Durango Public Library Mission:

The Durango Public Library enriches the community by providing an environment where information abounds, ideas flow, and imagination thrives.

Vision:

The Durango Public Library Vision:

- The Durango Public Library provides a welcoming place for all people to gather, learn, and discover.
- The Library realizes and accepts that libraries are constantly evolving, and is open to pioneering ideas in an ever-changing world of technology and innovation.
- Library employees are engaged in their work, and are dedicated to serving the community.
- The Library provides a dynamic collection in multiple formats to support learning and recreation.
- The Library staff are responsible stewards of the public's resources and investments.

Values:

The following ideals direct us in our service to and interaction with the community:

- Inclusiveness: the Library's resources are available to all.
- Community: the Library is the cornerstone of community culture, providing a place to meet, educate, and enrich.
- Learning: the Library is a learning platform, supporting the educational needs and goals of the community.
- Place: the Library is an interactive place for people to connect and collaborate, as well as a comfortable place for individuals to relax and explore their interests. The Library's virtual space is as engaging as its physical space, allowing access to resources 24 hours a day.
- People: the Library serves a diverse community and is a place where people from all walks of life can explore and investigate in an environment that is welcoming and supportive.
- Discovery: the Library facilitates the exploration and discovery of new and exciting information and materials.
- Staff: Library staff effectively utilize their expertise and knowledge to bring the Library's mission to life.

Strategic Plan Goals and Objectives

1. **The Durango Public Library provides a welcoming place for all people to gather, learn, and discover.**
   - Associated values:
     - Inclusiveness
     - Community
     - Place

   - Goal 1.1: The Durango Public Library creates thriving, interactive spaces for the community.
     - Objectives, Actions and Initiatives:
       - Reconfiguring spaces to reflect usage.
         - Reduce the footprint of computer stations.
         - Facilities will provide input on feasibility of reconfiguration options including purchasing needed parts and/or materials, and will perform physical reconfiguration of spaces.
           - 2016: a team comprised of IS, Facilities, the Director and the Assistant Director will analyze the space in the Main Library, and create a plan and associated 2017 budget request for the Library Advisory Board Building fund.
       - Incorporating early literacy concepts into the Children's room.
       - Employing new and exciting methods to interact with the community through programming and displays.
         - Utilize empty shelf space to display titles throughout the collection.
         - Strategically locate displays and spinning racks to encourage checkout of items.
           - Move the spinning display racks near the self-check stations to facilitate last-minute checkouts.
           - 2016: the Assistant Director will work with a team of staff to analyze how materials and information are displayed, and institute new ideas. Team may also create a budget request for 2017 if needed.
         - Institute passive programming techniques to inspire excitement about the Library and its services.
           - Adult Services Supervisor will keep statistics on these programs, when possible.
             - Measurement: the number of people participating
             - Measurement: meeting the defined program goals

- Host book discussions for adults at alternate locations (ex. "books&brews" at a local brew pub).
  - Begin in November 2015
    - Measurement: # of programs; # of attendees
    - Measurement: meeting the defined program goals
- Provide focused adult programming through themed series (ex. sustainability).
  - 2016: Adult Services Supervisor will create a master Calendar of events for the year, and evaluate the success of each program.
    - Measurement: # of programs; # of attendees
    - Measurement: meeting the defined program goals

- Goal 1.2: Library materials and services will be more readily accessible to library patrons and guests.
  - Objectives, Actions and Initiatives:
    - Review and update policies and procedures that will encourage more robust use of the Library.
      - Changed in 2015:
        - Increase the fine limit from $4.00 to $15.00
        - Increase the number of items a No Physical Address card patron can check out from 2 to 5.
        - Increase the number of holds a La Plata County patron can place on items from 15 to 30.
        - Remove the limit on material types.
          - Measurement: # of items circulated
          - Measurement: amount of fines collected/compare year to year
          - Measurement: amount of fines owed (expected to be much higher)
      - 2016: Complete a comprehensive review of policies.
        - Measurement: # of policies reviewed and re-written (as needed)
    - Utilize social media to promote library programs and activities.
      - 2016: Strategically use Facebook advertising to promote programs and events.
        - Facebook ads manager will be used to evaluate the success of ads. Measurements include:
          - Results: # of actions as a result of the ad, based on the objective set by the Library

