

Grand County Library District

# Strategic Plan

2008-2012



## CONTENTS

<b>EXECUTIVE SUMMARY.....</b>	<b>2</b>
<b>AUTHORIZATION.....</b>	<b>4</b>
<b>HISTORY OF THE GRAND COUNTY LIBRARY DISTRICT.....</b>	<b>5</b>
<b>MISSION, VISION AND VALUES.....</b>	<b>7</b>
<b>STRATEGIC GOALS AND OBJECTIVES.....</b>	<b>8</b>
<b>APPENDICES.....</b>	<b>10</b>
<b>STRATEGIC PLANNING TIMELINE.....</b>	<b>11</b>
<b>STRATEGIC PLANNING PROCESS.....</b>	<b>13</b>
<b>STRATEGIC PLANNING PRIORITIES.....</b>	<b>16</b>
<b>MOUNTAIN LIBRARIES CAPITAL CAMPAIGN.....</b>	<b>17</b>
<b>MONITORING AND EVALUATION OF THE PLAN.....</b>	<b>18</b>
<b>COMMUNICATION STRATEGY.....</b>	<b>18</b>

## **STRATEGIC PLAN**

**2008 – 2012**

### **THE GRAND COUNTY LIBRARY DISTRICT**

#### **EXECUTIVE SUMMARY**

The Board of Trustees, the Executive Director of GCLD and the GCLD Staff have examined their mission, vision and values and have developed strategies to fulfill those missions and visions. The strategies will also serve to satisfy these mandates; provide exemplary customer service, the necessary physical facilities needed for public library services, a comprehensive structure for the administration of those services and the creation of public value in the years ahead. These are challenging times for GCLD as all of Grand County faces unprecedented growth and transition to a more diverse and experienced citizenry. This time of demographic changes, deregulation and re-regulation, of rapid-fire technological advancements and changes in resource allocations present many challenges to any organization and particularly to GCLD.

Grand County Library District instituted their first strategic plan in 2003, for the years of 2003-2008. Most of the strategies outlined in this plan had already been accomplished in 2007, even after a period of substantial stress to the district created by the loss of a facility in an act of violence. After the intense activity of constructing two branches simultaneously, it was clearly time to revisit that document, validate direction, and seek guidance and confirmation of the Mission,

the Vision and the Values of the organization. This strategic plan represents a cohesive planning for all areas of the district, including policy direction, financial planning, facility expansions and preventative maintenance, increased attention to special populations and the exemplary delivery of public services. It addresses staff development, designed to continue to attract and maintain the highest quality of employees, and explores the development of an infrastructure to support private philanthropy and therefore, security for the financial sustenance of the district.

Changes in technology alone will demand that this strategic plan be revisited each year. It is impossible to accurately predict the future technology required to meet the rapidly changing and increasing needs of today's customers and staff. However, with vigilance, it is possible to maintain the vision of excellence and exemplary customer service which will guide decisions in the future.

The changing demographics of the county, as well as the diversity of the community require the constant attention of the library district. Those changes include growth in the Hispanic population, increasing developments for second home owners, as well as the demands of an educationally and culturally diverse community.

# AUTHORIZATION

## Board of Trustees

---

Bill Tetlow, President

---

Diane Bond, Vice President

---

Treasurer, John Kacik

---

Secretary, Rosemary Knerr

---

Trustee, John Dolan

---

Trustee, Louise Steneck

---

Trustee, Tim Ondahl

## Administrative Staff

---

Executive Director, Mary Anne Hanson-Wilcox

---

Finance Administrator, Pat Berger

---

Systems Administrator, Shelly Kilgas

---

Public Services Coordinator, Anna Winkel

## HISTORY OF THE GRAND COUNTY LIBRARY DISTRICT

GCLD has a rich grass-roots history beginning in the county seat of Hot Sulphur Springs. In the early days of the twentieth century, according to pioneer Elsie Clayton, horse-drawn wagons (and eventually Model-T's) loaded with families, rolled into Hot Sulphur Springs from around the county to do business, both commercial and governmental, **and** to visit the library and find books to take home and read. These books provided a resource for learning and enrichment during the long winter months. Meanwhile, the beginnings of other libraries were sprouting up in the distant communities throughout the county. In Grand Lake, the women's Juniper Club began providing a growing collection of donated literature to their town folk. Meanwhile in Fraser, ranch wives donated books to a special shelf in the Fraser Mercantile where everyone shopped for groceries, clothing, fabric and this shared reading material. In Kremmling, local women found space in a former school building, and a collection again grew from donations by local individuals. The Granby Library developed through the ladies club and was housed in various locations throughout the former brick school building that housed the town hall. Each of these growing library collections developed quite independently 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, so a board of trustees was selected from among themselves. In 1995, the library developed into a countywide special tax district ensuring property tax support for the library.

