

imagine **if**

LIBRARIES

strategic plan | 2018-2022



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letter from the Library Board Chair

The Flathead Valley is more vibrant than ever. There is a noticeable optimism about new and exciting developments such as the Core & Rail Redevelopment Project in Kalispell, the renovation of Nucleus Avenue in Columbia Falls and the buzzing arts scene in Bigfork.

With population growth, changing industries and new art and cultural offerings, community members and organizations are rolling up their sleeves and asking "What do we need to do right now to invest in our future?"

ImagineIF Libraries is asking the same question. And what we see are our ever-deepening links to education, economic development and human connection. All of these elements combine to create a healthy and prosperous community, and the Library is poised to make it happen.

We invite you to join us on the next leg of our journey to provide transformational services to all people in the Flathead Valley.

Sincerely,

A handwritten signature in black ink that reads "Michael Morton". The signature is written in a cursive, flowing style.

Michael Morton,

ImagineIF Libraries Board Chair of Trustees

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.

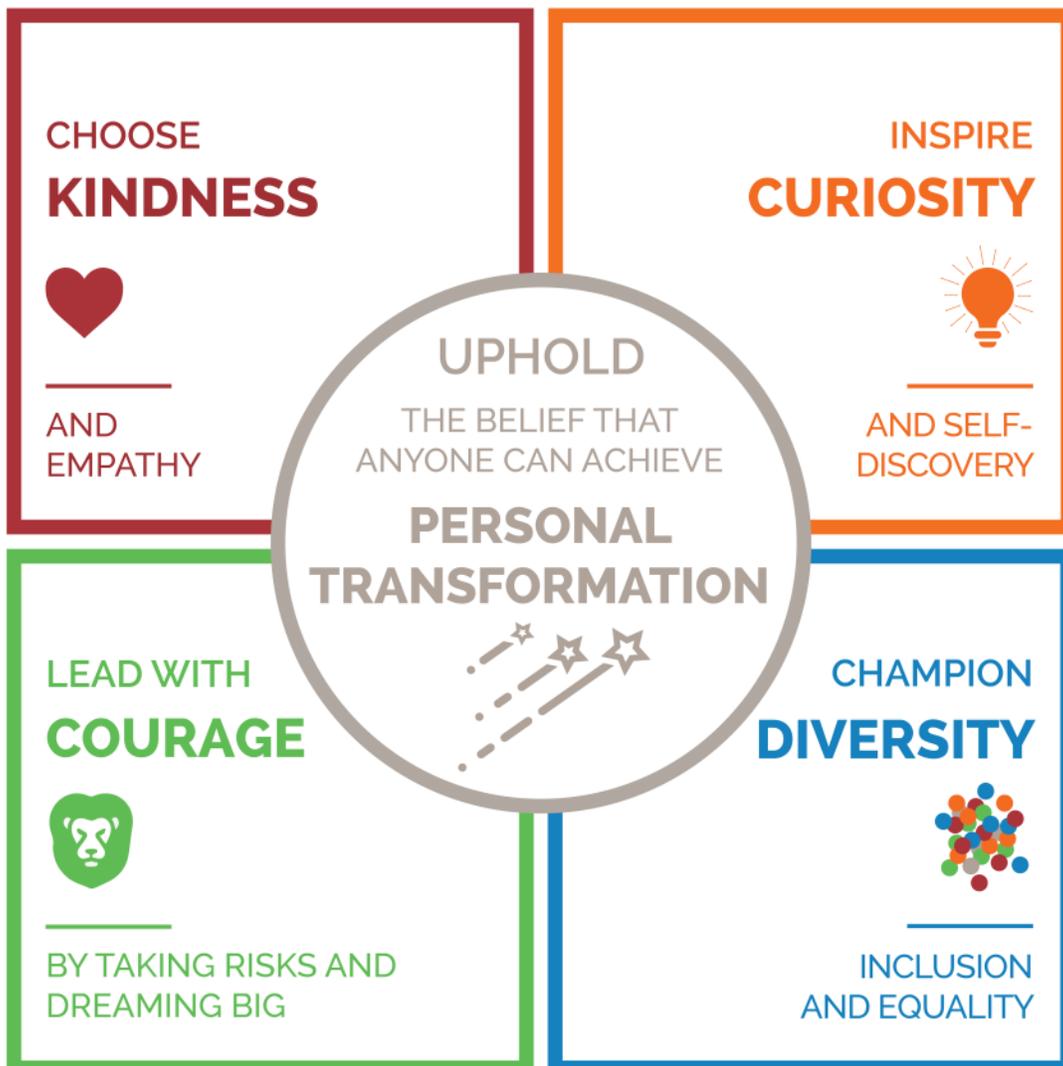
THIS IS A PLACE OF COMMUNITY

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



strategic framework



connection

People interact with each other and find the resources they need, leading citizens to live healthy, productive lives.



education

People participate in life-transforming experiences, through which they can become their best selves.



