



2020 - 2022 Strategic Plan

Your vision for
your library



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Mission
Cultivate Curiosity
Enlighten the Mind
Strengthen the Community

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INSIDE

02 **The Process**
Explore what occurred when developing this plan.

06 **Current State**
Gain an understanding of “Where are we now?”

10 **Your Vision**
Dive into the library’s priorities for the next three years.

16 **Commitment**
Learn what steps come next in the process.

from the **BOARD**



The Clearview Library District Board is pleased to present the 2020-2022 Strategic Plan to our community.

This three-year Strategic Plan builds upon past strategic plans with our mission as the cornerstone of all we commit to our community: **Cultivate Curiosity, Enlighten the Mind, and Strengthen the Community.**

Thirty-five years ago, our library district was established to serve the needs of a community of 5,000. Now we're at 30,000 community members and counting. As we continue to grow, we look to you, our patrons, as to how you envision a 21st-century library that serves your needs.

The process for this plan was unlike any other. We focused on an extensive listening period — gathering feedback in a multitude of ways. This report is our commitment as a Library Board of Trustees to our community — your feedback is valuable and we intend to act on your vision for our library district.

As a living document, this plan is intended to be flexible, adjusting and changing over the next three years as necessary to meet community needs. We want to continue to hear about how we can improve our existing library services, and what we should consider for the future. Please reach out to us with any questions or feedback.

Last, but certainly not least, we want to thank you for your time and dedication in making this report possible. From attending meetings to filling out surveys, your contributions were extremely valuable and made this plan stronger.

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the
PROCESS

WE SET OUT TO ANSWER THREE KEY QUESTIONS

By answering these questions we determined how the library can best serve our residents, what priorities to embrace for the next three years (and beyond), and what goals to achieve in order to accomplish the vision for the future.

1

What does the community want?

2

Where should we focus for the next three years?

3

How will we get there?

COMMUNITY ENGAGEMENT

While strategic planning isn't new to the Clearview Library District, the 2020-2022 plan was different — it placed **an extra emphasis on the community engagement component**.

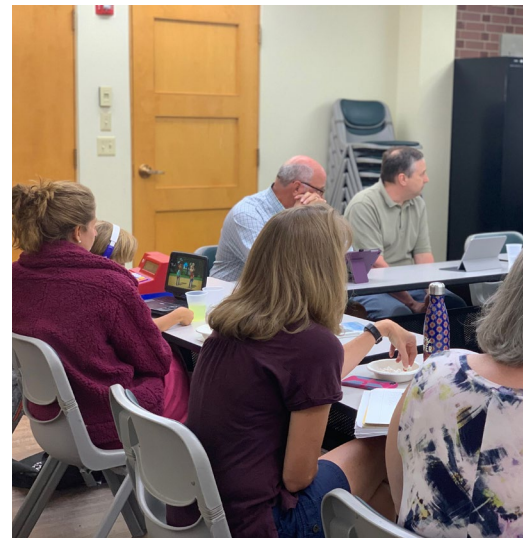
We utilized a wide variety of community engagement methods from **June 15 - July 31** to gather information and feedback from our community. Throughout this process, we received **more than 3,500 comments** that directly informed this plan.

The process included:

- Community meetings
- Districtwide survey (hard copy and online)
- Social media posts and questions
- Website updates and information
- White boards throughout the library district for comments and thoughts
- Sticky notes in various locations to fill out and leave
- Advisory Group meetings

A Strategic Plan based on strong community engagement and input will benefit the community in five main ways:

1. *Create a clear vision*
2. *Allow the community to drive the future*
3. *Determine what is most important to the community*
4. *Establish actionable goals and projects moving forward*
5. *Give opportunities for continued interaction through plan updates and changes*



THE ADVISORY GROUP

Because of our desire for a truly community-driven Strategic Plan, an Advisory Group was formed. This all-volunteer group was representative of the library district — with individuals from the towns of Windsor and Severance, Weld RE-4 School District, Windsor-Severance Fire Rescue, Chambers of Commerce, the faith-based community, members of the community representing key demographics, the Clearview Library District Friends & Foundation, library staff, and Library Board of Trustees.