- Reach: # of people the ad was shown to
- Cost: Average we paid for each action associated with our objective
- People taking action: # of people taking action based on the ad, such as liking our page
- Post likes: # of likes as a result of the ad
- Page likes: # of likes on our page as a result of the ad

- Encourage use of the Branch Libraries through improved services, materials, and promotion.
    - Budget request for the branches was increased in 2016.
        - 2016: Friends of the Library approved $10,500 for each branch to do a mini-remodel to improve the shelving and furnishings in each location, as well as the ability to incorporate Early Literacy concepts into the public library space.
            - Each Branch manager will work with the Director on a plan
            - Each project is expected to be completed before the 2016-17 school year begins
    - Consider conducting a feasibility study to serve the northern area of La Plata County.

- Goal 1.3: People of all ages will be able to use the Library's resources to engage in lifelong learning.
    - Objectives, Actions and Initiatives:
        - To promote and encourage early literacy.
            - The Main Library youth services professionals will work with branch libraries to offer training opportunities to expand programs for ages 0-5.
            - Expand branch technology offerings for ages 0-5 yrs.
                - AWE Computers will be installed at each branch by December 2015
                    - Funded by the Friend of the Library
            - Promote in-house storytimes, and continue to incorporate early literacy messages into storytime programs.
                - Incorporate into Goal 1.4: Comprehensive Marketing Plan
            - Research the need for special needs storytimes.
            - Work with community partners to encourage Early Literacy.

- Connect and partner with community organizations that engage in lifelong learning pursuits.
  - Implement annual outreach to area preschools and daycares.
    - Continuous: statistics are gathered on the number of events and attendance.
      - 2016: growth in youth and school outreach will be tracked
      - Measurement: # of outreach events
      - Measurement: attendees
      - Measurement: meeting the defined program goals
  - Build on existing partnerships with local schools to reach middle and high school students.
    - Teen Librarian hired in Nov 2015.
      - Plan will be part of her job responsibilities
      - Statistics will be gathered; may vary based upon how youth are reached
  - Increase connections with the Durango Education Center.
    - Institute a Family Literacy Night with the Durango Education Center.
      - Meet with DEC to evaluate its success
      - Measurement: # of attendees
      - Measurement: meeting the defined program goals
  - Connect with the La Plata Family Center.
  - Collaborate with the League of Women Voters to provide programs on voting and elections in early Fall 2016
      - Measurement: # of events that take place in the Library; # of attendees
  - Maintain building systems, furnishings, equipment, and Program Room areas such that meetings and gatherings at the Library are inviting and needed equipment is functional.
    - Is a continuous process. Replacement and maintenance will be written into the IS and Facilities Master Plans.
- Collection development will ensure access to new ideas and concepts in a variety of fields.
  - Use statistics and reports to ensure that the popular material collections are meeting the needs of the community.
    - 2016: Collection Management Supervisor will work with collection selectors on how to run reports in Millennium.
  - Expand the scope of the eBook collection by providing more non-fiction titles.

- Measurement: # of new non-fiction eBook titles added per year
  - Continue to preserve the sensitive historical and cultural resources housed in the Southwest Collection.
    - 2016: Collection scope will be evaluated by the Collection Management Supervisor
      - Measurement: collection scope re-written and instituted
- Databases will be thoughtfully selected to aid in lifelong learning.
  - Consider curating websites to add to the research/databases section of the website.
  - Eliminate databases that do not show robust use and replace with more relevant resources.
    - Measurement: Track the cost-per-use.
    - 2016: add tutor.com
      - Measurement: usage statistics
- Library will consider curating non-traditional items for checkout.

- Goal 1.4: The Library creates and implements a comprehensive marketing plan designed to increase awareness and usage of the Library and its resources.

  - Objectives, Actions and Initiatives:
    - Create a subscription newsletter.
      - Redesign the newsletter (debuted in Sep 2015)
      - 2016: Research companies such a Constant Contact that allow people to sign-up to receive the newsletter; subscribe if financially feasible.
        - Measurement: once instituted, # of registered users
    - Utilize social media for engagement and advertising.
      - 2016: Share youth services information and program highlights through social media (ex. a YS blog).
      - 2015 and continuous: Focus on staff profiles in Facebook (if staff is interested)
      - Continuous: Post at least twice per week.
      - Use Facebook Insights to target the messages to our audience.
        - Look at our audience and target posts
        - Utilize advertising to reach our non-followers
    - Redesign the Library's website.
      - 2016: Ascertain if the library site will become part of the City's site. If not and a redesign is undertaken, refresh the current updating procedures.

