



Strategic Plan Report 2016-2018



Table of Contents

Executive Summary	1
Introduction	2
Goal 1: People	3
Goal 2: Place	7
Goal 3: Platform	10



clearviewlibrary.org
970.686.5603





cultivate
CURIOSITY



enlighten
THE MIND



strengthen
THE COMMUNITY

Executive Summary



Ann Kling

Library Director

director@clearviewlibrary.org

970.686.5603, x302

When embarking on a strategic plan, the hope is to accomplish all of your goals knowing full well that some will be revised throughout the life of the plan and some may be unachievable for a variety of reasons. A strategic plan is invaluable in steering an organization and needs to be flexible to allow course corrections to meet the changing needs of that organization and the people it serves. Our staff and board have done a remarkable job in the past few years of meeting the library needs of our community.

We are proud of the things we accomplished from 2016 to 2018: providing one gig of internet speed, improving the library's Wi-Fi, expanding our STEAM programming in the schools and at the library, expanding our presence on social media, our continuing partnerships with local organizations and businesses, our continued dedication to early literacy programs and collections, our innovative Explore Kit collection, a quiet space for people to work, and so much more. We have worked hard to fulfill our mission: Cultivate curiosity. Enlighten the mind. Strengthen the community.

There is always more to be done. In 2019, the Library District will hire a consultant to guide us through the strategic planning process to cover the years 2020-2022. We have asked the consultant to include a significant amount of public engagement. We want to hear from the diverse voices in our community. Our goal is to create a vision for a 21st-century library district for the Windsor, Severance, and West Greeley communities.

Ann Kling

Introduction

From the Initial Report, adopted by the Library Board March 31, 2016.

The Clearview Library District accomplished a great deal under its last strategic plan, which covered 2013 - 2015. The library's technology infrastructure was improved, the collections and programs for residents of all ages were expanded, and the first steps into digital creation by customers were taken with the opening of the DigiLab.

The library has grown in the services it provides. The number of programs for children, teens, and adults have increased. The number of computer workstations in the library has increased. Bandwidth and Wi-Fi access have been improved. The collections have been enhanced to provide customers with more books and media and a shorter wait time for best-sellers.

The library also has increased its presence in the community. Library staff are regularly seen in the Weld RE-4 schools, providing engaging programs. Children's programs are now offered in the Town of Severance on a regular basis. Nursing home residents are visited regularly. The Bookmobile visits communities and is seen at events throughout the year.

As the Towns of Windsor and Severance continue to grow and more people are choosing to move to beautiful northern Colorado, it is clear that the library has outgrown its current location. In the next three years, a major focus of the Board and staff will be to take the necessary steps to build a new, larger library in a more visible area of the community.

As part of the strategic planning process, the library invited key stakeholders of the community to a brainstorming session led by Jacqueline Murphy of the Colorado State Library in November. The meeting was lively and productive. An overarching theme of the conversation was that cross-agency collaboration was important to both the library and to other agencies and groups in our service area.

A meeting with staff was held in December, led again by Ms. Murphy. The staff were full of ideas on how the library could better serve our community, and as we have largely reached capacity in our current space for the number and types of events and services that we can offer, their enthusiasm for new ideas and ways to serve the community points to the need to make a change to our current space.

A committee consisting of the Management Team — Ann Kling, Ally Garcia, and Bud Hunt — staff member Heather Seely, Board Members, Catherine Davis and Katie Scherer, and community member, Michelle Pohlen, met on a regular basis to look at the results from the stakeholder and staff meetings, to review what had been accomplished, to look at the Pew Research Study, several analyses of internal patron demographic and activity data, and the Aspen Institute Report: *Re-Envisioning America's Libraries*. After much thought and discussion and inspired by the Aspen Institute's report, *Rising to the Challenge: Re-Envisioning Public Libraries*, People, Place, and Platform are the Clearview Library District's goals for the next three years.



goal 1 PEOPLE

Fostering new relationships and strengthening the human capital of the community.

