



**STRATEGIC PLAN 2019-2024**

# UNITY

**Strategy:** Focus on building trust in District leadership, building leaders and increasing job satisfaction.

## Tactics

- Update the IGAs with member libraries that all parties agree will address needs for years ahead
- Executive Director and associate directors meets regularly with Member Directors, Branch Managers, Community Engagement staff, to understand their perspective of the organization and their needs
- Executive Director and HPLD Board meets jointly with all member boards and directors at least once a year
- District Administration staff, Community Engagement staff, Branch staff and Member libraries will regularly collaborate and have dialogue to arrive at solutions
- Incorporating processes that build leadership skills in employees at all levels
- Develop a formal staff volunteering program
- Develop a volunteer program that will become the base for a Friends of the Library group and advisory committees
- The District and Support Services will support Branch and Member Libraries in service to the community and their service area



# UNITY

**Strategy:** Focus on building trust in District leadership, building leaders and increasing job satisfaction.

## Measures

- Annual member board and member director satisfaction survey
- Annual employee satisfaction survey
- Implementation of a staff volunteering program
- Implementation of Friends of the Library
- Implementation of Advisory committees



# ACCESS

**Strategy:** Every individual and community who contributes to the revenues of the District will have access to library services (website, catalog, and the products and services the District offers.)

## Tactics

- Provide access to wireless locations in every community throughout the District
- Bring structure of District in alignment with our processes and goals
- Develop a method of product delivery that allows every resident the capability of receiving requested materials within days of request
- Experiment with providing a library that offers 24 hours a day, 7 days a week access
- Develop a Facilities Master Plan that allows the District, working with the local community, to determine the most appropriate physical presence for that community
- Develop a prototype facility that can be replicated in any community and adapted to match the needs of each individual community
- Develop deposit classroom collections for the school districts
- Evaluate and update the [www.mylibrary.us](http://www.mylibrary.us) website
- Develop a digital marketing plan for social media engagement and advertising



# ACCESS

**Strategy:** Every individual and community who contributes to the revenues of the District will have access to library services (website, catalog, and the products and services the District offers.)

## Measures

- Increase in the percentage of District residents who have access to library services (website, catalog and products)
- Average time to deliver requested product to resident
- Targeted customer satisfaction surveys
- Completion of updated facilities master plan
- Completion of prototype facility
- Increase in online community engagement
- Teachers and student feedback regarding school district support



# STEWARDSHIP

**Strategy:** Care for the facilities we have in a way that they will be the place where everyone wants to be.

## Tactics

- Use the Facilities Master Plan to identify regular upgrading of District facilities
- Complete an allocate annual funding to adequately maintain those facilities
- Review and revise the Facilities Master Plan annually to account for newly identified needs
- Annual customer satisfaction survey intended to determine current level of satisfaction and explore future needs
- Develop and build a county wide destination library in the downtown Greeley area
- Create social spaces in facilities, which encourage interaction and communication between generations and across cultures

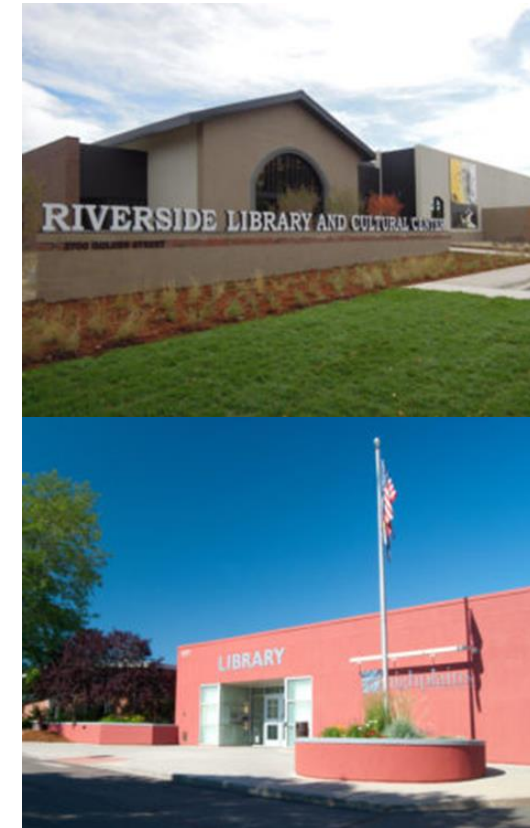


# STEWARDSHIP

**Strategy:** Care for the facilities we have in a way that they will be the place where everyone wants to be.

## Measures

- Completion of updated Facilities Master Plan
- Annual budget reflects facility upgrade as a high priority
- Facilities Master Plan includes representation from throughout the District and is upgraded annually
- Annual increase in customer satisfaction survey feedback
- Completion of downtown library



# ASPIRATION

**Strategy:** Create programs and services that result in changed lives and a better community.

## Tactics

- Use the Outcomes Based Planning approach to program and service planning
- Make regular use of marketing analytical data to better understand the community we serve
- Focus outreach on building relationships in our underserved communities
- Focus branch staff on community engagement in each defined service area
- Expand services as demand and usage increase
- Select and focus on targeted segments of the population to design programs and services to create positive outcomes in their lives
- Curate collections and offer programs that are representative of the cultures and nationalities of the populations in each service area
- Create a welcome and inviting environment for our diverse district population
- Hold staff lead conversations about innovating services and programs to better support community needs