- Current changes and corrections should be relayed to the IS team for timely updates and corrective actions.
- If the redesign moves forward, determine the financial implications of utilizing a hosted service.
- Incorporate book lists for youth Readers Advisory.
- Expand the ability to update web content easily/often.
- A mobile-first, responsive design is necessary to meet both the current and future needs of the Library's users.
  - Work with IS to make a consistent brand for TV, website graphics and Facebook graphics.
  - 2016 and beyond: Secure additional domain extensions for www.durangopubliclibrary.* when they become available in the future (if financially feasible).

- Goal 1.5 Translate key materials into Spanish.
  - Printed promotional materials
    - Identify materials for translation
    - Research translation services
    - Translate materials
      - Measurement: # of materials translated

2. **The Library realizes and accepts that libraries are constantly evolving, and is open to pioneering ideas in an ever-changing world of technology and innovation.**
   - Associated values:
     - Place
     - People

- Goal 2.1: Increase the quantity of materials and research tools in new and emerging formats, while maintaining fiscal responsibility.
  - Objectives, Actions and Initiatives:
    - Evaluate and adjust the budget for eBooks and eAudio.
      - 2016 and yearly: Review the allocation of collection funds to meet the needs of customers.
        - Provide more robust eBook and eAudio collection.
          - Measurement: annual review of fund allocations
          - Measurement: # of new titles added to the digital collections
    - Research new technologies and databases, and implement those that will help bring the mission and vision to life.
      - 2016: Investigate and research the possibility of using a remote desktop assistance technology for assisting patrons who are

homebound or otherwise unable to bring their technology to the library for a regular tech tutoring session.

- Measurement: if instituted, # of patrons provided assistance

- Goal 2.2: Information Systems will meet or exceed user requirements for the delivery of technology services.
  - Objectives, Actions and Initiatives:
    - Continue development for delivery of services to mobile devices.
      - 2016-17: Expand the current mobile site to include additional pages for mobile devices.
        - Measurement: # of pages that become mobile-friendly
    - Prioritize and secure funding to maintain appropriate refresh cycles for technology.
    - Research and implement a plan to circulate mobile technology.
      - 2016: Investigate secure methods of checking out laptops or devices to patrons, reducing the footprint of computer stations.
        - Includes researching devices (Chromebooks, tablets, etc.) for the most efficient and cost-effective options.
          - Would also need an efficient method of cleaning each device after use.
          - Measurement: # of uses
    - Continue and improve training on technology resources for staff and public.
      - 2016: Expand the knowledge base of select staff to include them in tech tutoring for the public.
        - Measurement: # of staff trained in specific skills
      - 2016: Investigate and implement teaching new technology-related classes as requested by Library patrons.
        - Measurement: # of new classes offered
        - Measurement: # of attendees
        - Measurement: meeting the defined program goals
    - Provide opportunities for feedback on user satisfaction with technology services and desired new services.
      - Utilize the website, Virtual City Hall, and social media for feedback.
        - 2015-16: Once approved by the Library Advisory Board, share the Strategic Plan on Virtual City Hall
        - Target specific feedback from public computer users.

- Goal 2.3: Information Systems will leverage existing, emerging, and new technologies to enhance, improve, and streamline processes for staff and public.
  - o Objectives, Actions and Initiatives:
    - Research and implement enhancements to ILS.
      - Plan and implement upgrade to ILS software.
    - Identify methods and/or tools to improve customer support.
    - Plan and implement upgrades to Time and Print Management services.
    - Plan and implement a website make-over.
      - Ensure a smartphone and tablet-friendly web site
    - Research and secure funding for wireless printing services.
      - 2016: request funding from the Library Advisory Board
        - Measurement: number of users utilizing the service
    - Participate in and partner with initiatives that provide access to bulk or discounted technology.
    - Research and secure funding for IS staff training.
      - 2016: Requested in the Library budget
        - Measurement: number of hours spent in specific IS training
        - Measurement: courses completed with passing grades (if graded)

- Goal 2.4: Information Systems will strive to ensure the privacy, integrity and reliability of information resources.
  - o Objectives, Actions and Initiatives:
    - Complete annual review of information systems policies and procedures.
      - 2016 and annually: Review Video Surveillance camera procedures, and include staff trainings to ensure consistency and protection of privacy.
        - Measurement: # of topic-specific training conducted
    - Participate in City wide external threat vulnerability testing.
    - Research, fund and implement SSL certification for ILS server.
      - 2016: Work with the City's IS Department to facilitate either having the III server added to an existing SSL or purchase and install our own for the Millennium server.
    - Evaluate existing and emerging desktop security tools to ensure patron privacy at public workstations.