CUSTOMER FOCUS - GROW AND SUSTAIN A CULTURE OF EXCELLENCE AROUND CUSTOMERS

- **Embody a customer-service philosophy.**
 - » A customer service philosophy document was created and shared with all current staff and is part of all new staff training.
- **Support staff to continue to grow their skills in all areas of customer interaction.**
 - » Staff members have attended customer service workshops.
 - » Public Services Manager Casey Lansinger-Pierce attended a Disney Customer Service Institute held in Fort Collins.
- **Build relationships with customers through social media.**
 - » The library has increased its presence on Facebook to 2,400 followers. The average

number of engaged users (likes, comments, shares) per post increased from 21 in Q1 2018 to 72 in Q4 2018 (+242.9%).

- » The library now utilizes Instagram.
- » The library is working with Katie VanMeter on a paid Facebook advertising strategy for selected programs and services.

Objectives

- **Survey customers quarterly to measure their customer satisfaction.**
 - » Instead of quarterly surveys, the library instituted Net Promoter Scores through Orangeboy, a marketing tool the library subscribes to (see statistics on page 4).
- **Post to relevant social media at least 30 times a month to increase awareness of library services and to engage with customers.**
 - » The library posts at least once a day to Facebook and has a paid advertising strategy to increase exposure on key content.

- Regularly provide opportunities to all staff to attend classes and workshops that will enhance their skills in areas where they interact with customers.
 - » The library district sends staff to conferences and workshops and encourages staff to sign up for webinars. In 2018, \$20,153 was spent on staff development, workshops, conferences, and memberships.

STRENGTHEN THE COMMUNITY

- Increase awareness of the library in the community.
- Explore opportunities for the library to partner with others to meet community needs.
- Connect customers to community resources.

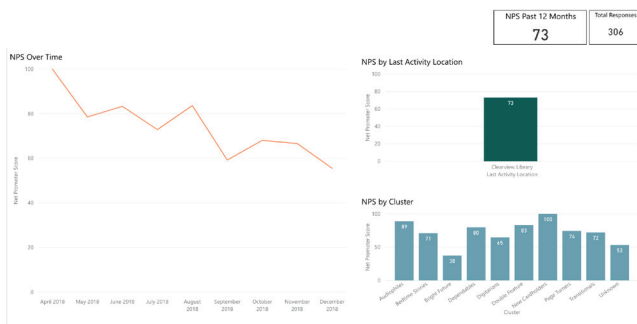
Objectives

- Work to actively develop, maintain, and grow partnerships with other organizations in our service area.
 - » Current partners: Weld RE-4 School District, Windsor Chamber of Commerce, High Hops, Good Samaritan, Town of Windsor, Town of Severance, SBDC.
- Schedule four (4) local businesses within the Library District per year to present a program for the library’s customers.

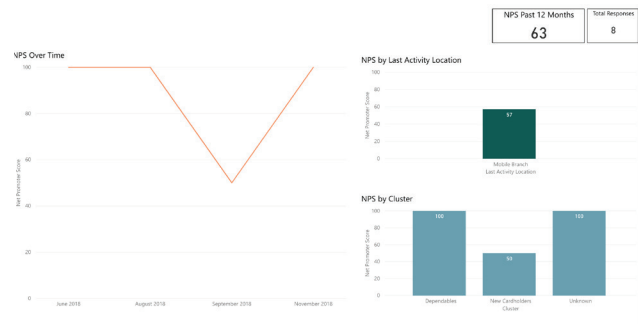
2016 — 9 Total

- » Forgotten Roots
- » Tigges Farms
- » Cabin Press
- » Lil Flower Shop
- » Fancy Envelop
- » Style Seat Salon
- » Spokes Bike Shop
- » Chelsea Ellingson Photography
- » Pelican Joe’s

Net Promoter Score, April 1, 2018 - December 31, 2018



Windsor-Severance Library



Bookmobile

The library began collecting NPS scores in April 2018.

