



Summit County Library Long Range Strategic Plan FY 2012 – 2017

*This is an abridged version of the Strategic Plan and updates will be made to this document as objectives are achieved and/or new ones are created.

Completed objectives and updates on pages 7-11 will appear in green. Revisions will appear in red.

Last update: 3/15/2017

Mission Statements: *Why We Exist*

Summit County:

The mission of Summit County is to provide excellent, ethical and efficient services that ensure quality of life for present and future generations.

The Summit County Library:

To foster lifelong learning opportunities and enrich lives through innovative resources and programming.





Summit County by the Numbers:

2010 Census Data

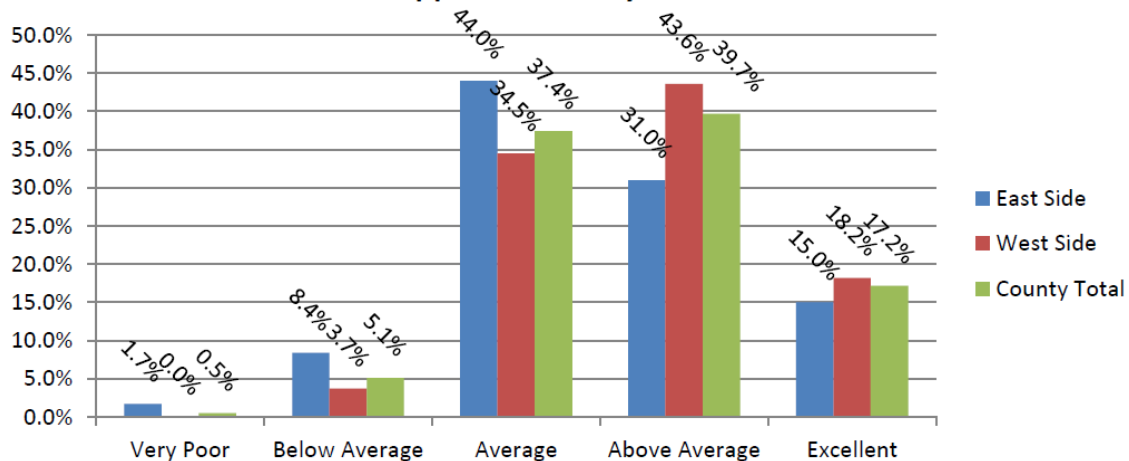
Summit County has experienced steady growth during the last decade. The U.S. Census Bureau reported a 22.2% increase in the County's population from the year 2000 to 2010. The total population grew from 29,736 to 36,324. Summit County's growth rate was nearly in line with the statewide rate of 23.8%. It is important to note the significant decrease in growth rates from the population boom of the 1990s when cities like Park City grew by 65%.

According to the 2010 census, Park City's Hispanic/Latino population accounts for 24.1% (1,819 people) of the city's population of 7,558. The figure represents a 25.6% growth rate since the 2000 census. Summit County's Hispanic/Latino population as a whole is 4,190. This accounts for 11.5% of the population and represents a 74.1% growth rate since the 2000 census.

Summit County Survey

In late spring of 2011, Summit County residents were surveyed regarding their views on quality of life conditions and trends, satisfaction with government services, and future priorities for Summit County. Having identified and deleted invalid addresses, 1,837 randomly selected county residents received questionnaires by mail—942 east side residents and 895 west side residents. These residents returned 773 completed questionnaires—414 from the east side (44% response rate) and 359 from the west side (40% response rate).

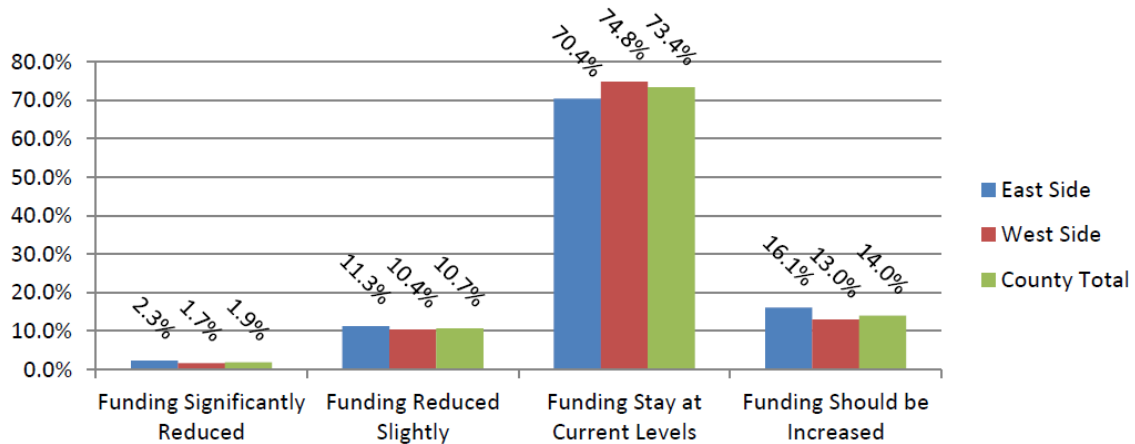
Figure 26. Citizens' Ratings of the Availability of County-Supported Library Services