The people of Grand County have always been a strong, innovative, fiercely independent bunch. The high altitude climate and remote access to these communities required a hardiness of those who stayed. Today, this strong spirit is still reflected throughout Grand County and in the passionate and proud nature of each of our increasingly connected libraries. This independent spirit is welcomed and respected and thereby provides strength for the district. This spirit is also reflected in Grand County's more recently arrived citizens, distinct populations, including Hispanics, Eastern Europeans and second home owners.

## 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:

***Create** superior libraries that people love  
**Provide** convenient & universal access to all information resources  
**Deliver** expert & quality information guidance  
**Facilitate** personal lifelong enrichment for every patron  
**Become** the community Information place & hub for involvement for all population  
segments*

Our Vision for Success:

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

Our slogan:

*Mountain Libraries Elevate Minds*

Our motto:

*Your Community  Place*

## **STRATEGIC GOALS AND OBJECTIVES**

**Goal #1: Develop the GCLD’s human resources in such a way as to maximize professionalism and efficiency of the District.**

Objective #1: Address the need for increasing personnel in Administration.

Objective #2: Identify staff needed to develop the “sixth” branch, or “E” – branch.

Objective #3: Develop staffing to meet the needs of the GCLD Foundation.

Objective #4: Develop a wage and benefit enhancement package.

**Goal #2: Provide increasingly advanced technology resources to maintain the delivery of quality library services.**

Objective #1: Develop a strategy and plan for the enhancement of telecommunications.

Objective #2: Develop a schedule and plan for technological equipment additions and replacement.

Objective #3: Identify and acquire appropriate library and administrative software enhancements.

Objective #4: Provide research and development in technology in order to maintain the best technology that can be afforded.

**Goal #3: To maintain and increase excellence in library facilities**

Objective #1: Survey existing needs in all branches and develop plan for ongoing preventative maintenance and improvements.

Objective #2: Identify specific expansion needs in the communities of Hot Sulphur Springs and Kremmling. Explore alternatives in meeting those needs.

**Goal #4: To provide excellent customer service throughout the District.**

Objective #1: Study operating hours of all branches for potential increase of hours, especially Hot Sulphur Springs and the Fraser Valley

Objective #2: Identify special populations and develop programs and services to meet their needs.

- Second home owners, part time residents
- Spanish speaking customers
- Other non-English speaking customer groups
- Seniors

Objective #3: Develop enrichment programs for specific needs expressed in organizations and outreach activities in the community.

## **APPENDICES**

Timeline for implementation of Strategic Goals and Objectives

Description of Strategic Planning Process

Strategic Planning Priorities Graph

Mountain Libraries Capital Campaign

Monitoring and Evaluation of Plan

Communication of Plan

**STRATEGIC PLANNING TIMELINE 2008-2013**

Revised 9/2009

<b>S. P. Priorities</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>I. Human Resources</b>						
A. Administration	+6 hr Maintenance +FT Public Services Coordinator +8 hr Cat. Assist. +20 hr Tech Asst	<del>FT Systems Asst.</del> Administrative assistant (reallocation of S Morrow hours) Eliminate 8 hr Cat Asst. Add 4 hr Fin Admin		Call center staff  Facilities manager  FT HR/finance staff		
B. Branch	+25 hr FVL Lib Clerk covering 6 add open hours +7 hr HSS Br Lib +8 hr HSS Asst Lib covering 7 add open hours +14 hr for 14 weeks at Juniper +2 hr at Kremmling	<del>Public services program floater</del>	<del>All branches increase staff to cover additional hours</del> E-branch librarian (re-alloc of Sys Admin hours)	Public Services Floater	Computer bus/bookmobile staff	FVL expansion staff
C. Wages & Benefits	Phase 1 of Wage Scale recalculation, research, and analysis	Phase 2 of Wage Scale implementation  HR training	Evaluate benefit package			
D. Foundation	Find funding	Find funding	Find funding	Hire part-time	Hire full-time	
<b>II. Library Technology</b>						
A. Telecommunications	Web Conferencing Trial  Review Marmot Contract as ISP	Remote conferencing	Research- data management, paperless office, and collaboration systems (Phase 1)	IP central call center Implement- data management, paperless office, and collaboration systems (Phase 2)		
B. Hardware	Admin staff FVL staff all	HSS all + <del>Granby staff</del> + Juniper staff	Juniper patron + Laptops	<del>K + Admin</del> All Granby	Kremm-All Admin	
C. Software	Acquisitions/book order replacement	<del>PC maintenance System</del> Web-based facilities maintenance  Server/Data Mgmt software	Website redesign-(Phase 1)	Open-source ILS (Marmot)  Website redesign-(Phase 2)		
D. Research &	<del>Planning for data</del>	Needs	New E-mail	Ongoing	Ongoing	