2017 — 11 Total

- » Jax
- » Nuance Chocolate
- » High Hops
- » Tigges Farm
- » Scrap 2 It
- » Stuft
- » Hunter's Moon Meadery
- » Windsor Community Playhouse
- » Pike's Auto
- » Lowe's
- » Stuft Burger

2018 — 6 Total

- » High Hops
- » Hunter's Moon Meadery
- » Black Sheep Wool
- » The Coloradoan
- » Stuft Burger
- » Toast (coffee donations, which led to Paint & Sip in 2019)

- **On a monthly basis bring the library out of the building/Bookmobile into the community to build awareness of library services.**

- » Through monthly visits to Good Samaritan, where the library offers repeat programs to residents, or bi-monthly visits to High Hops Brewery for Pub Trivia, Clearview Library District regularly engages the public beyond the walls of the library facility. The library hosts a variety of events throughout the year in local parks and schools:
 - Bookmobile Day
 - After school visits at Rangeview (Tech Time, Chess Club, Full STEAM Ahead)
 - Rec and Tech at Lakeview Park in Severance over the summer
 - StoryWalk at Eastman Park
 - Skateboard competition partnership with Town of Windsor

- Clearview Reads at the Community Recreation Center and Windsor High School
- Books and More (BAM) at WMS, WHS, and WCA
- Programming to residents at Good Samaritan

- **Attend and participate in meetings of local organizations, such as the School Board, town boards, and Chamber of Commerce.**

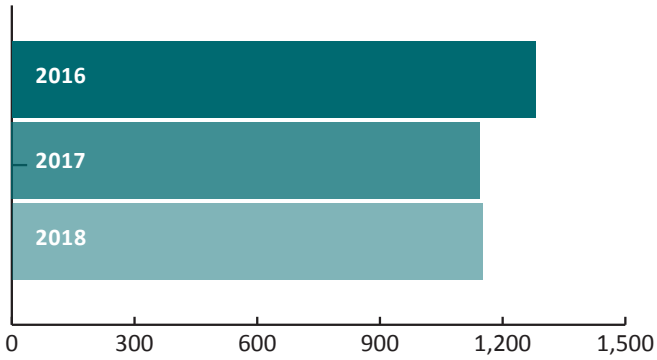
- » Director Ann Kling regularly attends board meetings for the towns of Windsor and Severance and the Weld RE-4 School Board meetings. In 2019, Library Board members will attend meetings, as well.
- » Public Services Manager Casey Lansinger-Pierce regularly attends Windsor Chamber of Commerce events, such as 12@12 and Networking at Noon.

- **Continue membership in, and service to, local service-based clubs, such as Rotary and Lion's Club.**

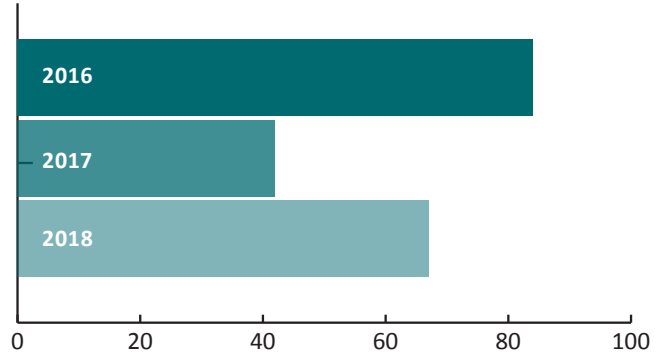
- » Director Ann Kling is a member of the Windsor Rotary Club.
- » Public Services Manager Casey Lansinger-Pierce was a member of the Windsor Optimist Club.
- » Former Public Services Manager Ally Garcia was a member of the Windsor Lions Club.
- » Teen Librarian Amy McFadden is a member of the Windsor Kiwanis.