Ratings of “the availability of county-supported library facilities and services” produced very few responses in the “very poor” or “below average” categories (Figure 26). Among east-side residents the most common responses were that library services are “average” (44%) or “above average” (31%). West-side residents were slightly more positive overall in their evaluations of county library services, with 34.5% of respondents rating such services as “average” and 43.6% rating them as “above average.”

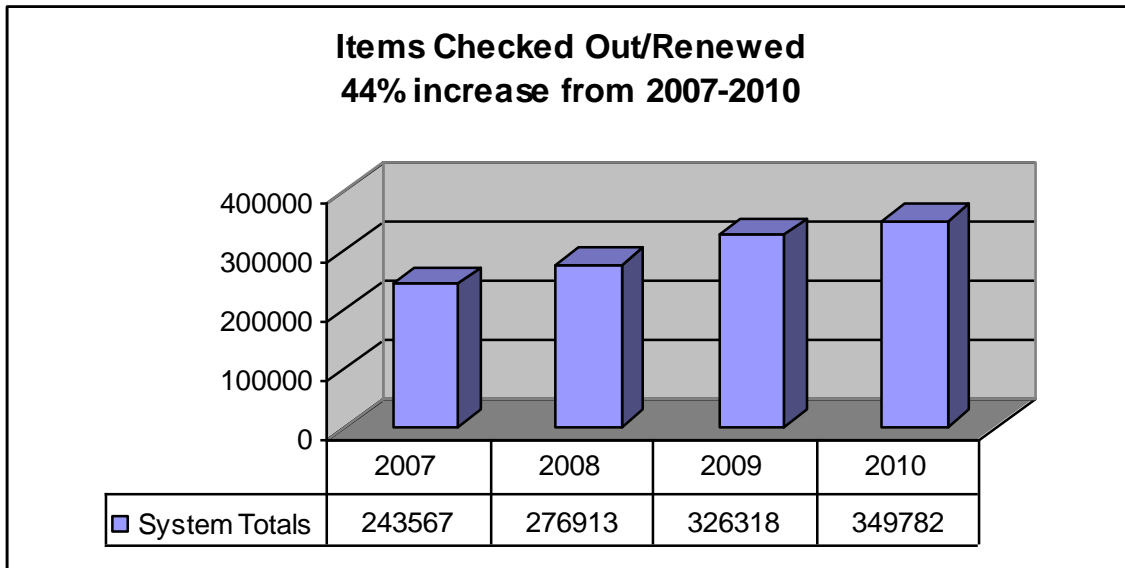
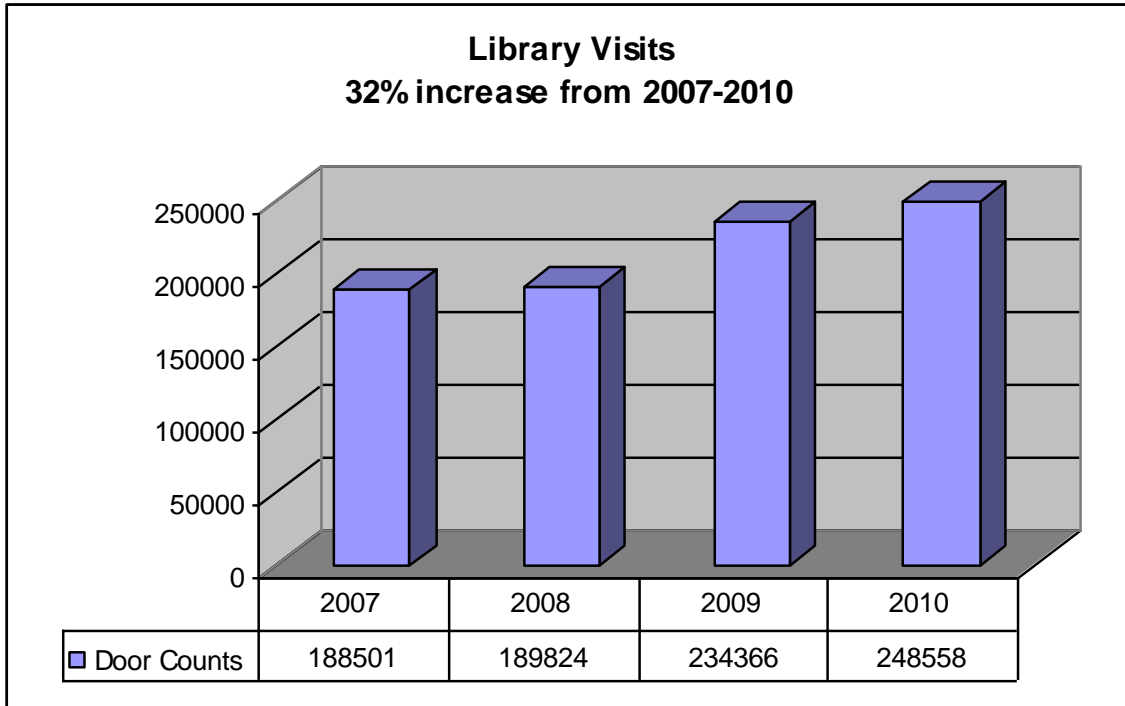
Figure 69. Citizens' Views about Future Funding Priorities for Public Library Services



