

# STRATEGIC PLAN

Grand County Library District

# 2012-2014



Reflecting the District's mission and values, emphasizing excellence in the delivery of library services and universal access to quality information resources for all members of the Grand County community.

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## **EXECUTIVE SUMMARY**

The Grand County Library District Board of Trustees, the Executive Director, Department Directors and members of the Grand County community contributed to the creation of the 2012-2014 Strategic Plan. The Plan reflects the District's mission and values emphasizing excellence in the delivery of library services and universal access to quality information resources for all members of the Grand County community.

The preceding years have registered a profound downturn in the global, national, state and local economy. In the year 2011 the District responded to this economic reality by reducing budgeted expenses by 10%. The reduction was accomplished by restructuring the District. The restructuring incorporated streamlined systems and processes, some outsourcing of tasks and a modest reduction in library hours and staffing. The restructuring also incorporated a renewed emphasis on excellence in customer service expressed in a new slogan, "You Belong Here".

The Plan focuses on the three essential components of the Library District; human resources, physical resources and information resources.

The human resources component will thrive with (1) improved communications through the development of a staff Intranet and (2) increasing staff opportunities for education and training, including a comprehensive core curriculum.

Over the past six years the Districts physical resources have received much needed attention and funding. Four out of five of the Districts libraries are new facilities or have received a significant interior renovation. While the emphasis in the Plan is on preventive maintenance and the multi-purpose aspects of the facilities spaces, the Hot Sulphur Springs Library, will benefit from deeper analysis followed by cost effective improvements.

The information resources component presents a multi-faceted strategic challenge, including: (1) the rapid increase of mobile information users and devices; (2) the increasing importance of outreach into the communities schools, businesses and organizations; (3) the essential need and inherent value in collaborating with other entities facing limited funding.

The 2012-2014 Strategic Plan will be finalized by September 2011. It will guide the District's Board of Trustees, the Executive Director and all staff in setting goals for the coming three years. It will be reflected in District budgeting, planning and implementation of services. The Plan and its timeline will be reviewed and evaluated annually by the Board of Trustees and the Administrative Management Team.

**AUTHORIZATION:**

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John S. Kacik, GCLD President

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Mary Anne Hanson-Wilcox, GCLD Executive Director

## **HISTORY OF THE GRAND COUNTY LIBRARY DISTRICT**

Grand County Library District has a rich grass-roots history with libraries located in Hot Sulphur Springs, Fraser, Grand Lake, Granby and Kremmling since the early days of the twentieth century. Each of these growing library collections developed quite independently of each other until the Grand County Library was founded in 1938. Its purpose was to share these collections while ensuring each community would always be fairly represented. A board of trustees with representation from each community was established.

In 1995, the library developed into a countywide special tax district ensuring property tax support for the library. This allowed our libraries to grow and to increase the services given to the citizens and visitors in our county. The Library District respects the uniqueness of each of our communities while connecting the libraries to make the Grand County Library District a high quality entity, respected throughout the state.

Since 1995, the district has made many improvements in the library facilities and buildings. In February of 1998, a beautiful new library was opened in Fraser to meet the needs of the Fraser Valley area. In 2011 it went through a renovation and interior reconstruction due in part to burst pipes in the fire sprinkler system during an extremely cold spell in January. The building now has better infrastructure for technology needs and a fresh appearance.

In the summer of 2006, the District opened two new libraries, one in Grand Lake and one in Granby. The library in Grand Lake was planned for some time, but the Granby construction became necessary when the library and several other buildings in town were completely destroyed in an act of violence. These library buildings are very different from one another, reflecting the differences in the communities they serve.

In 2009, the Grand County commissioners approved a \$50,000 Block Grant for renovation of the library in Kremmling. This allowed for many improvements to the library in Kremmling, making it a better space for library patrons and activities.

The Grand County Library District wants to honor the past accomplishments of the people that have made our libraries what they are and continue to build a better future.

## MISSION, VISION AND VALUES

### Our Mission:

*To create exceptional libraries which  
**provide** convenient and universal access to  
**quality information** resources  
**while committed to** the highest ideals of library service for  
**personal lifelong enrichment** and inclusive community involvement*

### Our Values:

*Convenient, universal and ever-improving access to quality information resources  
for all of the communities we serve.*

*Knowledgeable and responsive customer service.*

*Careful stewardship of the fiscal, physical, and information resources for which we  
have been given responsibility.*

### Our Vision for Success:

*To be the **Peak of Excellence** in Mountain Libraries, spanning the Divide.*

### Our motto:

*Mountain Libraries Elevate Minds*

**Our slogan:** You belong here



## **STRATEGIC GOALS AND OBJECTIVES**

### **Goal #1: Human Resources**

**Develop the GCLD's human resources to maximize professionalism and efficiency of the District staff.**

#### **Objectives:**

1. Ensure that library education, training and compensation reflect the core values of the library district and the needs of the Grand County Community.
2. Continue to develop an Intranet for more efficient staff communication.
3. Provide staff the time to pursue training and education opportunities.
4. Provide a comprehensive curriculum to ensure all staff are proficient in basic library, technology & customer service skills.
5. Increase access to opportunities for personal professional growth through education and training for all staff & trustees.

### **Goal #2: Physical Resources**

**Maintain excellence in our library facilities while ensuring that they reflect the unique needs of each community.**

#### **Objectives:**

1. Continue to develop and refine a program for preventive maintenance for all district facilities.
2. Annually review the multi-purpose aspects of space usage in each facility.
3. Survey the Hot Sulphur Springs community as to library space needs, then prioritize and implement cost effective improvements.