Development	management, paperless office, and collaboration systems Needs assessment for remote conferencing	assessment for remote conferencing and IP-call center Planning for data management, paperless office and collaboration systems. Implement Web meetings.	Sharepoint Collaboration			
<b>III. Facilities</b>						
A. Existing	HSS & K space analysis	K interior redesign	FVL interior paint	FVL carpet		
B. Expansion		Admin apartment for foundation office		Computer bus/bookmobile HSS larger space		FVL expansion
<b>IV. Patron Population</b>						
A. Operating Hours	FV + 4 6 hours HSS + 7 hours				F, G, H, and K increase year-round open hours	J increase open hours in summer
B. Patron Groups	Outreach planning	Outreach implementation	Outreach program evaluation	Enhanced outreach with mobility		

## **STRATEGIC PLANNING PROCESS**

Strategic planning for GCLD was designed to produce fundamental decisions and actions that will shape and guide the organization. The process was designed to organize and create participation at every level, as well as to create ideas for strategic actions, to build winning coalitions and to implement successful strategies. The process began with an authorization by the Board of Trustees at their meeting on January 17, 2007. An All-Staff meeting on Monday, January 29<sup>th</sup>, 2007 provided the venue to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The Marketing Committee comprised of Anna Winkel, Shelly Kilgas, Marilyn Huff, Alan Ward, Mariko Wilcox, Lorraine Turk, Stephanie Ralph and Mary Anne Wilcox, gathered data and information on identified issues and opportunities for this process.

The first step of the Strategic Planning process was to identify the most fundamental issues facing GCLD as well as to address the question of purpose and values. The organization needed to evaluate and understand the importance of external and internal trends and forces as they were likely to affect GCLD and its mission. The process attempted to be politically realistic by taking into account the concerns and preferences of internal and external stakeholders. The process relied heavily on the active involvement of the Marketing Committee of GCLD as well as management staff and required candid confrontation of critical issues facing GCLD. Members of the Marketing Committee researched and prepared

meaningful presentations on the various challenges and opportunities for consideration by the Board and Staff of GCLD.

A Strategic Planning Retreat was held on April 20-21, 2007 with members of the Board and staff. Those present included:

Trustees: President Bill Tetlow, Vice President Diane Bond, Treasurer John Kacik, Secretary Rosemary Knerr, John Dolan, Louise Steneck and Tim Ondahl.

Staff: Executive Director Mary Anne Hanson-Wilcox, Branch Librarians;

Cindy Eubank, Anna Winkel, Glyn Sheppard, Sue Luton and Lynn

Shirley, Systems Administrator Shelly Kilgas, Finance Administrator

Maura McKnight, Technical Services Librarians; Pam Cornett and

Marilynn Huff, Public Services Librarians; Cathy Jones, Stephanie

Ralph and Lynn Jennings and Library Clerks; Tess Riley, Emily

Pederson and Alan Ward.

The Board of Trustees and the Staff jointly participated in a process to clarify the mission and to specify the purposes of GCLD as well as to define the philosophy and values that guide the organization. They addressed the following questions in order to frame and develop the mission statement:

Who are we? What are our inner core values?

What basic social and political needs do we address?