The Advisory Group was charged with digesting all of the community feedback and determining the most important library priorities. The group met over the course of six months, working to fully understand the feedback and to craft a plan that will serve our community for years to come.

The resulting plan was presented to the Library Board of Trustees on November 21, 2019, for review and adoption.

Group members included:

- Brian Lampe
- Cindy Schiller
- David Sislowksi
- Frank Baszler
- Jen Petrik
- Jennifer Lieber
- John Pope
- Julie Kidd
- Katie Scherer
- Kristie Melendez
- Laura Browarny
- Michelle Duda
- Natalie Wagner
- Noah Bearden
- Renee Pifer
- Tempy Bowman
- Todd Vess

a note from the ADVISORY GROUP

Representing 11 organizations and groups across the Clearview Library District, we brought our diverse and unique perspectives to the table to create a collective, community-driven vision that will drive the library's efforts for the next three years.

We want to thank our fellow community members for engaging in the feedback process. From the online survey to white board comments throughout Windsor and Severance, we are appreciative of the time you took to provide input.

Your input is what drives this plan. Using a third-party, neutral consultant — Sheryl Trent from SBrand — the library gathered feedback in a variety of ways. We can confidently say that every comment was logged, read, and used to inform this plan.

Four common themes emerged from your feedback:

1. Communication
2. Partnerships
3. Programs & Services
4. Space

The common thread through all of your feedback is “more” — more programs and services, more materials, more communication. To do more, there is a strong need to address space throughout the library district. To be clear, this plan is not about a new ballot measure. As you will see on pg. 15, there are a variety of opportunities the community would like to explore in the area of space.

We want you to know that your voice matters and was heard. We hope you feel that your needs and wants are addressed in this plan.

As this is a living, evolving document, we look forward to continuing to dialogue with you as the library acts on your feedback. Please don't hesitate to provide feedback on this plan and its implementation at any point by emailing connect@clearviewlibrary.org.

Thank you again for all of your contributions to this plan and to the future of our library. Together, we are contributing to a stronger community.

6

ADVISORY GROUP
MEETINGS

18

ADVISORY GROUP
MEETING HOURS

11

ORGANIZATIONS
REPRESENTED



Serving Windsor, Severance and West Greeley

Expand Y



Clear

Mob

www.cl



current
STATE

where are we now?

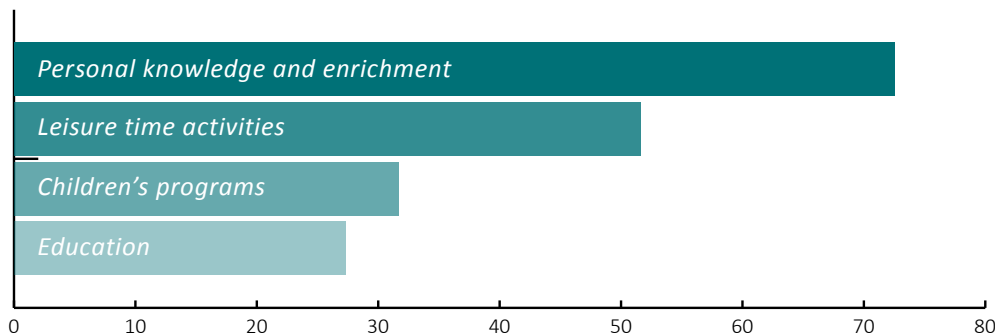
COMMUNITY *insights*

Nearly 800 respondents completed our **online survey** from June 15 through July 31. While the survey is a feedback / opinion survey, and, as such, is not a statistically based form of information, we were able to gain insight into how our community uses our services and resources.

790

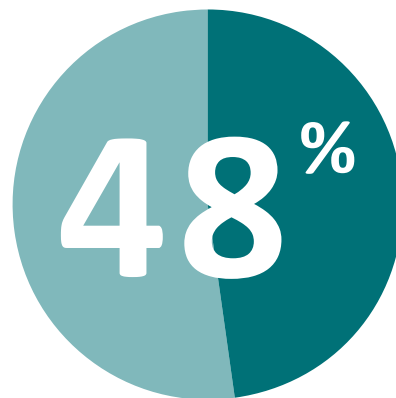
SURVEY
RESPONDENTS

THE LIBRARY IS USED AS A PLACE OF LEARNING, RESOURCE, AND LEISURE.