3. **Library employees are engaged in their work, and are dedicated to serving the community.**
   - Associated values:
     - People
     - Staff
     - Discovery

   - Goal 3.1: Library staff are engaged in their workplace.
     - Objectives, Actions and Initiatives:
       - The staff understand and embrace the mission, vision and values in the strategic plan.
         - Staff volunteer to work on initiatives and actions that are of interest to them.
       - When researching and implementing new strategies and concepts, staff thrive in an atmosphere open to idea sharing and collaboration.
       - Staff will encourage and support each other through strategic feedback and by offering assistance either individually or by actively participating on project teams or in work groups.
       - Work-life balance is encouraged so that employees feel refreshed and ready to work each day.
       - Once instituted, staff actively live the Organizational Values of the City of Durango.
       - Weekly staff trainings are more in-depth, and may span several sessions.
         - 2016: Management Team polls staff on training interests
         - 2016: Management Team maps out trainings each month
           - Measurement: # of staff trainings per year
           - Measurement: hours of training per staff member
       - Staff are encouraged to participate in City-wide training opportunities.
         - 2015: City instituted new method of offering training
           - Measurement: staff will be tracking their training hours throughout 2016.

   - Goal 3.2: Library management works with their staff to create meaningful goals that are tied to the competencies in their evaluations.
     - Objectives, Actions and Initiatives:
       - Goals move beyond accomplishing tasks encouraging staff to grow and explore their potential.
         - Management writes meaningful goals with staff input.

- o 2015: 2016 goals are written using the SMART goal system (Specific, Meaningful, Action-Oriented, Realistic, and Timely)
  - ▪ Measurement: staff goals are written in this format.
- • Professional development opportunities are presented and distributed based upon established guidelines.
  - o 2016: guidelines are written to distribute professional development opportunities to library professionals.
    - ▪ Examples of training include: the American Library Association conference; Public Library Association conference; Colorado Association of Libraries conference, etc.
  - o Measurement: A tracking system is used to keep track of who/what/when for professional development.
- • Continuous: the TrakStar Appraisal system is used to track employee goals.
  - ▪ Measurement: all managers use the TrakStar system to enter goals and track progress.
- ▪ Management encourages staff to evaluate and streamline their workflow.
  - • New hires have the opportunity to evaluate training materials and procedures.
    - o 2016: Assistant Director and Facilities Manager will review training with appropriate staff to ensure that training is meaningful and complete.
      - ▪ Measurement: review completed each time a new employee is hired.
  - • Management provides regular training on how to analyze workflow for efficiencies.
    - ▪ Measurement: at least one yearly training is provided to staff
- ▪ If an employee has specific growth areas, the manager will work with them to create and implement a strategy for improvement.
- ▪

- • Goal 3.3: The Library participates in productive community partnerships.
  - o Objectives, Actions and Initiatives:

- The Library's Management Team will strategically identify and contact a variety of community partners, with the idea of increasing both community awareness and involvement.
  - Collaborate with San Juan Basin Health to promote Materials by Mail.
  - Continue partnering with the Durango Botanical Society on the expansion of gardens at the Library.
  - Work with the Regional Housing Authority and other affordable housing efforts to provide programs for the public.
  - Continue to provide business and economic gardening programs to the community to promote a vibrant economy.
    - Measurement: collaborative efforts (programs, outreach, etc.) will be recorded.
- Outreach activities will be targeted to relevant events and services.
  - Evaluate current outreach initiatives and restrictions, and explore and execute interesting yet potentially effective alternatives.
    - 2016: Adult Services Manager will review the existing outreach policy, and make recommendations to Library Management Team for changes.
  - Encourage and support employee volunteerism.
    - Measurement: # of full-time employee hours used for volunteering per year
- The Library is open to promoting relevant community services through space and programming.
  - Partner with and eventually assume responsibility for the Indie Lens Pop-Up series (PBS) of films and community discussion.
    - 2015: Library became an official producing partner.
      - Measurement: # of films shown
      - Measurement: # of attendees
  - Promote the Community Reads program at Fort Lewis College, offering space and resources.
    - Continue the tradition of hosting information in the pre-function area display case
      - Measurement: # of outside agencies utilizing the cases/year
  - Continue the partnership with the Four Corners Alliance for Diversity by providing space for the annual exhibition of the AIDS Memorial Quilt.
    - Measurement: attendance