OUTREACH EFFORTS 2016 - 2018

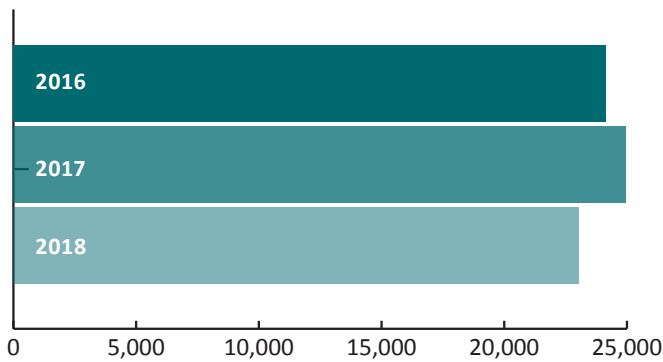
Outreach Programs



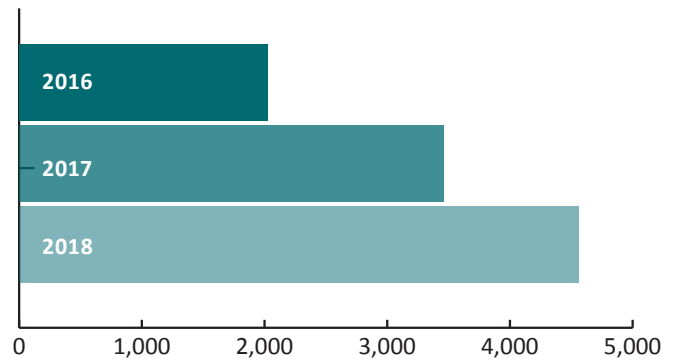
Special Events



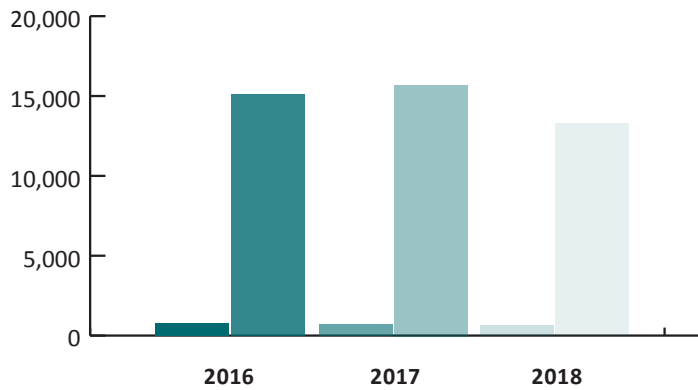
Outreach Attendance



Special Event Attendance



Bookmobile Stops and Attendance



In 2018, the Bookmobile experienced multiple maintenance issues, keeping it off of the road for significant periods of time.



goal 2 PLACE

A welcoming space for reading, communicating, learning, making, playing, and meeting.

PHYSICAL SPACES

- Maximize comfort for customers of all ages at the Windsor-Severance Library.
- Work toward the completion of a new library by 2019.

Objectives

- **By June 30, 2016, develop a project plan for the new library.**
 - » A project plan was developed and posted.
- **By Jan. 31, 2017, a minimum of 90% of adults surveyed will indicate that the Windsor-Severance Library is a comfortable place to visit.**
 - » Surveys were not conducted.

- **By January 31, 2017, a minimum of 90% of the teens surveyed will indicate that the Windsor-Severance Library is a welcoming place to visit.**
 - » Surveys were not conducted.
- **Windsor-Severance Library**
 - » Create a quiet space for adults by June 30, 2016.
 - ° The Quiet Space was created in the non-fiction section.
 - » Create an inviting space for teens by Sept. 30, 2016.
 - ° The teen area was revamped with computers and new chairs; shelf space was reduced to create more space.
 - » Refresh the public restrooms by end of December 2016.
 - ° New tile was installed, along with new stalls in the men's and women's restrooms.

- » Explore and experiment with how to promote and support making and maker activities (e.g., Makerspace).
 - In late 2015, prior to the adoption of the public plan, the library hosted two public meetings to explore how to transform the Create Space into a more functional makerspace. The sessions, attended by very few patrons though heavily advertised, showed that community interest was limited, and the library instead pivoted towards children’s programming that focuses on making. The library also added several Explore Kits during the life of the plan that introduced robotics to children and families. The most popular of these kits were not raw making/open source hardware materials, but instead stand alone robotics — items like the Sphero and later BB-8 and drones. The 3D print program, where the library prints 3D files on demand for customers, is a strong remaining piece of that original attempt (see below). The library has found more success with particular events rather than an open makerspace.

Objectives

- **Annually the number of PC sessions at the Windsor-Severance Library will meet or exceed 7,800.**
 - » 21,297 in 2016
 - » 22,872 in 2017
 - » 23,493 in 2018
- **Annually the number of connections to the Windsor-Severance Library Wi-Fi will meet or exceed 5,500.**
 - » 7,269 in 2016
 - » 8,396 in 2017
 - » 9,054 in 2018
- **Annually the number of hits on the library’s website will meet or exceed 237,000.**
 - » 228,114 in 2016
 - » 235,095 in 2017
 - » 244,420 in 2018
- **Continue to evaluate and improve the quality of Internet access on the Bookmobile on an annual basis.**
 - » The library continues to explore the best connectivity possible for the Bookmobile. Work in 2016 focused on working with the library’s service provider to address outages found in the service area. Recent reports from staff on less-reliable service led to some reconfiguration of the booster antenna and hotspot placement on the Bookmobile to boost the signal and restore service.

