

2016 - 2018 Strategic Plan Report

Goal # 1: Take proactive and sustained steps to brand the Library as a platform for continuous learning

Define the Library as a place of continuous learning

- Approved marketing plan in February, 2017
- Roll out marketing plan to Community-April, 2017
- Review and train staff and library board on Advocacy Toolkit, end of 2017
- On-board new staff with information on Advocacy Toolkit, ongoing
- Identify training opportunities related to our target audiences—make part of QPA process. Take advantage of Career Connect for both classified and hourly staff
- Define and apply what constitutes socially and culturally diverse programs, services and collections
- Develop procedures for civic engagement discussions—Training via the City of Fort Collins, the Harwood Institute and CSU Center for Public Deliberation. Discussions include Fake News, US Constitution, and hosting elected officials

Be an open, welcoming place for all—remove cultural, social and economic barriers.

- Offer World Languages story times at least 6 times a year
- Increase cultural awareness via story times for children and caregivers—25% will have a cultural awareness component
- Increase bilingual staff—review all position descriptions and add bilingual prerequisite in selected positions (now have Spanish and Arabic)
- Removed financial barriers to volunteer
- Review behavioral policy and security procedures annually-added additional security with FC Police when needed. Added workplace harassment to behavior rules
- Implemented Teacher Library Card
- Dropped extended use fees for children and teen materials
- Implemented recommendations from Orange Boy staffing study—transferred several staff for optimum staffing levels
- Improve ease of use for in-house laptops with laptop dispenser—it is a work in progress
- Implemented additional internal and external customer service training—taking advantage of multiple training opportunities with the City of Fort Collins, as well as webinars and conferences. Use quarterly personnel appraisals (QPA's) as time for managers to discuss training opportunities with library staff

Goal #2—Clarify, enhance, and communicate the value of the library to the community

Help people thrive through programming, services and collections

- Visit and adjust percentage of resources allocated to each target audience
- Be a leader in school readiness Pre K to 3rd grade—Focus on medium and long-term outcomes. Impact team will audit selected programs
- Be a leader in teen/tween out-of-school programming—Focus on medium and long-term outcomes. Impact team will audit selected programs
- Be a leader in assisting nonprofits, job seekers, and small businesses—Focus on medium and long-term outcomes. Impact team will audit selected programs

Develop effective marketing campaign—Re-allocate or add resources to meet the priority of an effective marketing campaign.

- Increased Communications Department staffing with full time technical/promotion writer.
- mail 2% of library users the previous week to measure satisfaction and solicit feedback—the library has a very high Net Promoter Score (NPS)—close to 90% of our users have a very high satisfaction with the Library
- Improve internal staff communications via “Connect to Curiosity” emails
- Increase engagement in community via FoCo Book Festival, ComicCon, and Kessel Run

Evaluate outcomes—More clarity

- Demonstrate the value of assisting school readiness, teen/tween programming, nonprofits, job seekers, and business services with evaluation of limited number of programs and services by gathering evidence of outcomes.

Goal #3--Refine scope of the library’s programs, services and collections around community priorities to develop the most effective response to community needs

Be intentional in allocation of resources.

- Be fiscally prudent by evaluating redundancies in services, programs, and collections—Freeing phased out, service points re-evaluated and re-balancing of professional and para-professional staff to better meet community demands
- Insure library staff have adequate space to conduct business in a professional atmosphere—Collections at Midtown, Outreach has additional space, several staff moved within Webster House for better collaboration

Cultivate the defined target audiences

- Identify staff and teams who serve the target audience as the primary part of their job
- Audit programs, services, and collections related to the target audiences
- Gather feedback and ideas from staff for future planning

Goal #4—Evaluate space and partnerships in order to maximize stakeholders access to all services

Develop Master Plan

- Completed and presented to board in January 2019
- Master Plan being used as basis for new 2019-2021 Strategic Plan

Strive of a seamless virtual presence

- Evaluate current digital collection, including databases, apps, website, and e-media—boosted dollars for streaming collections, compare/contrast streaming offerings for cost containment
- Explore new trends, products, and ideas related to a seamless virtual presence

Define and prioritize partnerships

- Prioritize partnerships in relation to defined target audiences
- Present partnership audit for LLT approval, completed

Other Areas

- Created Disaster and Emergency Response Plan
- Created and implemented a new pay plan
- Updated the HR policy manual
- Expanded services and programs for seniors