- Invite social service non-profits to have a table in the lobby promoting their services once-a-week for a month.
  - o 2016: Identify agencies, and create and execute a plan to implement the service.
    - Measurement: # of agencies participating
- Maintain and prepare Program Rooms and their equipment. Staff continues to be flexible and helpful when working with clients to reconfigure spaces at their request.
  - Measurement: # of program room reservations

4. **The Library provides a dynamic collection in multiple formats to support learning and recreation.**
   - Associated values:
     - o Learning
     - o Discovery

   - Goal 4.1: Collection development is thoughtful and strategic.
     - o Objectives, Actions and Initiatives:
       - Collections for all ages, in all formats, are continually updated with new materials.
         - Measurement: the Age of the Collection report is reviewed twice yearly.
         - Measurement: the # of additions to the collection are tracked monthly.
       - Outdated and worn materials are withdrawn from the collection.
         - Guidelines and expectations for withdrawing materials are clear.
           - Measurement: the # of deletions from the collection are tracked monthly.

   - Goal 4.2: Library staff provides thoughtful advisory services through training, configuring of spaces, merchandising, and displays.
     - o Objectives, Actions and Initiatives:
       - Library staff is trained to use advisory resources.
         - Provide Readers Advisory training for staff throughout the year.
           - o See staff trainings in Goal 3.1
       - Library materials and furnishings are arranged to allow ease of access and encourage browsing.
         - Facilities provides input on the reconfiguration of spaces and the relocation of furnishings, shelving, and display units.
       - Displays and merchandising are used to encourage the discovery of materials.

- 2016: Assistant Director will lead a merchandising and advisory services team.

5. **The Library staff are responsible stewards of the public's resources and investments.**
   - Associated values:
     - Inclusiveness
     - Community
     - Place
     - People

   - Goal 5.1: Library Management prepares and manages a budget that maintains a fiscal position that is resilient to future economic fluctuations.
     - Objectives, Actions and Initiatives:
       - Expenditures are weighed carefully to ensure both cost-efficiency and quality.
         - Facilities staff will adjust systems to reduce energy and water use as per the City's Sustainability Action Plan.
         - Before the Library van is replaced, work with City Operations to ensure that the replacement vehicle meets the requirements in the City's Sustainability Action Plan.
           - Measurement: In 2016, Facilities Manager will participate on a city-wide team focused on sustainability.

       - Changes to Library operations are researched thoroughly to make sure that investments in staffing and resources are sustainable over time.
         - In 2016, the Director will begin investigating re-opening on Sundays, preparing a set of alternative options along with a fiscal analysis.
           - Measurement: Study completed and presented to the Library Advisory Board

   - Goal 5.2: Library maintenance and custodial staff keep the building and grounds maintained at a high level of quality.
     - Objectives, Actions and Initiatives:
       - A long-term master plan for facility and equipment maintenance is created and maintained.
         - Equipment, fixtures and furnishings are budgeted for replacement at expected lifespans.

- o Rotational plan for lifespan replacement to keep larger expenses from occurring in same fiscal year.
  - o As per the City's Sustainability Action Plan, utilize Asset Management software to help track maintenance, repair, renewal, and replacement efforts in order to preserve the community's investment in the Library.
    - ▪ Measurement: Master Plan is completed.
- The staff has the necessary tools, knowledge and equipment to preserve the public's investment in the building and grounds.
  - o Maintenance of equipment to extend life.
  - o Replacement of equipment if it becomes obsolete, too expensive to maintain or unsafe.
  - o Research alternatives to procedures, processes and equipment that will increase efficiency, safety and/or productivity.
    - ▪ Measurement: all of the above are ongoing efforts.