



Strategic Plan | 2015-2017

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LETTER FROM THE LIBRARY BOARD CHAIR

ImagineIF Libraries is proud to serve Flathead County. As we evolve into a discovery library, we are providing experiences that extend far beyond the physical spaces we occupy in Kalispell, Columbia Falls, Bigfork and Marion. We have journeyed from a traditional library focused only on books to an innovative and creative organization that designs life-altering experiences for customers and staff of all ages. We are adding to our past successes and moving into an exciting future.

Society is evolving and the Flathead is evolving. Success in life and work requires increasingly advanced skills and a wide range of knowledge; and people of all ages are in search of inspiring, life-enhancing experiences that fit a variety of learning styles.

Starting with the earliest of explorers, we provide babies and parents with opportunities to discover the love of learning and reading through play and experimentation. By focusing on early literacy now, we are creating a future community that is informed and engaged.

Now more than ever, people of all ages need a place to create, collaborate and learn how to problem-solve. We deliver those opportunities and have a lot of fun doing it. Through hands-on learning, unexpected interactions and our amazing collections, we provide experiences that transform lives.

How is this different? ImagineIF is focused on creating and co-creating with our customers. Rather than merely showing you where to get information, we want to show you what you can do with it. This involves taking the library to the people through outreach, community partnerships and experiential programming. It involves interacting with books and other materials in fresh, unexpected, noisy, messy and exciting ways that challenge users to see the world differently and imagine new possibilities.

Stay tuned; you'll want to see what we come up with!

Sincerely,



Albert Logan
ImagineIF Libraries Board of Trustees



STRATEGIC FRAMEWORK

Explore

We are Explorers. We design transformative experiences, embrace the unconventional, and make ideas and dreams a reality.

Connect

We are a place of community. We offer dynamic spaces where all are welcome to gather, interact, make serendipitous connections, enjoy unexpected activities and indulge in mind-expanding pursuits.

Create

We are creative. Through play, hands-on learning and discovery, we inspire the love of reading and encourage innovation and self-expression in people of all ages.



MANIFESTO

WHY WE EXPLORE

WE ARE ON THIS PLANET TO HOLD OUT THE PROMISE OF ADVENTURE AND SELF-DISCOVERY. AND ENCOURAGE PEOPLE TO TAKE IT.

We are driven by a desire for life-altering experiences. And the opportunity to help people feel free and pioneering in the search and expression of their individuality.

We believe in bending the rules. We trust our guts, follow our hearts, and do our best to push the bravest ideas forward.

This library is not a warehouse for books and periodicals or films and music.

THIS IS A LAUNCHING PAD FOR DREAMS

We are wall-to-wall rich with ideas, representing raw, unconstrained human possibility.

THIS IS A PLACE OF COMMUNITY

A haven for wide-eyed children, hungry entrepreneurs, backpack-laden travelers, online adventurers, and quiet corner escape artists.

THIS IS A PLACE OF LIFE

Where the quest for ideas, dreams, and self-fulfillment is supported every single day.



CORE VALUES

COMMUNITY CENTERED SERVICE

Welcoming the community with exceptional customer service

DIVERSITY

Acknowledging and accepting our differences

PERSONAL ACCOUNTABILITY

Focusing on personal growth and taking responsibility for outcomes

COLLABORATION

Working together to succeed with fun along the way

ADAPTABILITY

Embracing change to remain relevant

RESPECTFUL COMMUNICATION

Exchanging ideas with openness and trust

INNOVATION

Inviting creative solutions



GOALS

Goal 1

The people of Flathead County will have opportunities to share ideas, expand connections and build relationships.

Goal 2

Everyone in Flathead County will have the tools, spaces and inspiration to achieve personal transformation.

Goal 3

The Flathead will be a place of makers, doers, triers, innovators and explorers.



GOAL 1

The people of Flathead County will have opportunities to share ideas, expand connections and build relationships.

1. ImagineIF takes the library to the people.
 - Develop a systemwide community outreach program.
 - Staff are knowledgeable about and participate in the communities we serve.
2. ImagineIF seeks out fun and unexpected partnerships that benefit our communities.
 - Cultivate relationships with businesses, nonprofits, government agencies, schools, local sports teams, etc.
3. ImagineIF creates opportunities for community members to build relationships.
 - Create occasions for children, adults and teens to have fun together.
 - Provide an environment that supports friendships and collaboration.
 - Expand programming for all ages.
4. ImagineIF's culture and community include celebration and merrymaking.
 - Celebrate the library's success and the success of others.
5. ImagineIF creates stories worth telling.
 - Design experiences that become great stories.
 - Provide venues and methods to share stories.



GOAL 2

Everyone in Flathead County will have the tools, spaces and inspiration to achieve personal transformation.

1. ImagineIF is a destination for people to explore ideas.
 - Design thought-provoking installations made with simple materials.
 - Provide technology for creating and sharing new information.
 - Provide unique and comfortable spaces.

2. ImagineIF builds programs that develop information literacy skills, cultivate creativity and teach problem-solving.
 - Increase hands-on interactives for all ages.
 - Expand offering of experiential and performance-based programs.
 - Provide friendly competitions.

3. ImagineIF generates new ideas and energy, helping to create an environment of innovation.
 - Host a creative summit.
 - Develop an Idea Lab for the public.

4. With amazing collections, ImagineIF helps people dig deeper or escape from it all.
 - Provide excellent popular book and media collections.
 - Develop and implement nontraditional collections.

5. ImagineIF designs and delivers exceptional customer experiences.
 - Staff are guides, explorers and leaders.
 - Staff facilitate and host programs.