As indicated in Figure 69, a substantial majority of both east-side and west-side respondents said funding for public library services should stay at current levels. Among those calling for a change, slightly more called for funding increases.

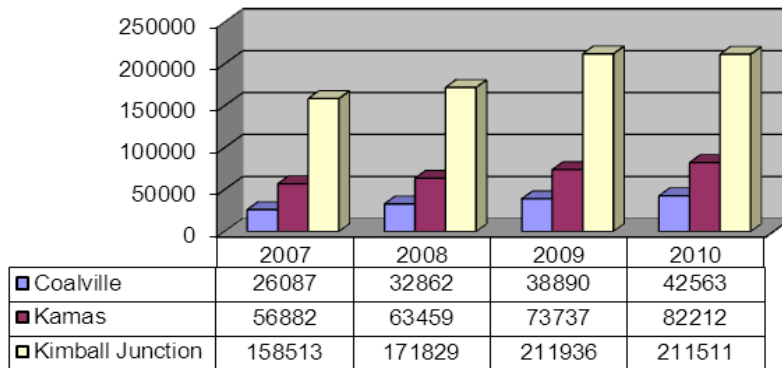


Summit County Library by the Numbers:

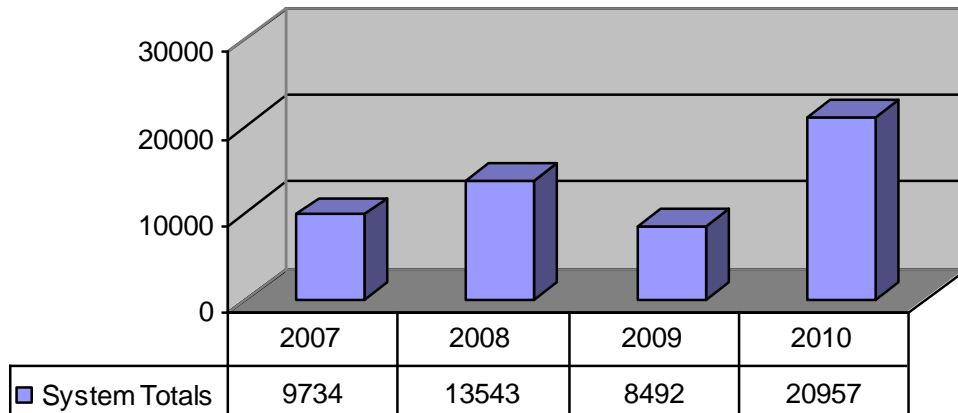




Items Checked Out/Renewed
Coalville: 63% increase from 2007-2010
Kamas: 45% increase from 2007-2010
Kimball Junction: 33% increase from 2007-2010