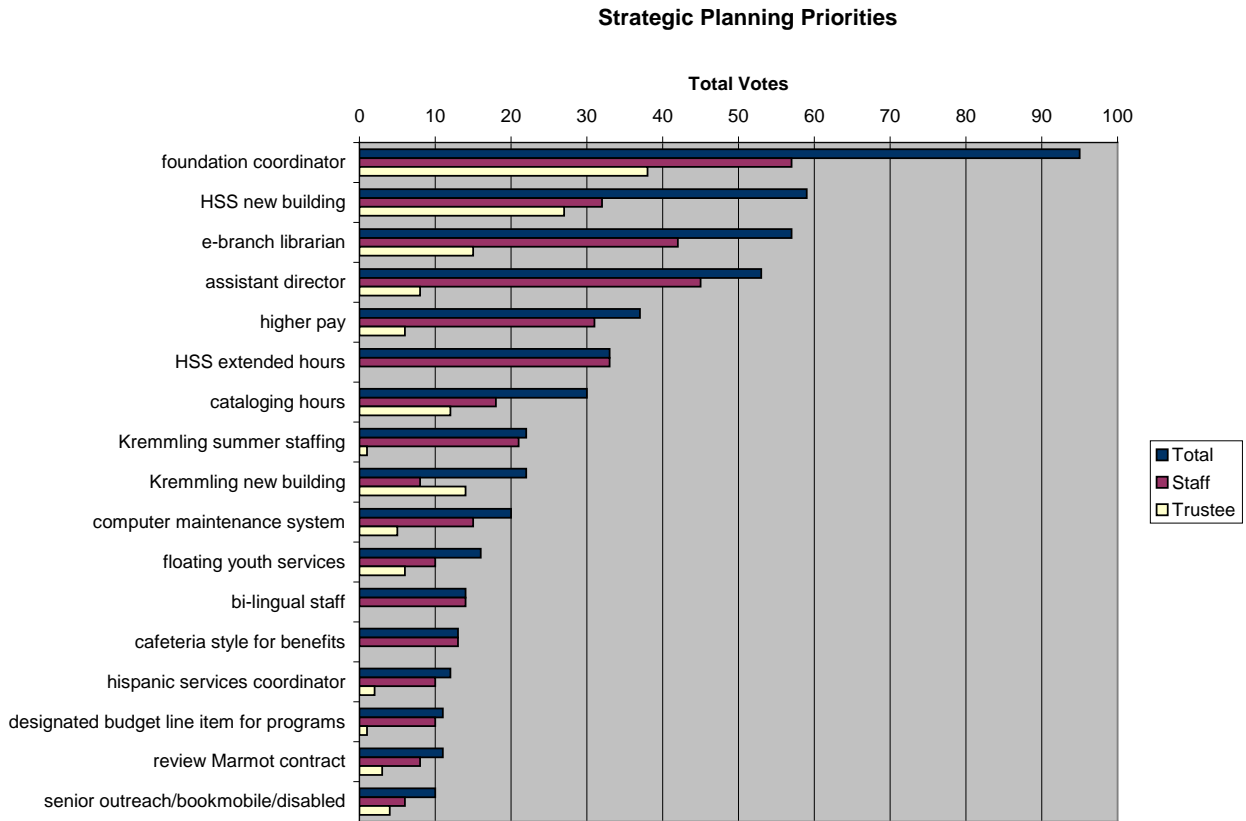
What do we do to recognize, anticipate and respond to these needs or problems?

What is our philosophy, values and culture?

What makes us distinctive and unique?

The agenda included an informative process in which the issues and opportunities identified through the Strengths, Weaknesses, Opportunities and Threats (SWOT) process were identified. A discussion and clarification of the Mission, Vision, and Values of the organization occurred. An overview of the financial and budget realities were presented. Following these presentations, members of the staff and Board placed their votes to determine the priority of issues and opportunities for GCLD.

# STRATEGIC PLANNING PRIORITIES



➤ **MOUNTAIN LIBRARIES CAPITAL CAMPAIGN (9/17/08)**

In June of 2004, thirteen buildings were damaged or destroyed in the Town of Granby by a disturbed citizen driving a fortified bulldozer. The town hall was completely destroyed, as was the Granby Library, which was housed in the lower floor of the town hall. At the time of this destruction, plans were already underway to build a new library in Grand Lake. The GCLD Board of Trustees deliberated as to whether they should leave the Grand Lake project until the new Granby Library could be built or try and build both at the same time. It was determined that building both libraries at the same time might afford some cost savings and planning began. Since then, both buildings have been completed, on time and under budget.

The buildings were financed by a lease purchase finance agreement totaling \$6.2 million. The Mountain Libraries Campaign was established to help pay for the two new libraries by raising \$2.4 million by March of 2007 from private donations and foundation sources; property tax revenues will pay the remainder. The \$2.4 million goal was arrived at as a way to lessen the district's financial burden for six years' of lease purchase payments (6 years x \$400 thousand = \$2.4 million). After developing revenue projections for the coming ten years and collecting county growth estimates, it was judged that within six years increased property tax revenues will be able to comfortably meet the \$400 thousand annual lease purchase payment. Meanwhile, meeting the Campaign's intermediate goal of \$2.4 million will allow library programs and services to continue growing to meet the simultaneously increasing demand from the communities. To date, an impressive \$2 million has been raised (83% of our intermediate goal of \$2.4 million). Included is \$250 thousand in "challenge grants" from the Gates Family and Boettcher foundations that require us to reach our \$2.4 million goal by March 2008 OR lose the "challenge grants."

September 17, 2008

## **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.

## **COMMUNICATION STRATEGY**

GCLD will be developing a “branding” process and will develop templates for communication. The Strategic Plan will be the first document designed to meet the new brand and in this polished form will be made available to:

Foundations

Major donors to the capital campaign

Board and staff

City and county officials and organizations