72.53% of respondents said they use the library for personal knowledge and enrichment, 51.48% indicated leisure time activities, 31.71% reported children's programs, and 27.34% selected education.

THE LIBRARY IS
FREQUENTLY USED
BY MEMBERS OF
THE COMMUNITY.



48.03% use the library **once a week or more**. This is followed by those that use the library once a month (26.37%), once every few months (21.91%), and never (3.69%).

from the community

WHAT WE'RE DOING WELL

We understand your needs.

62% of survey respondents stated that they felt that the library understands their needs "Very Well" to "Extremely Well."

What does our community like most about the library?

Of the 744 responses to this question, three main themes were identified:

- 1 Space
- 2 Physical Materials
- 3 Staff

We are valued by the community.

75% of survey respondents selected that the library was "Very" to "Extremely Valuable."

Space responses focused on the ambiance of the existing space and the current location.

Physical Material categories included positive comments about books and the variety of materials to check out.

Staff feedback centered around great customer service and professionalism.

It is easy to obtain our resources.

76% of survey respondents indicated that it was "Very Easy" or "Extremely Easy" to obtain needed resources.

⊕ The Advisory Group dedicated two, two-hour sessions solely to understanding the community's feedback. That doesn't include their time reading the reports and diving into the data outside of the meetings.

What one thing would you change or improve?

Out of 94 comments captured, the **most common theme was space** (remodeling the existing space and/or expansion of the space), and the **second most common theme was programming** (Children’s and Adult programming).

Through the online survey, there were 708 responses to this question, and the three main themes were **Space**, **Physical Materials**, and a close “tie” between **Programming** and **Miscellaneous**.

Since Miscellaneous can’t be categorized, those comments are all available online.

Space feedback centered around expanding the library, remodeling the current space, and locations for new space. Feedback on **Physical Materials** indicated the desire for more books, and **Programming** included additional children’s programming and concerns about past programming, specific to Drag Queen Story Hour.

What is the one thing we should be doing — but are not?

This question had 612 responses through the online survey. The **most common response was “nothing,”** followed by a theme of **Governance** and then **Space**.

Governance was focused in the categories of communication and fees.

The main categories under **Space** included expanding the library, the location of a library, and quiet space.

The interviews focused on **strengthening trust** within specific relationships, **better communication**, and **governance** as areas of priority.

OPPORTUNITIES TO IMPROVE



your

VISION

where do we want to be?

The community's needs are wide ranging and, because of this, the definition of what a library is or should be is different to every individual and unique to each community, ours is no exception.

It was clear from feedback that we needed to define the role of our library within the communities we serve. As we work to fulfill our mission — **Cultivate Curiosity, Enlighten the Mind, and Strengthen the Community** — we serve a unique function in our community. These overarching areas were the lens through which the priorities for the next three years were defined.

we are ...

Inclusive and Welcoming

The library serves the entire community, and works to ensure that people of all ages, abilities, and backgrounds feel welcomed and are provided resources. A key component of providing equitable, inclusive service is being a free resource for our community.

Community Driven

At the library, we're responsive to the wide-ranging needs of the community. As one of several organizations serving the community, our professional and customer-oriented staff work to not only meet the request at hand, but to also delight our patrons with unexpected recommendations.

Innovative and Forward Looking

The library remains at the forefront of technology, seeking resources that expand opportunities for learning and cultivating curiosity. In collaboration with our community, we proactively plan for the future, yet remain open to new ideas and innovations.

A Gathering Place for the Community

Our library is a safe and inviting space to come together and strengthen our bonds. From meet ups to work space, and a place of learning to social interactions, our community is strengthened by being together at the library.

A Source of Lifelong Learning

The library is a catalyst for our community's lifelong learning. Our services, resources, and programs — online and within our spaces — spark curiosity and engage the mind of every age and any interest.

we will ...

provide clear, transparent, and patron-focused communication that enhances relationships and builds awareness of the important role the library plays in the community.

The Clearview Library District is committed to providing easy access to information that is transparent, timely, and focused on our patrons. All communications will be designed to enhance relationships and build awareness of the important role the library plays in the community.