Holdings Added
115% increase from 2007-2010





The Planning Process:

The Summit County Library used the following process to solicit information and input for the strategic plan:

- Review of past and current Library statistics
- Review of data and strategic issues from Summit County's Strategic Plan
- Review of the State Library's *Standards For Utah's Public Libraries* document
- Review of data from the 2010 U.S. Census
- Meetings with a Strategic Planning Committee made up of staff and trustees
- Staff meetings
- Six focus group meetings hosted at our three fixed locations - One focus group at each location consisted of active library patrons, and the other consisted of either inactive patrons and/or those who have never used the library

The Strategic Planning Committee addressed the following questions when evaluating the appropriateness of a possible strategic issue and its objectives:

- What are the factors that make the issue strategic?
- What are the consequences of not addressing the issue?
- Is it practical and actionable?
- Does it align with Summit County's Strategic Plan?
- Does it align with the State Library's *Certification Standards and Quality Library designation items*?
- Does it satisfy identified community needs?
- Does the Library have the necessary financial resources and expertise to take action?

The success of the Strategic Plan is also based on the following assumptions:

- Existing staffing levels will be available
- Local and outside funding stays close to current levels
- Our ILS vendor TLC will deliver promised services and functionality



Strategic Goals and Objectives:

Strategic Goal #1 – We will provide diverse resources that meet community needs and wants.

Objectives & Activities

- Each year our databases and collections will account for at least 10% of our total expenditures. 2012-11.5%, 2013-11%, 2014-11.4%, 2015-10.8%, 2016-11.3%
- Each December we will review and update (if necessary) our Collection Development Policy to ensure it accounts for all relevant material formats and is in harmony with community needs and wants. Any changes will be submitted to the Library Board each January for approval. 2012-Yes, 2013-Yes, 2014-Yes, 2015-Yes, 2016-Yes, changes made at Jan. 2017 Library Board meeting
- By 2013 we will develop a program to provide Spanish language materials and services in Coalville, Kamas, and on the Bookmobile.
- By 2014 our eBook and eAudiobook downloads through multiple sources will average 1000 titles a month. 2016-averaged 2,337.67 downloads per month from OverDrive and OneClickdigital
- Each year we will purchase at least 66% of the materials requests we receive from patrons. We will offer to submit 100% of patron requests not purchased as interlibrary loans with the exception of formats not available through this program. 2012-79%, 2013-67%, 2016-69.6% (1498 of 2152 requests)
- Each year we will complete an inventory at each of our locations and review our collections to ensure all materials are in good condition and still relevant. 2012-Yes, 2013-Yes, 2014-Yes, 2015-Yes, 2016-Yes
- Each year the turnover rate for our book/periodical collections will be at least 2.0, and our media collections will be at least 5.0. Turnover rate is the average number of times an item in the collection is circulated each year. 2012-2.8 Total Turnover Rate, 2013-3.4 Total Turnover Rate, 2014-3.1 Total Turnover Rate, 2015-2.7 Total Turnover Rate, 2016-2.3 Total Turnover Rate
- By 2017 50% of our patrons will be considered active patrons. The definition of an active patron is someone who has used his/her library card to borrow materials within the past 12 months. December 2015-51.75%
- Each year we will provide an operational Bookmobile and Outreach Services to the community. 2012-Yes, 2013-Yes, 2014-Yes, 2015-Yes, 2016-Yes
- By 2016 the library will provide an online language learning aid. Yes (Mango)
- Each November we will purge library accounts that have been dormant for five (5) years. (This will allow for a more accurate count of active patrons for the end of each year.) 2015-Yes, 2016-No
- Invest in a music database to fill a void in our collection. Many libraries have a music component to their collection. Not yet
- Educational and fun games for teens, tweens, and kids on all the computers. Not yet, but we are now providing Playaway Launchpads in the children's areas
- IndieFlix – independent film resource – possible partnership with Park City Library. Yes



Strategic Goal #2 – We will provide innovative programs for all ages and work with community partners to achieve this goal.