economic development

People contribute to a vital and growing economy, ensuring a sustainable and prosperous future.

connection

community impact

People interact with each other and find the resources they need, leading citizens to live healthy, productive lives.

the library

ImagineIF creates environments that encourage people to grow through relationships.

areas of focus

1. ImagineIF creates inspiring and inclusive community spaces where people can share knowledge, experiences and real life social networks.
2. ImagineIF delivers meaningful experiences that bring people together.
3. ImagineIF partners with other community organizations to achieve greater community impact.



education

community impact

People participate in life-transforming experiences, through which they can become their best selves.

the library

ImagineIF builds a thriving community by designing hands-on events that inspire people to learn for a lifetime.

areas of focus

1. ImagineIF creates early literacy classes and learning spaces that ensure that all children in Flathead County are ready for school.
2. ImagineIF connects with education professionals to build a network that includes informal and self-directed learning.
3. ImagineIF curates unique collections that fuel creativity and motivate people to learn new skills.



economic development

community impact

People contribute to a vital and growing economy, ensuring a sustainable and prosperous future.

the library

ImagineIF contributes to a strong and resilient workforce by teaching people 21st century skills in new and adventurous ways.

areas of focus

1. ImagineIF creates partnerships with businesses, educational institutions and community service providers to design classes and events that spark curiosity and build practical skills.
2. ImagineIF invests in people by providing access to materials, spaces and experts that guide their learning process.
3. ImagineIF advocates for digital inclusion, ensuring that all people have equal access to information.



measuring success—update

circulation of materials

1. Annually, at least 234,000 children's materials will circulate.
2. Annually, at least 275,000 adult materials will circulate.

programs

3. By June 30, 2020, 95% of caregivers attending an early literacy programs (birth to 5 years) will report that they will spend more time interacting with their children as a result of attending the program.
4. By June 30, 2020, 95% of caregivers attending a child-focused program (ages 6-10) will report that they feel more comfortable helping their children learn as a result of attending the program.
5. By June 30, 2020, 2,000 teens will attend a teen-focused program.
6. By June 30, 2020, 8,000 adults will attend an adult-focused program in the library.

measuring success

outreach

7. Annually, a minimum of 600 parents will receive early literacy training outside the library.
8. By June 30, 2020, 6,000 adults will attend an adult-focused program outside the library.

public relations

9. By June 30, 2020, 95% of people surveyed will report that they are more aware of the impact of the library services as a result of attending a library program.

staff organizational competencies

communications

ImagineIF Libraries will develop a cohesive message about all library services and deliver that message in an organized and strategic manner to external and internal audiences.

1. By December 31, 2018, develop and implement an internal communications plan.
2. By December 31, 2018, update and implement the ImagineIF Communications Plan.
3. By June 30, 2019, revise the process for collecting spontaneous feedback from customers.

facilities

ImagineIF Libraries will provide inspiring educational spaces that serve as community hubs.

4. By June 30, 2020, coordinate the ImagineIF Bigfork new facility renovation project.

community relationships

ImagineIF Libraries will actively seek partnerships with organizations, institutions, government agencies and businesses to enable the library to better serve its customers and achieve shared community objectives.

5. By March 31, 2019, develop a long-term plan for connecting with community leaders.
6. By September 30, 2019, develop a plan to build partnerships with community organizations and local governments.

staff organizational competencies

inclusive organization

ImagineIF Libraries will provide an environment and staffing structure that cultivates inclusion, compassion and personal growth.

7. By December 31, 2018, conduct an internal trauma-informed assessment and implement response to findings.
8. By December 31, 2018, launch a revised new hire process that includes a one-year orientation and how to analyze exit interviews.

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.

9. By December 31, 2018, implement Customer Experience training for all staff.
10. By March 31, 2019, assess all library terminology, including signage, and redesign for better customer experience.
11. By June 30, 2019, develop process for managers to continually improve touchpoint interactions to optimize customer experience.

strategic plan process

In the spring of 2018, the Library Strategic Planning Team set out to connect with community members. We wanted to learn about our citizens' concerns as well as their dreams for the Flathead Valley.

Using the Harwood Institute Guidelines, we held community-specific listening sessions in Kalispell, Columbia Falls and Bigfork. We asked constituents to describe their aspirations for the community, the current conditions that exist and the new conditions needed to realize those aspirations.

At the same time, the team reviewed planning documents from local governments and economic development organizations. The team then analyzed the information for connections and recurring themes.

What we found was at once affirming and eye opening. There were a few themes common to all of our communities; each identified better relationships between local governments, overall prosperity and education as priorities. Other input was more community specific: Columbia Falls community members specified a need for post-secondary school and career opportunities, Kalispell citizens expressed the desire to elevate art and cultural offerings and in Bigfork services for the elderly were highlighted.

Working with consultants from the Montana State Library, we used the information we gathered to create a strategic framework. Employing logic models, knowledge of library services and community impact analysis, the team created the 2018-22 Strategic Plan that will serve as a roadmap for the next several years.