GOALS

- Raise awareness regarding the opportunities and challenges of the library district with transparent and consistent messaging.
- Foster and maintain collaboration and support for communication efforts with all partners in the community.

⊕ The implementation matrix with each priority's projects and action steps can be found at clearviewlibrary.org/strategic-plan. This document will be updated on a quarterly basis with current status information.



PARTNERSHIPS

we will ...

strengthen partnerships throughout the community by responding to needs, engaging in collaborative efforts, and communicating consistently and clearly.

The partnerships that the Clearview Library District has throughout the community will be strengthened through collaborative efforts and consistent, clear communication. We are accountable with our partners in responding to the needs and wants of the entire community we serve.

GOALS

- Establish and maintain ongoing and trusting relationships with key organizations and institutions throughout the library district.
- Foster ongoing partnerships with other agencies for collaborative results in areas such as space, marketing / communications, programming, and services.

Ⓢ The implementation matrix with each priority's projects and action steps can be found at clearviewlibrary.org/strategic-plan. This document will be updated on a quarterly basis with current status information.



we will ...

improve and expand programs and services through community feedback, balancing traditional library services with new and innovative learning opportunities.

The Clearview Library District has a community-driven approach – we respond to community needs and wants through continued, expanded, and improved programs and services. Innovation and technology are the tools we use to fulfill our mission of cultivating curiosity, enlightening the mind, and strengthening the community. Our core services (physical and online materials, such as books, videos, and programming) will be balanced with new opportunities for the community to learn and grow their own knowledge.

GOALS

- Develop financially sustainable and innovative programs and services that reflect the library's mission statement.
- Plan for the future needs of the growing community, and anticipate the types of programs, services, and materials that the community will need.
- Expand and monitor the usage of technology within programs and classes, both as an organization and for our patrons.

⊕ **The implementation matrix with each priority's projects and action steps can be found at clearviewlibrary.org/strategic-plan. This document will be updated on a quarterly basis with current status information.**



SPACE

we will ...

evaluate all opportunities — remodeling, renting, building new, shared spaces — to provide adequate space for the programs and services that the community needs and wants.

The Clearview Library District will evaluate all opportunities to provide adequate space for the programs and services that the community needs and wants. That may include remodeling existing space, building new space, renting additional space, collaborating with other local agencies for the shared use of space, and expanding into new locations. The focus will be on the ability to provide core services, including programs and physical materials.

GOALS

- Have sufficient and efficiently used space to house all programs and services in locations that are convenient for all district residents.
- Build strong community awareness of the space needs of the library district.

- ⊕ The implementation matrix with each priority's projects and action steps can be found at clearviewlibrary.org/strategic-plan. This document will be updated on a quarterly basis with current status information.





Our commitment to our community

We value feedback from our community, and we'll work to ensure you stay connected to our efforts on this plan over the next three years.

When we'll report

- We'll provide a quarterly update to the Library Board of Trustees, which will be posted on our Strategic Plan webpage.

What we'll report

- We'll report on the progress of our action items, as well as highlights of key initiatives and any challenges that we face along the way.

How we'll report

- We'll provide a written report summary, as well as an updated version of the implementation matrix.

TRANSPARENCY

Information on the strategic plan development process and all follow-up reports can be found at clearviewlibrary.org/strategic-plan.

Role of the Advisory Group Moving Forward // The Advisory Group will meet twice each year for an update on the progress of the Strategic Plan.

thank you



We would like to thank the community for your feedback and input on our Strategic Plan. Our focus is to meet the needs of our community for programs and services, while we work to **Cultivate Curiosity, Enlighten the Mind, and Strengthen the Community**. We truly appreciate everyone who completed our surveys, left sticky notes, commented on social media, attended a community meeting, and wrote on our white boards, as well as those members of our community that dedicated their time for one-on-one interviews.

We want to specifically recognize the members of the volunteer Advisory Group — your hard work and dedication has made this Strategic Plan possible. The countless hours you spent to truly understand the community feedback and create a cohesive vision moving forward, as representatives of the library district, were much appreciated and valued.

Finally, we want to recognize our outstanding staff who, as was pointed out in the feedback, are dedicated to serving our community.



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