Objectives & Activities

- By March 2012 all of our early literacy materials and programs for younger children will incorporate the recently updated literacy practices found at utahkidsreadytoread.org.
- By January 16, 2014 we will develop a Marketing & Outreach plan which will set the standard for how we promote our programs and services. We will include in the plan a current list of partnerships and resources we have in the community and what the requirements are for current and future partnerships.
- Each year we will hold at least 3 workshops for parents in the community to teach them about literacy practices and what the library has to offer to help children become readers for life. 2012-Yes, 2013-Yes, 2014-Yes, 2015-Yes, 2016-Yes
- By 2013 at least 25% (5) of our staff will be qualified to teach instructional workshops about Public Pioneer (premium online resources provided by the State Library) and the use of other internet resources to the public.
- Beginning in June 2015 we will offer at least 1 workshop a month at one of our fixed locations relating to Public Pioneer, e-books, tablet/computer use and other internet resources available to the public. 2013-No, 2014-No, 2015-April-September-Yes, 2016-No
- Each year we will actively participate in the CSLP (Collaborative Summer Library Program) at all of our locations for children and teens. 2012-Yes, 2013-Yes, 2014-Yes, 2015-Yes, 2016-Yes
- Each year we will offer at least 4 programs on topics of interest to the community. 2012-Yes, 2013-Yes, 2014-Yes, 2015-Yes, 2016-Yes
- We will enhance our programming for seniors. 2013-Monthly Senior Movie Afternoons at Coalville and Kamas, Outreach Services Librarian is offering services and programming at North Summit and Park City Senior Centers, looking at possibilities for the new Kamas Library/Senior Center
- Offer an outreach program to the Latino communities at the Coalville and Kamas branches. 2015-Daisy ran a program at both libraries on Tuesdays. 2017-Looking at a potential Dual Language music program for Kamas (Cantamos! – We Sing!)
- Establish a Teen Advisory Board (TAB) and have it operational on a regular basis. 2015-Yes, 2016-Yes, presented to the County Council in March 2017
- As part of TAB, run a successful Teen Summer Program. 2015-Yes, 2016-Yes
- Add a Teen librarian to our staff. Requested in 2015, 2016, and 2017 Budgets
- Each year in February the library will hold a Love Your Library event. 2014-Yes, 2015-Yes, 2016-Yes, 2017-Yes
- Kamas Branch to start a baby rhyme time in the fall of 2015. Not yet, but in the works
- Kamas Branch to start an afternoon school program for elementary ages once a week. 2015-Yes, 2016-Yes
- Apply for various grants that may supplement and expand library programs, e.g., 2014-Native American Grant-Utah State Library, 2015-2016-RFID project through LSTA, 2017-applying for Bessie Minor Swift, LSTA, Ebsco Solar, Best Buy
- Partner with Sundance to provide a program in the Kamas Valley. 2016-Yes (Austenland)



Strategic Goal #3 – We will provide state-of-the-art technology to our patrons in-house and online.

Objectives & Activities

- By June 2012 library staff will develop a Social Media policy in conjunction with the Summit County IT and Legal staff.
- By June 2012 the library will have an updated website which will include at least 3 social media links (Facebook, Pinterest, Twitter, Goodreads), changing news and features (dynamic content), and access to downloadable eBooks and eAudiobooks on the front page.
- By March 2014 we will incorporate Online Borrower Registration at all of our fixed locations.
- By 2013 all fixed locations will have access to fiber optic internet connections through a partnership with UEN and Allwest. Internet speeds at all locations will be at least 10 Mbps.
- By 2014 the library will have the ability to track the number of sessions logged through wireless access. We had the capability for a time, but not currently.
- By March 2014 the Kamas and Kimball Junction Branches will utilize PC Reservation on all public computer stations, with the exception of Online Public Access Catalog computers. 2016-All Branches now included
- Each week the library staff will post a variety of items to social media links. Yes
- The staff will become familiar with the County's social media policy. Yes
- By the end of summer 2015 the library will utilize short videos made in-house to promote library programs on social media outlets and the library homepage. Not yet
- Implement a mobile hotspot lending program and lending device program. Yes
- Children's computers or tablets at the Kamas and Kimball Junction Branches. Yes
- Install new public computers at the Kamas Branch. Yes
- iPad catalogs in the children's areas at all 3 branches. Not yet
- Increase the Wi-Fi speed at the branches to 100MB. Yes-Kimball Junction, Kamas & Coalville recently bumped from 20MB to 50MB
- Makerspace at the new Kamas Branch and/or the remodeled Kimball Junction Branch. Kamas is in the works
- Partner with new companies moving in the new Tech Center in Park City to see if they will donate equipment such as 3-D printers and other devices. Working on this - recently acquired some Lego Robotics kits from USU Extension (Swaner) that we will be able to borrow. Skullcandy has provided headphone sets for our Teen programming.



