

STRATEGIC PLAN 2023-2025



MESSAGE FROM THE LIBRARY DIRECTOR



I am pleased to present the 2023-2025 Strategic Plan for the Community Library Network. It was very exciting to be involved in the planning process and to use broad community input to create this plan. This document represents several months of community conversations, surveys, staff feedback, and research. Each part of the plan supports the library's mission to empower discovery. We hope you will find something in this plan that resonates with you and your family. We wish to thank all of those who contributed their time

and input to the process. We look forward to continuing to serve our community and feel this plan will help us provide the best library service possible.

Sincerely,

Amy Rodda

Library Director, Community Library Network

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INTRODUCTION

In March 2022, the Community Library Network engaged Library Strategies to help facilitate a strategic planning process. The new strategic planning process, in cooperation between the Network and Library Strategies, was designed to foster extensive community engagement and input to ensure that changing library needs of residents continue to be met in the future. Presented here is an overview of the process and the high-level goals and strategies of the new plan.



STRATEGIC PLANNING PROCESS

Library Strategies, working with the Community Library Network's leadership and strategic planning Committee, developed a multi-pronged approach to assessing the current state of the Network and gathering community and stakeholder input on its future.

The process started with multiple meetings with staff and board leaders and working with the planning committee. From this the lead consultants reviewed both Library data and trends, as well as relevant community demographics, primarily from new census data. The consultants also conducted a tour of Library facilities, and assessments of current Library services and resources.

The process continued with gathering community input and additional input from key constituencies. The primary processes conducted in this phase included:

- An online, largely qualitative staff survey sent to all staff
- An online community survey, which garnered an excellent response rate with over 700 total participants. Hard copy surveys were also offered in Library facilities.
- A series of community interviews with local leaders
- A community retreat on May 23, 2022, representing the broad population of the Library's service area.

Summaries, reports, or notes on all these processes were provided to staff leadership. Many of these steps provided insights into specific community wants and needs, that while not necessarily strategic, offered rich possibilities for the Network's operations.

Following the input/gathering steps, the consultants drafted an initial strategic plan. Subsequently, the plan underwent numerous revisions following input with the director and staff leadership, Library Board, and strategic planning committee. Ultimately, the Library Board reviewed and approved this plan, which outlines the major goals, directions, and strategies for the Community Library Network's next three years. Following approval of the plan, Library Strategies also worked with Library staff to develop an internal workplan, designed to move the Library to specific tasks and outcomes in achieving the plan's goals.



GOALS & STRATEGIES

GOAL 1: Deliver unique and responsive programs driven by community needs and interests.

STRATEGIES:

- Expand programs for adults and seniors and explore more intergenerational activities and learning
- Develop programs around immediate community needs and populations that need specific assistance
- Effectively engage teens as both participants and creators of programming and events
- Develop more programs for families to learn and discover together and with other families
- Strengthen programs for the homeschool community, both at the library and through outreach
- Expand evening and weekend offerings to meet a variety of schedules
- Utilize community experts and build connection through network-wide programming

GOAL 2: Engage strategic partners to leverage shared expertise and enhance community services.

STRATEGIES:

- Collaborate with early learning providers to create a well-coordinated educational ecosystem
- Collaborate with workforce providers to offer services and resources that are point-of-need and affirming
- Collaborate with social service providers to get vital resources and/or information to those who are in need
- Engage older populations (55+) across the system to provide mentoring and programs within their branch communities



GOAL 3: Remove barriers to library services and improve customer experience.

STRATEGIES:

- Increase efforts to make library cards ubiquitous and easily obtained
- Empower patrons to confidently access and use library resources through greater awareness, training, and usability
- Continue to deploy a variety of vehicles and technology to provide resources and services to Community Library Network's customers located in its more rural areas
- Offer convenient services and responsive spaces for a variety of work-play-learn lifestyles
- Offer learning technologies that are innovative and encourage creativity
- Curate collections that residents of Community Library Network's service area see as relevant and reflective of the community's varied needs and interests

GOAL 4: Increase awareness of and engagement with Community Library Network programs and services.

STRATEGIES:

- Increase brand recognition and develop a marketing strategy
- Expand communication throughout the service area through increased use of multiple channels
- Develop an outreach strategy to connect with key organizations and share information about Community Library Network
- Amplify support for core library values of literacy, intellectual freedom, and open access
- Cultivate public trust by implementing consistent member friendly policies and procedures



GOAL 5: Build Community Library Network infrastructure and capacity.

STRATEGIES:

- Invest in library staff by completing and implementing an updated staff compensation plan
- Create robust onboarding and training plans for staff and board members
- Create narratives and responses that affirm Community Library Network and American public library values so staff and board members can be effective ambassadors for Community Library Network and its vital role in the community
- Develop facilities master plan to identify and prioritize capital projects for short-term needs and long-term growth





PREPARED BY

LIBRARY
STRATEGIES