VIRTUAL SPACES

- **Work toward continued access to high quality and fast Internet for customers in all library spaces.**
- **Work toward the best possible experiences for customers in and through the online tools and services provided.**



3D Printer Use

2016	2017	2018
102 prints	290 prints	120 prints

- **Continue to properly steward the private data of our library customers through the digital tools and services used.**
 - » The library reviews each contract with a potential service provider to ensure anonymized data is shared/collected, and signs data agreements with providers to ensure they will properly steward any data shared with them.

- **Continue to evaluate vendors and platforms to create the best possible online experience for customers.**
 - » In early 2016, the library eliminated Axis 360 as an e-book platform, as it had a confusing and poor user experience. At the end of 2016, the library changed digital magazine platforms from Zinio to Flipster for similar reasons. Since that time, the library has added Kanopy and furthered its relationship with Hoopla. The library continues to evaluate other e-resource platforms as they come onto the market and/or due to patron interest.

- **By December 31, 2018, evaluate efficiency of website and explore options for a re-design.**
 - » In late 2016, the library entered into a contract with Communico, a library-specific Web services company, and undertook a migration of the library website to that platform. The rejuvenated website went live in May 2017. During that migration, pages were removed and consolidated, and the calendar and event bookings were redesigned to create an easier patron and staff experience. In late 2018, the library continued to review its Web content, beginning a review of Web content and organization to further optimize the site.



goal 3 PLATFORM

Access to tools and resources with which to discover, create, be inspired, and learn.

CURIOSITY – ENCOURAGE EXPLORATION OF IDEAS THROUGH COLLECTIONS, PROGRAMS, AND CUSTOMER EXPERIENCES.

- Build and maintain physical and electronic collections that pique and promote curiosity, innovation, enjoyment, and lifelong learning.
- Provide programs and experiences that pique and promote curiosity, innovation, enjoyment, and lifelong learning.

OBJECTIVES

- By June, 30, 2016, survey library customers about programs, collections, and experience to discover new interests.
 - » Surveys were not conducted.

- By December 31, 2017, implement two collections, programs, or experiences from the above customer survey.
 - » Explore Kits were added to the collection, including drones, robotics, electronics, a guitar, meditation kits, Rubik's cubes, a sewing machine, and many other items, which have proved to be very popular.
 - 1,259 check outs in 2016
 - 2,351 check outs in 2017
 - 2,543 check outs in 2018
- Increase circulation of e-books by 5% annually.
 - » 16,734 (+5%) in 2016
 - » 16,526 (-1%) in 2017
 - » 19,338 (+17%) in 2018
- Increase circulation of e-materials by 5% annually.
 - » 35,529 (-5%) in 2016
 - » 52,730 (+48%) in 2017
 - » 69,555 (+32%) in 2018

- **Re-examine the collections of the Bookmobile by June 30, 2016, and reallocate the space to meet customer interests.**
 - » In March 2016 the Bookmobile collection was re-evaluated based on the heavy use of children’s material over young adult or adult material. Consequently, young adult and adult materials were condensed, opening up shelving for more Juvenile Non-Fiction, Children’s DVDs, Playaways, and Playaway Views.
- **Evaluate the programs held on the Bookmobile every six months.**
 - » Programming on the Bookmobile consists of passive activities — such as arts and crafts, games, and challenges for younger patrons — as well as storytime on the Bookmobile. While the Bookmobile still has passive activities, storytime on the Bookmobile typically only happens on an impromptu basis now, instead of having children come out to the Bookmobile. Staff concluded that it is difficult to host storytime on the Bookmobile as space is limited, but it does occur occasionally by request.
- **Evaluate outreach programming every six months.**
 - » All programming, including outreach programming (BAM, Stories in Severance, etc.), is evaluated on a bi-annual basis according to a number of factors. First and foremost, success of a program is based on the number of attendees. If a program consistently sees a low turnout, staff quickly rethinks the program and implements new ideas, or pulls the program all together. Another determinant of success is new engagement. The library consistently strives to reach new audiences, so if there are new faces at programs, staff deem that a success. Additionally staff keep a consistent

dialogue about what patrons are talking about, what kinds of library programs are popular and trending, and what the community responds well to.

