for ideas, dreams, and self-fulfillment is supported every single day.



# CORE VALUES

## **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



LIBRARIES

# GOALS

## Goal 1

The people of Flathead County will have opportunities to share ideas, expand connections and build relationships.

## Goal 2

Everyone in Flathead County will have the tools, spaces and inspiration to achieve personal transformation.

## Goal 3

The Flathead will be a place of makers, doers, triers, innovators and explorers.



# GOAL 1

## **The people of Flathead County will have opportunities to share ideas, expand connections and build relationships.**

1. ImagineIF takes the library to the people.
  - Develop a systemwide community outreach program.
  - Staff are knowledgeable about and participate in the communities we serve.
2. ImagineIF seeks out fun and unexpected partnerships that benefit our communities.
  - Cultivate relationships with businesses, nonprofits, government agencies, schools, local sports teams, etc.
3. ImagineIF creates opportunities for community members to build relationships.
  - Create occasions for children, adults and teens to have fun together.
  - Provide an environment that supports friendships and collaboration.
  - Expand programming for all ages.
4. ImagineIF's culture and community include celebration and merrymaking.
  - Celebrate the library's success and the success of others.
5. ImagineIF creates stories worth telling.
  - Design experiences that become great stories.
  - Provide venues and methods to share stories.



# GOAL 2

## **Everyone in Flathead County will have the tools, spaces and inspiration to achieve personal transformation.**

1. ImagineIF is a destination for people to explore ideas.
  - Design thought-provoking installations made with simple materials.
  - Provide technology for creating and sharing new information.
  - Provide unique and comfortable spaces.
  
2. ImagineIF builds programs that develop information literacy skills, cultivate creativity and teach problem-solving.
  - Increase hands-on interactives for all ages.
  - Expand offering of experiential and performance-based programs.
  - Provide friendly competitions.
  
3. ImagineIF generates new ideas and energy, helping to create an environment of innovation.
  - Host a creative summit.
  - Develop an Idea Lab for the public.
  
4. With amazing collections, ImagineIF helps people dig deeper or escape from it all.
  - Provide excellent popular book and media collections.
  - Develop and implement nontraditional collections.
  
5. ImagineIF designs and delivers exceptional customer experiences.
  - Staff are guides, explorers and leaders.
  - Staff facilitate and host programs.



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## GOAL 3

### **The Flathead will be a place of makers, doers, triers, innovators and explorers.**

1. Other Montana communities look to the Flathead for inspiration.

- Staff share their experience and knowledge at conferences, presentations, training events, etc.
- Organizations contact ImagineIF for tours and information.

2. ImagineIF creates events that bring people together in thoughtful, fun and inspiring ways.

- Develop opportunities for meaningful civic discourse in unexpected ways.
- Look for Maker Faire-like partnerships.
- Partner with a high-profile organization on an event that draws new people to the area.



# MEASURING SUCCESS

## Circulation of Materials

1. By June 30, 2017, circulation of materials will increase 15 percent in Bigfork.
2. By June 30, 2017, circulation of materials will increase 20 percent in Columbia Falls.
3. Annually, circulation of juvenile materials will increase 2 percent over the previous year.
4. Annually, circulation of adult materials will increase 2 percent over the previous year.

## Program Attendance

5. By June 30, 2017, 9,500 children birth to 5 years will attend an early childhood-focused program.
6. By June 30, 2017, 3,900 children ages 6-10 will attend a child-focused program.
7. By June 30, 2017, 500 teens will attend a teen-focused program.
8. By June 30, 2017, 9,700 adults will attend an adult-focused program in the library.



# MEASURING SUCCESS

## Outreach

9. Annually, a minimum of 600 parents will receive early literacy training outside the library.
10. By June 30, 2017, 6,000 adults will attend an adult-focused program outside the library.

## Library Traffic

11. By June 30, 2017, at least 340,000 people will visit the library annually.



# STAFF ORGANIZATIONAL COMPETENCIES

## Operating Efficiencies

ImagineIF Libraries will maximize efficiencies to better deliver exceptional experiences to customers systemwide.

1. By September 30, 2016, implement global scheduling software.
2. By September 30, 2016, develop a process improvement plan for Teen Services (including spaces) system-wide.
3. By December 31, 2016, develop a process improvement plan for the Summer Experience program.
4. By December 31, 2016, complete transition to a new collection development and management model.
5. By March 31, 2017, implement a Library Management Team training and development plan.
6. By March 31, 2017, develop a leadership succession plan.



# STAFF ORGANIZATIONAL COMPETENCIES

## Customer Experience

ImagineIF Libraries will incorporate Customer Experience philosophies into all service delivery in order to provide the best possible experiences for customers and staff.

7. By September 30, 2017, implement Customer Experience training for all staff.
8. By December 31, 2017, assess all library terminology, including signage, and redesign for better customer experience.
9. By December 31, 2017, develop process for managers to continually improve touchpoint interactions to optimize customer service.



# STAFF ORGANIZATIONAL COMPETENCIES

## Marketing and Public Relations

ImagineIF Libraries will develop a cohesive message about all library services and deliver those messages in an organized and strategic manner.

10. By December 31, 2016, determine strategy for using education terminology to market library services.

## External Partnerships

ImagineIF Libraries will actively seek partnerships with organizations, institutions, government agencies and businesses to enable the library to better serve its customers, become more engaged with the community and achieve its service goals.

11. By December 31, 2016, create formal agreements with support organizations.

## Innovative and Fun Organization

ImagineIF Libraries will provide an environment and staffing structure that cultivates staff and volunteer creativity, innovation and fun.

12. By June 30, 2018, launch a revised new hire process that includes a one-year orientation.



# BOARD ACTION PLAN

## Action Plan

### Board Development

The Library Board of Trustees will be well-informed about library leadership requirements.

1. By June 30, 2017, each trustee will pursue renewal of the Montana State Library Certification.
2. By July 27, 2016, the Board will define and implement a quarterly review of the Director.



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# BOARD ACTION PLAN

## **Advocacy**

The Library Board of Trustees will develop a plan for securing resources and informing community members about the necessity and purpose of the 21<sup>st</sup> century library.

3. By August 31, 2016, the Board will create a plan to advocate for funding to increase staff size.
4. By November 30, 2016, the Board will create a PowerPoint for Board presentations to stakeholders.
5. By January 31, 2017, the Board will implement the plan, including a presentation to the County Commissioners, to increase funding for staff.



LIBRARIES

# BOARD ACTION PLAN

## Facilities

The Library Board of Trustees will work with the Library Foundation to identify supporters and funding sources to build new facilities.

6. By July 31, 2016, the Board will develop a plan to increase the number and quality of relationships with the Foundation Board.
7. By September 30, 2016, the Board will develop and implement a plan to cultivate relationships with the Kalispell City Council.
8. By September 30, 2016, the Board will convene a joint meeting with the Foundation Board to discuss capital campaign feasibility tasks.
9. By October 31, 2016, the Board will develop an action plan to implement the findings of the capital campaign feasibility report, including site acquisition.
10. By June 30, 2017, the Board will review opportunities for new facilities in Columbia Falls and Bigfork.



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# THANK YOU

STRATEGIC PLANNING

# TEAM

## **LIBRARY LEADERSHIP TEAM**

Connie Behe  
Kim Crowley  
Martha Furman  
April Vomfell  
Sam Crompton  
Megan Glidden

## **LIBRARY BOARD OF TRUSTEES**

Al Logan  
Michael Morton  
Connie Leistiko  
Jane Lopp  
Terry Guidi

**ASCENT  
STRATEGIC  
DEVELOPMENT**  
Ned Cooney