# ASPIRATION

**Strategy:** Create programs and services that result in changed lives and a better community.

## Tactics

- Utilize community engagement efforts of staff to develop a constant community feedback loop
- Gather feedback during all interactions with the public
- Act in response to community feedback
- Share the feedback across the organization
- Shift focus of programming to skill-based and development
- Cultivate an environment of multi-generational learning
- Develop a Human Books mentor program
- Develop partnership with industry to expose the public to new and upcoming technology
- Develop Innovation Centers throughout the District
- Offer and moderate programming that encourage crucial conversations and civil discourse



# ASPIRATION

## Measures

- Regularly using Outcomes Based Planning tools
- Increase in program and service participation
- Tracking of outcome results
- Customer satisfaction surveys
- Increase in the number of crucial conversations in the community



# LITERACY

**Strategy:** Intensify our efforts in increasing the levels of literacy throughout the District.

## Tactics

- Expanded storytimes to include materials and resources representative of the diverse community in the District
- Support all sections of the community to achieve their literacy goals, in their native language or a secondary language
- Continue efforts in assisting adults who need to build and improve their reading and writing skills, beginning with English and expanding to other languages
- Increasing community awareness of the ways in which increased literacy builds a stronger community
- Expand existing and develop new partnerships with other community agencies who support literacy
- Increase the community's level of digital literacy



# LITERACY

**Strategy:** Intensify our efforts in increasing the levels of literacy throughout the District.

## Measures

- Increases in all forms of literacy
- Increased amount of participation in storytime participation
- Increased numbers of adults who have learned how to read
- Increases in program and service participation
- Set outcomes and track results

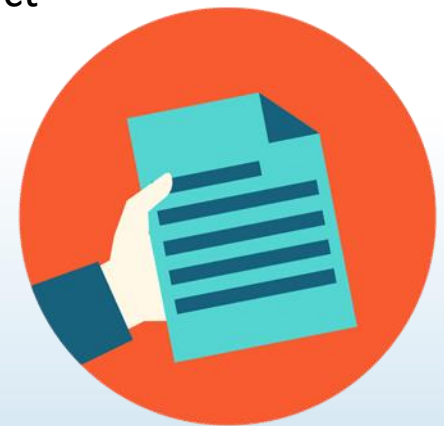


# FINANCIAL STRENGTH

**Strategy:** An emphasis on economic and population forecasting and taking actions now to prepare for the future.

## Tactics

- Working with other economic interests to get a firm understanding of economic forecasts and their meaning for District revenues
- Developing processes for determining how to expend current funds
- Begin setting priorities now to identify areas that could be reduced if revenues take a downturn
- Evaluate feasibility of a mill levy renewal, plan to renew if needed
- Begin developing a marketing plan built around the strategic plan
- Use the marketing plan to inform the public as to the District as a valuable investment
- Work with and inform local and state legislature on and about fiscal decision-making regarding libraries and the district



# FINANCIAL STRENGTH

**Strategy:** An emphasis on economic and population forecasting and taking actions now to prepare for the future.

## Measures

- Completion of an economic study of projected future revenues
- Completion of an annual economic forecast and plans for how to address
- Evidence of processes that will be used to determine how to expend current funds
- Completion of a plan to identify prioritized programs and services
- Development of a marketing plan in support of mill levy renewal or increase
- Annual community surveys to determine level of support for the library



# EXCELLENCE

**Strategy:** Strive to become the first library in the nation to win the Baldrige Award for Excellence.

## Tactics

- Evaluate the District's mission, vision, and values
- Bring structure of District in alignment with our processes and goals
- Hire additional staff to complete new structure as needed
- Complete and submit the Baldrige application every year
- Annually identify the most significant opportunities for improvement
- Develop processes to achieve established outcomes and measure results
- Work with consultants and mentors on the Baldrige method to leverage their knowledge and experience



# EXCELLENCE

**Strategy:** Strive to become the first library in the nation to win the Baldrige Award for Excellence.

## Measures

- Completion of state Baldrige Award for Excellence applications annually
- Completion of National Baldrige award for Excellence applications annually after achieving state recognition
- Achieve increases in Baldrige feedback scores each year
- Decreased number of identified Baldrige report opportunities for improvement each year





**As High Plains Library District progresses through this plan, we promise to:**

- Pursue excellence
- Provide access to services to every resident
- Maintain facilities so they are inviting and draw residents to them
- Create programs and services that positively change lives and communities
- Increase all forms of literacy throughout the District
- Build trust in leaders, build leaders, increase job satisfaction
- Maintain financial strength

**With each promise we will:**

- Develop community and library leaders

**Strategic Plan**





highplains  
Library District

[www.MyLibrary.us](http://www.MyLibrary.us) 1.888.861.READ(7323)