EARLY LITERACY – ENSURE YOUNG CHILDREN DEVELOP A LIFELONG LOVE OF LEARNING.

- **Provide programming for 5 year olds.**
- **Maintain a collection of material to promote a love of learning.**
- **Explore virtual options for children’s programs.**
- **Provide materials and resources to childcare/early learning centers.**

Objectives

- **By May 31, 2016, plan for programming on alternative days and times.**
 - » The library adopted its current schedule of Little Ones’ events in 2016. The new schedule offers a monthly Little Ones’ program on alternative dates and at alternative times in order to maximize attendance for families. Currently these programs are offered on the second Tuesday of the month at the Windsor-Severance Library, the Thursday following the second Tuesday in Severance, and the following Saturday at the Windsor-Severance Library.
- **Annually the circulation of print material for young children will meet or exceed 83,000 items.**
 - » 85,489 in 2018

- **Annually 250 young children, from birth to 5 years of age, will complete the summer reading program.**
 - » 165 in 2016
 - » 237 in 2017
 - » 167 in 2018
- **Evaluate policies and procedures for loaning resources to daycares and early learning centers by Dec. 31, 2016.**
 - » It was determined that most local daycares have a library card/account, which they use to checkout books for the classroom and the account is managed by staff. This has been working well, giving the library no reason to change the current policy/procedure.
- **By March 31, 2017, the library will increase the number of materials and resources provided to childcare/early learning centers.**
 - » In 2017, Early Literacy Librarian Andrea Cleland set up a booth at Windmill Child Enrichment Center for their parent night. She promoted early literacy programs, signed up families for library cards, gave out calendars, etc. Beyond that, staff has increased the number of outreach early literacy programming offered (for example: storytimes at coffee shops, visits to elementary school literacy nights, etc.). Cleland also provides early literacy bags (board book, library information, early literacy information, etc.) to doctor's offices for newborn wellness visits.
- **Offer program at times suitable for 5 year olds by Dec. 31, 2016.**
 - » The following programs are catered to 5 year olds: Crafty Tales, Dance, Rhyme & Read, all monthly Little Ones events (led by Early Literacy Librarian Andrea Cleland, but repeated by Children's Assistant Karen Deane on Saturdays and by Outreach Librarian Kat

Sharp in Severance), Little Ones special summer events, Y is for Yoga, Bedtime Yoga, Story Explorers.

- **Investigate Early Literacy apps to be used by caregivers and young children.**
 - » Andrea Cleland worked with members of Colorado Libraries for Early Literacy and other library professionals to create content for the app CO Play and Learn. Cleland also researched and worked with the tech staff to purchase and download early learning apps for the iPads that replaced the AWE computers.

DIGITAL LITERACY - ENSURE THAT PEOPLE OF ALL AGES ARE PROFICIENT IN THE USE OF DIGITAL TECHNOLOGY.

- **Build, maintain, and evaluate programs, collections, and experiences that provide an opportunity for all ages to become proficient with and better understand digital technologies and environments.**
- **Continue to work with the school district to share and expand the use of digital resources and help students to develop their digital skills.**

Objectives

- **Conduct monthly classes on software, social media, devices, or other digital skills.**
 - » The library conducted and advertised several programs during the early portion of the plan period, and attendance was low to zero, so the library discontinued those courses. The library does offer just-in-time support for walkins and others by appointment through the Ask a Geek

program. The program served 753 patrons in 2016, 567 in 2017, and 556 in 2018. It should be noted that 2016 numbers are larger due to several floor events that year.

- **Evaluate the continued development and use of the Tech collection monthly and adjust items offered as needed.**
 - » Every other week, a team at the library meets to review, refine, and evaluate additional offerings for the Explore Kit collection.
- **Partner with organizations to offer digital learning classes, programs, and experiences.**
 - » Teen Librarian Amy McFadden works with the Windsor Middle School Broadcast Media class to develop digital skills through their promotional video projects.



clearviewlibrary.org
970.686.5603