### **Goal #3: Information Resources**

**Provide information and media in a variety of formats to meet the changing needs of our diverse customers.**

#### **Objectives:**

1. Ensure high utilization of all collections and services
  - Investigate outreach and collaboration opportunities with local schools and organizations.
  - Offer a variety of learning opportunities to staff and customers.
  - Evaluate resource funding based on trends, usage, and demand.
  
2. Serve the e-customer as well as we serve the physical customer.
  - Become more sophisticated at measuring e-customer usage.
  - Provide opportunities for formal and informal customer feedback.

## **APPENDICES**

Timeline for implementation of Strategic Goals and Objectives

Description of Strategic Planning Process

Financial Plan

Monitoring and Evaluation of Plan

## STRATEGIC PLANNING TIMELINE 2012-2014

Priorities	2012	2013	2014
I. Human Resources	Develop and implement protocols for district communication		
	Promote professional development of branch managers		
	Provide training via BizLibrary to all staff	Provide training via BizLibrary to all staff	
	Implement revised performance evaluation process	Evaluate the performance evaluation process	
	Staff hours to pursue training	Staff hours to pursue training	
	Perform workflow analysis to converge common district processes		
	Develop measurable district standards		
	Evaluate salary and benefits package for 2013 budget	Revise salary and benefits package	
	Develop reward/recognition program	Implement reward/recognition program	
	Conduct person-in-charge training	Repeat training annually	Repeat training annually
II. Physical Resources	Identify and input all assets into NetFacilities		
	Develop reports and maintenance schedule for assets		

	Develop purchase plan and replacement schedule for AV equipment	Implement AV plan	
	Implement improvement of HSS facility		
	Prepare emergency plan and train staff	Repeat training annually	Repeat training annually
	Develop measurable district standards		
	Install new HVAC control system at Granby	Evaluate HVAC control improvements at Granby	
<b>III. Informational Resources</b>	Business centers in libraries		
	School class visits		
	Children authors		
	E-Book collection		
	Computer classes		
	Outreach beyond the library walls		
	Senior housing		
	Grand County Jail		
	Medical centers		
	Develop measurable district standards		

## STRATEGIC PLANNING PROCESS

Strategic planning for the GCLD was designed to produce fundamental decisions and actions that will shape and guide the organization. In 2007, GCLD Trustees and Staff jointly participated in a process to clarify the mission, define the philosophy and values of the organization, and develop a Strategic Plan for implementation of newly defined goals and objectives for the 2008-2012 period. On March 15<sup>th</sup>, 2011, at the regular meeting of the GCLD Board, the need for an updated plan was discussed. It was determined to set the plan parameters for 2012-14. The first strategic planning meeting was held on April 12<sup>th</sup>, and Trustees John Kacik and Maura McKnight offered to lead the planning process. Trustees were asked to invite community members to future meetings to allow for a more inclusive examination of updated goals and objectives. On May 3<sup>rd</sup>, the Strategic Planning Committee, jointly formed with GCLD Trustees and management staff as well as community members, conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and set out to answer such questions as:

- ❖ What do we do?
- ❖ For whom do we do it?
- ❖ How do we excel?
- ❖ Where are we now?
- ❖ Who is our competition?
- ❖ Where do we go from here?
- ❖ How do we get there?
- ❖ How do we create value for our customers?

The committee set out to identify present fundamental issues facing GCLD and to define the current purpose, relevance and values of the district.

On June 7<sup>th</sup>, the committee met and broke into three sub-committees to work on the newly developed goals and objectives:

**Human Resources:** Public Services Director Steph Ralph, Treasurer Jill Miles, Finance Director Pat Berger, Executive Director Mary Anne Wilcox, Laurie Ciccarelli (public)

**Physical Resources:** Trustee Roxane White, Secretary Rosemary Knerr, Director of Facilities Matt Sutton, Past President John Dolan (public), Taura Perdue (public), DB Daugherty (public)

**Information Resources:** Library Resources Director Kathy Mikol, Technology Director Shelly Kilgas, President John Kacik, Trustee Maura McKnight, Barb Childers (public), Marilyn Hunter (public)

At the June 21<sup>st</sup> meeting of the GCLD Board, these goals and objectives were further refined and updates to the various parts of the whole Strategic Plan document were assigned. The entire document was presented at the July meeting (with the exception of the timeline) and minor modifications were made.

On August 16<sup>th</sup>, 2011 the GCLD Board of Trustees approved the new Strategic Plan for 2012-2014.

## **FINANCIAL PLAN**

The Grand County Library District is a Colorado Special District. A special district is a local government entity with the ability to assess property taxes. By a vote of the Grand County citizens, the Library District was formed in 1995, and a dedicated funding stream of 2.41 mills was approved. The mill levy is assessed on all property within Grand County, Colorado.

Since inception, the tax revenues have provided approximately 96% of the district's operating revenue. Library fines and fees, investment income and fundraising make up the balance of the revenues received. District expenses include 52% for personnel wages, benefits and training; 18% for debt service; 13% for media and technology; 9% for facility maintenance and 8% for all other expenses.

For the first time since the district was formed, it is facing a decline in tax revenues. For the 2012 tax year, this decline is projected to be 17-20%. The District prepared by restructuring the district's organization to become more efficient, and reduced media and technology expenditures.

The district is supported by two independent non-profit groups who organize various fundraising events. The Friends of the Grand County Library has been providing an average of \$50,000 annually to the district to supplement budgets for media and programming. The Grand County Library Foundation began to meet in 2010 to go after additional fundraising and grant opportunities to supplement the operations of the library district.

## **MONITORING AND EVALUATION OF THE PLAN**

The Strategic Plan will be the subject of an annual review and update by the Board of Trustees as a Strategic Planning Committee of the whole. Technological advances, population and resource fluctuations, as well as variations only suspected today, will provide modification and clarification over the next five years.