



Strategic Plan 2018 to 2019

Goals:

I. Maintain a sustainable financial structure.

Objective I: Stay within budget for fiscal year 2018.

Strategy I: Keep line item expenditures at or under budget by December 2018.

Action: The Admin. Team will work to keep the total for district Personnel, Administration, Materials and Supplies, Purchased Services, Fixed Charges, and Miscellaneous Expenses at or below the amount set for the 2017 budget by December 15th, 2017 (ongoing task).

Action: Wendy Walp and Tim Miller will work to ensure that line items associated with District Office expenditures remain on target throughout the year, until December 15th, 2018 (ongoing task).

Action: Branch managers Ruben Figueroa and Mary Blosser will work to make sure that individual branch materials, supplies, staffing, meeting, and program allotments remain on target throughout the year, until December 15th, 2018. Tim Miller and Wendy Walp will aid them in this task (ongoing task).

Action: Branch Managers will ensure the equitable dispensation of collection funds, from month to month, by December 15th, 2018. Equitable means funds will be used on a continuous basis to build collections so as to meet ongoing demand for new items, while also filling in for deficiencies.

Action: Management will adjust down Library Service Technician hours in order to accommodate new hours of operation and the advent of the Library Service Leader (see Goal III below for details about new positions).

Strategy II: Cut costs and increase efficiency.

Action: Branch and admin teams will continue to review and tweak processes and procedures for better efficiency by reviewing them each year and reporting to the director via five points or board reports.

Objective II: Increase reserves and indirect funding in 2017

Strategy I: Ensure that revenues (to be put in reserves) do not exceed expenses.

Action: 2018 revenue surpluses will be held in reserves for purposes of paying off the Elizabeth facility lease purchase option, ideally by 2021, in lieu of refinancing.

Action: Notwithstanding necessary growth for personnel, supplies, programs, and other service-related line items, administration will seek savings to optimize the amount of monies added to reserves.

Strategy II: Seek outside funding to increase revenue or replace line item expenditures.

Action: The Admin. Team will research and write grants as their application processes open per the grant criteria established in 2016. Each member of the admin team will apply for at least one grant by December of 2018.

Action: The Admin Team will seek out free or inexpensive services from consortia, state, and federal organizations, which provide a significant ROI to patrons or staff.

Action: The Admin Team will seek out a sub-lessee for the vacant space and land at the Elizabeth Library.

Strategy III: Work with Friends and Foundation groups to raise funds.

Action: Managers will attend at least half of their Friends' meetings and events by December of 2018 (ongoing task).

Action: Managers will work with their Friends groups to optimize fundraisers (ongoing task)

Action: Tim Miller and Wendy Walp will help the Foundation with logistics and fundraisers (ongoing task).

II. Utilize outreach to create community destinations.

Objective I: Continue Maximized Outreach Efforts in 2018.

Strategy I: Allot the resources to engage in planned outreach throughout 2018.

Action: Program and Outreach Coordinator positions will be finalized by March of 2018.

Action: Administrators and coordinators will choose outreach events in which to participate for 2018 by January of 2018.

Action: Administrators and coordinators will determine the staffing, volunteers, materials, funds, and equipment necessary for each chosen opportunity by January 2018.

Action: Coordinators will ensure that outreach events are staffed, and that the library provides quality content/marketing at these events.

Strategy II: Staff will continue to measure outreach impact

Action: Measurements, such as head counts, engagements, and new accounts, will be recorded for each outreach event on the form created for this purpose.

Objective II: Increase collaboration with communities and organizations in 2018.

Strategy I: Seek partnership opportunities for mutually beneficial activities and initiatives.

Action: The Admin Team and staff will pursue partnerships with schools, municipalities, 4H, senior centers, local businesses, and other entities throughout 2018 (ongoing task).

Action: Partnerships which meet the criteria established in 2016 will be enacted throughout 2018, when applicable.

Strategy II: Facilitate community activities and initiatives within the libraries.

Action: Facilitation of community activities will be listed as part of each admin's monthly reports and through meeting room and event calendars (ongoing task).

Action: Local organizations, such as historical societies, political parties, non-profits, and governments, will be encouraged to use the library's space for conveying information and holding meetings in libraries throughout 2018 (ongoing task).

Action: A totaled tally of community engagements in 2018 will be developed by the Admin. Team by November 30th, 2018.

Objective III: Promote all product lines through outreach.

Strategy I: Create and distribute promotional materials for product lines during outreach activities.

Action: Coordinators, managers, and other staff at outreach activities will focus on programs, electronic services, and libraries as community gathering places during outreach events.

Strategy II: Personal Selling and Advocacy

Action: Management and LSLs will continue to communicate and train staff to advocate for and sell all P&PL product lines by 09/2018.

Action: Managers and LSLs will observe and note instances of internal and external personal selling and advocacy in their reports throughout 2018.

Action: Coordinators will send to administrators a brief written summary of advocacy and personal selling at outreach and program events each month.

Action: Coordinators will write blurbs for ongoing and single programs to be kept at the desk for talking points. They will be updated each month.

III. Increase service capacity.

Objective I: Extend hours of operation throughout the district

Strategy I: Provide funding to accommodate additional staffing and utilities costs.

Action: At the recommendation of the 2018 Budget Committee, the Trustees have adopted a budget that funds 15 additional hours of operation.

Strategy II: Add and alter hours of operation at three branches.

Action: The director will divvy the additional hours of operation between the Elizabeth, Kiowa, and Simla branches by December of 2017.