Strategic Goal #4 – We will provide exceptional customer service in spaces that are attractive and inviting.

Objectives & Activities

- By January 2012 library staff will develop and follow consistent customer service standards and procedures.
- By January 20th, 2012 library staff will develop a sign policy and procedures for using and updating signs at the Kimball Junction, Kamas, and Coalville branches. This policy will be presented at a Library Board meeting for approval.
- After sign policy approval, each fixed location will be brought into harmony with the new standards by March 2012.
- By 2017 the Kimball Junction Branch will have a Children’s Library downstairs where the Health Department used to be located or in the current auditorium. 2016-The County did an Architectural Study of building
- By 2017 the Kamas Branch will expand to meet growing demand. Currently under construction – Anticipated completion date is October 2017
- Each year all library staff will participate in at least one customer service workshop. 2012-Yes, 2013-Yes (taught by Juan Lee from the State Library), 2014-Yes (taught by Sergeant Andrew Wright), 2015-Yes (taught by Daisy, Kirsten, and Kate (Intellectual Freedom)), 2016-Yes (staff went through Arbinger Institute training (Leadership and Self-Deception: Getting Out of the Box)
- By the end of 2015 the library will have the new logo and other parts of the marketing plan integrated into the sign policy with clearly defined standards for all printed advertisements. (e.g., font, size, location of logo, inclusion of tagline, etc.) Making good progress at the Kimball Junction Branch in early 2017 – formed a Facility Committee of staff members to work on this
- New Library Cards and separate Children’s Cards. Yes
- The Kimball Junction Branch will work to refinish/replace worn furniture. 2016-FOL helped us replace old leather chairs and couches in adult section, looking to do more in 2017 with children’s section, display area, and computer area
- \$5,000 spent on Kamas library in 2014 on mini remodel. Yes
- Work with Owner’s Representative and architect to design new Kamas Building. Yes, but still in progress (furniture & shelving meeting set for April 4, 2017)
- Promote the Virtual Branch. Create a trifold explaining the virtual electronic resources available to our patrons. Not yet



Strategic Goal #5 – We will have knowledgeable staff who receive continuous training and recognition for their outstanding work.

Objectives & Activities

- Each year the Library Staff and Director will collectively receive at least 200 contact hours of training through conferences and workshops. 2012-Yes, 2013-Yes, 2014-Yes, 2015-Yes, 2016-Yes
- Each year we will close the library for one day to provide a staff development and recognition day. 2012-Yes, 2013-Yes, 2014-Yes, 2015-Yes, 2016-Yes
- By June 2012 we will create a staff development program focusing on library policies, procedures, resources, and technological knowledge.
- Daisy Hodson won the 2014 Utah Library Association Outreach Award.
- By January 2016 the library will have in place a staff recognition program that is fun and lighthearted and encourages staff to do their best. Joe Frazier currently working on reviving this idea
- Send one Kamas staff member to ULA, 2015. Yes
- One Kamas staff member to start the Utah State Paraprofessional program or UPLIFT. Yes
- Kate and Joe to complete ILead Training. Yes
- Have all staff members participate in at least one training a year at the State Library or ULA. In progress
- One staff member completes Rosetta Stone Spanish program a year. Funded by Summit County. Kate and Lee participated in 2015
- Summit County staff members to make a presentation at the Utah Library Association Annual Conference. 2016-Yes, Dan is the current Vice-President of the Utah Library Association and will become the President in May 2017 at the Annual Conference. Joe Frazier is a Member-At-Large. Daisy Hodson is on the Intellectual Freedom Committee.



Measures & Outcomes:

Achievement of the goals and objectives outlined in the strategic plan will be reviewed by the staff and trustees on an ongoing basis. Each objective will be assigned to one of three categories: 1) Completed, 2) In Progress, or 3) Planning Stage. Objectives in the “In Progress” or “Planning Stage” will be monitored and, where necessary, given adjusted completion deadlines. As new opportunities and information arise, additional objectives and activities may be added to the plan based upon the recommendation of staff and trustees. The Library Board of Trustees will officially review the plan during its May and November meetings.

An abbreviated version of the plan will be made available on the Library’s website. It will be updated as goals and objectives are achieved.

Approved by the Summit County Library Board on November 17, 2011