LIBRARIES

GOAL 3

The Flathead will be a place of makers, doers, triers, innovators and explorers.

1. Other Montana communities look to the Flathead for inspiration.

- Staff share their experience and knowledge at conferences, presentations, training events, etc.
- Organizations contact ImagineIF for tours and information.

2. ImagineIF creates events that bring people together in thoughtful, fun and inspiring ways.

- Develop opportunities for meaningful civic discourse in unexpected ways.
- Look for Maker Faire-like partnerships.
- Partner with a high-profile organization on an event that draws new people to the area.



LIBRARIES

MEASURING SUCCESS

Circulation of Materials

1. By June 30, 2016, Bigfork circulation will increase 2 percent over the previous year.
2. By June 30, 2016, Columbia Falls circulation will increase 2 percent over the previous year.
3. Annually, systemwide circulation of juvenile materials will increase 2 percent over the previous year.
4. Annually, systemwide circulation of adult materials will increase 2 percent over the previous year.

Program Attendance

5. By June 30, 2016, 8,500 children birth to 5 years will attend an early childhood-focused program.
6. By June 30, 2016, 3,900 children ages 6-10 will attend a child-focused program.
7. By June 30, 2016, 500 teens will attend a teen-focused program.
8. By June 30, 2016, 6,000 adults will attend an adult-focused program in the library.



MEASURING SUCCESS

Outreach

9. Annually, a minimum of 300 parents will receive early literacy resources outside the library.
10. By June 30, 2016, 3,300 adults will attend an adult-focused program outside the library.

Library Traffic

11. By June 30, 2017, systemwide building traffic will increase 2 percent over the previous year.



STAFF ORGANIZATIONAL COMPETENCIES

Measurement and Evaluation

ImagineIF Libraries will expand its capacity to make data-based decisions and use outcome measurements.

1. By December 31, 2015, determine if and how to implement the Public Library Association's Project Outcome program.

Marketing and Public Relations

ImagineIF Libraries will present a cohesive message about all library services and deliver those messages in an organized and strategic manner.

2. By December 31, 2015, develop a photo organization system that provides easy access to photos for staff.
3. By December 31, 2015, evaluate and refine the stories project.

External Partnerships

ImagineIF Libraries will actively seek partnerships with organizations, institutions, government agencies and businesses to enable the library to better serve its customers, become more engaged with the community and achieve its service goals.

4. By December 31, 2015, create formal agreements with support organizations.



STAFF ORGANIZATIONAL COMPETENCIES

Operating Efficiencies

ImagineIF Libraries will maximize efficiencies to better deliver exceptional experiences to customers systemwide.

5. By September 30, 2015, implement an LLT training and development plan.
6. By September 30, 2015, develop a leadership succession plan.
7. By September 30, 2015, complete space remodel at the Columbia Falls location.
8. By December 31, 2015, implement global scheduling software.
9. By December 31, 2015, develop a process improvement plan for the Summer Experience program.
10. By December 31, 2015, implement new staffing structure in Bigfork.
11. By March 31, 2016, complete space remodel at the Bigfork location.
12. By March 31, 2016, complete transition to a new collection development and management model.
13. By March 31, 2016, develop a process improvement plan for the Teen Services (including spaces) systemwide.



STAFF ORGANIZATIONAL COMPETENCIES

Innovative and Fun Organization

Imagine!F Libraries will provide an environment and staffing structure that cultivates staff and volunteer creativity, innovation and fun.

14. By September 30, 2015, launch the new volunteer program with an Explorer lens.
15. By September 30, 2015, launch the refreshed staff recognition program.
16. By September 30, 2015, implement a plan to cultivate staff and organizational creativity and innovation.
17. By September 30, 2015, launch new wiki/sites page for staff collaboration and information sharing.
18. By March 31, 2016, evaluate and refine the staff development program.



BOARD ACTION PLAN

Board Development

The Library Board of Trustees will embrace lifelong learning while cultivating an environment of creativity, innovation and fun.

1. By April 30, 2015, each trustee will seek renewal of Montana State Library Certification.

Facilities

The Library Board of Trustees will develop an implementation plan for the Facilities Master Plan.

2. By September 30, 2015, the Board will select a site for the ImagineIF Bigfork facility.
3. By December 31, 2015, the Board will determine the timing of architectural drawings.
4. By December 15, 2015, the Board will be updated on potential funding sources, including foundations, PILT, new market tax credits, etc.
5. By June 30, 2016, the Board will select sites for the ImagineIF Kalispell and Columbia Falls facilities.



BOARD ACTION PLAN

Advocacy

The Library Board of Trustees will develop a plan for informing community members about the necessity and purpose of the 21st century library.

6. By June 30, 2016, the Board will coordinate messaging and planning between the Board and the ImagineIF Library Foundation.
7. By October 1, 2015, the Board will create a PowerPoint presentation to use for community advocacy.
8. By December 15, 2015, the Board will advocate for an increase in library staffing.
9. By June 30, 2016, the Board will continue communication and relationship building with Commissioners, community (through Lunch & Learn), other key leaders.



THANK
YOU
STRATEGIC PLANNING
TEAM

**LIBRARY
LEADERSHIP
TEAM**

Connie Behe
Kim Crowley
Martha Furman
April Vomfell
Sam Crompton
Megan Glidden
Sean Anderson

**LIBRARY
BOARD OF
TRUSTEES**

Al Logan
Michael Morton
Connie Leistiko
Jane Lopp
Terry Guidi

**ASCENT
STRATEGIC
DEVELOPMENT**
Ned Cooney



LIBRARIES