Action: Each manager will examine needs assessment data and review their peak business hours to determine the best time to add the additional hours by December of 2017.

Action: Each manager will review current hours of operation to determine if a change to opening and closing times, beyond hours added, should be implemented at all branches by December of 2017.

Action: New hours will be implemented and communicated to communities through all means of promotion possible by January of 2018.

Objective II: Enhance computing for a better user experience.

Strategy I: Provide funding to accommodate a district-wide replacement of current patron PCs with better-performing models.

Action: At the recommendation of the 2018 Budget Committee, the Trustees have approved a budget which funds new patron computers.

Action: The director will consult with the district IT sub-contractor to acquire the best-performing PCs possible in bulk by December 2017.

Action: The director will purchase the new PCs by January of 2018.

Action: Managers will ensure all new PCs are operational and available for use by January 31st, 2018

Objective III: Optimize the accuracy, visibility, and pertinence of physical and virtual materials.

Strategy I: Under the direction of branch managers, Library Service Leads (LSL) will coordinate inventory of all material, as well as the weeding of material not checked out since November of 2014 (ideally, this will be done throughout the year).

Action: Library Service Leaders and Library Service Technicians will complete an inventory of the Elizabeth, Kiowa, and Simla Libraries by December of 2018.

Action: Branch managers will give LSLs weeding lists by November of 2018.

Action: Under the direction of the branch managers, LSLs will coordinate the complete deletion of materials not circulated, as stated above, or that are in disrepair by December of 2018.

Strategy II: Managers and LSLs will continue to optimize display space.

Action: Branch managers and LSLs will ensure displays are rotated once a month.

Action: Under the direction of LSLs, Library Service Technicians (LST) will ensure that faced out item spaces remain filled promptly each day.

Action: Managers and LSLs will continuously attempt to find new ways to display materials.

Strategy III: Materials and services will be promoted well.

Action: Branch managers and Library Service Leaders will ensure that in-demand materials are marketed on an ongoing basis, across both digital and physical mediums, per the district marketing strategy, throughout 2018, as exemplified through Marketing checklists.

Action: Each branch manager will submit a marketing report as part of their monthly report, including how they or their staff promoted programs and activities.

Objective IV: Increase staff knowledge and skills to create a better user experience.

Strategy I: The Library Service Leader position will be implemented to ensure better, more professional service, stability, standardization, continuity, and accountability across the district.

Action: The Trustees will adopt additional funds to facilitate staff restructuring for the 2018 budget by 12/2017.

Action: The director will eliminate the "Librarian" job title by January of 2018.

Action: Administration will restructure staff to include two new positions, being "Library Service Technician" (LST) and "Library Service Lead" (LSL).

Action: The Director will create new job descriptions for the LSL and LST positions by October of 2017.

Action: Administration will acquire a significant, competitive pool of internal and external candidates for the LST position so that P&PL can hire three very qualified candidates by November of 2017.

Action: Administration will hire three, full-time LSTs for the Elizabeth, Kiowa, and Simla branches by December of 2017.

Action: LSTs will start and begin training in January of 2018.

Action: All former librarians not hired as LSLs will become LSTs.

Strategy I: Staff will engage in professional development (courses, books, videos, et cetera) by November 30th, 2018.

Action: LSTs will be responsible for undertaking at least sixty minutes of training by November of 2018.

Action: Program and Outreach Coordinators will be responsible for undergoing at least 120 minutes of professional development.

Action: Managers and LSLs will be responsible for at least 180 minutes of professional development.

Action: LSLs will observe and reward excellent customer service, as defined in the customer service standards checklist, established in 2016.

Action: Branch managers will note challenges and triumphs in their weekly five points reports.

Action: Branch managers will correct service behaviors that do not meet standards throughout 2018 during individual discussions (ongoing).

They will document these discussions.

Strategy II: Staff will seek to provide optimal programming.

Action: Program and outreach coordinators will systematically plan programs and inform administrators of their plans.

Action: Coordinators will effectively execute programs, as measured by attendance, activity volume, and testimonials.

Action: Coordinators and Simla librarians will revise or eliminate programs (when necessary) after soliciting verbal or written feedback from attendees and patrons.

Objective V: Evaluate and alter product lines and products per the 2016 needs assessment.

Strategy I: Ensuring better acquisitions strategies and accountability

Action: The director will review branch acquisitions and collection development plans by June of 2018 to ensure that each collection is up-to-date, contains varied perspectives, also includes many in-demand products, and that the plan includes an ongoing effort for improvement.

Strategy II: Laying the groundwork for a better Service product line

Action: The director will implement increased staffing and hours.

Action: The director will implement new, specialized positions for frontline service, being Library Service Lead and Library Service Technician.

Action: Branch managers and leads will ensure that all service transactions meet the customer service standards established in 2016.

Strategy III: Enhancing E-Resources

Action: The director will acquire a repeater to improve the Kiowa Library's Wi-Fi by January of 2018.

Action: The director will consult with IT support to analyze and optimize networks, software, and hardware at all branches by April of 2018.

Strategy IV: Improved program capabilities

Action: The Trustees have approved a significant increase in the program budget for 2018

Action: Program and outreach coordinators (and Simla staff) will use additional program funds to create more and better programs, as measured by volume, attendance, and feedback.

Action: Program and outreach coordinators will ensure that programs are evaluated and improved on a regular basis by providing data to the director as to the impact of these activities.