

**GARFIELD COUNTY
PUBLIC LIBRARY DISTRICT**

STRATEGIC PLAN 2008 – 2011

Approved by the Library Board of Trustees: March 6, 2008

TABLE OF CONTENTS

Message from President, Library Board of Trustees	ii
Acknowledgements	iii
Executive Summary	1
I. Overview of the Planning Process	4
II. Goals, Objectives, and Activities	10
III. Organizational Competencies and Initiatives	18
IV. Next Steps	22
Appendices	
A. Library Board of Trustees and Library Staff Committee	23
B. Library Overview	24
C. Vision Statements and SWOT Analysis	27
D. Service Response Rankings by Community	44
E. Service Priority Recommendations	45

MESSAGE FROM PRESIDENT, LIBRARY BOARD OF TRUSTEES

Dear Friends:

It is with great pleasure that I submit to you the Garfield County Public Library District's Strategic Plan for 2008-2011. This document reflects the hard work and dedication of the community planning committees, the district planning committee, library staff, consultants and the Library Board of Trustees in creating a plan for the future that reflects our diverse communities while unifying the goals of our libraries to serve each of them fully and well.

This report embodies not only the visions and struggles of each community during a time of extreme and explosive growth, but also the dedication of the library district as it pursues continuous improvement in its services and collections. The tremendous amount of support that each library receives from its community will help ensure the future success of the library district as a whole as we grow and address the needs of each individual user.

I invite you to read this plan and join us in making the dream of bigger, better libraries in Garfield County come true; places where children, teens, adults, seniors, families and visitors all feel welcome and find what they are looking for on the shelves or in the services we provide.

Sincerely,

Nella Barker, President
Library Board of Trustees

ACKNOWLEDGEMENTS

Through hard work and dedication, we were able to complete this project with full support of our communities, our Library Board, and our library staff. We would like to thank the following people:

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EXECUTIVE SUMMARY

The Library Board of Trustees and the staff of the Garfield County Public Library District are committed to providing outstanding library service to the residents of Garfield County and to the visitors who use any of the community libraries. To guide them in that effort, the District initiated a strategic planning process to identify community needs and service priorities. The library consulting firm of Dubberly Garcia Associates, Inc. was hired to facilitate the process.

Rather than appointing one county-wide planning committee to assist in the planning process, the Library Board invited county residents to participate in one of five community planning committees that were held around the county. The Board was delighted that 119 residents participated in these sessions. Participants discussed what Garfield County would be like in ten years if it had been successful beyond belief. They discussed why people would be proud to call the county their home. Once the vision for each community was articulated, they discussed what would need to occur to make that vision a reality and what the Library could do to assist community residents in their quest to achieve that vision.

Each Community Planning Committee was invited to select representatives to participate in a District Planning Committee that would review all of the recommendations from the Community Planning Committees and make a consolidated set of recommendations to the Library Board. The District Planning Committee, consisting of twenty-two representatives from all over the County, reviewed the vision statements and other recommendations from each of the Community Planning Committees. Although there were some differences from community to community, the way the Library could assist local residents in achieving their vision was remarkably similar.

The District Planning Committee recommended that the Library Board adopt seven service priorities for the period 2008 – 2011. In priority order, they are:

Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Visit a Comfortable Place: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support social networking.

Create Young Readers: Early Literacy

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.

Be an Informed Citizen: Local, National, and World Affairs

Citizens will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.

Connect to the Online World: Public Internet Access

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Understand How to Find, Evaluate, and Use Information: Information Literacy

Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs

After careful analysis by library staff and thoughtful discussion by the Library Board, the Library Board adopted the service priorities recommended by the District Planning Committee.

Library staff, working with June Garcia of Dubberly Garcia Associates, Inc., developed ten goals that identified the benefits community residents would receive because the District offered collections, programs, and services that supported the District’s new service priorities. The goals, adopted by the Library Board, for 2008 – 2011 are:

- Goal 1: Children and teens will have the books, media, and electronic resources they need to satisfy their curiosity and explore topics of personal interest.
- Goal 2: Adults will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
- Goal 3: Residents of, and visitors to, Garfield County will have comfortable, attractive, safe, and welcoming places to meet and interact with others.
- Goal 4: Young children (ages five and under) will develop a lifelong love of books, reading, and learning.
- Goal 5: Children (ages 6 – 11) will have materials and programs that stimulate their imaginations and provide pleasurable reading, viewing, and listening experiences.
- Goal 6: Teens (ages 12 – 18) will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening experiences.
- Goal 7: Adults will enjoy a wide variety of new and popular materials in various formats and languages.

Goal 8: Adults and teens will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision making.

Goal 9: Everyone will have high-speed access to the digital world to ensure that they can take advantage of the ever-growing resources and services available through the Internet.

Goal 10: Residents will have convenient and timely access to services and programs that help them find, evaluate, and use information effectively.

Goals alone are insufficient to ensure that services are meeting the needs of community residents, so the Library Board has adopted an aggressive set of objectives to measure the District's progress towards achieving these goals. Specifically, library staff will measure progress in three distinct ways. They will determine:

- The number of users who participate in or use various services.
- The percent of users who indicate on a survey that the Library met their needs. This opinion could be about the quality of the service, the value of the service, the user's satisfaction with the service, or the impact of the service.
- The number of units of service (items circulated, hits on the Library's web site, etc.).

Progress on all of these measures will be reported to the Library Board on a regular basis.

Library management and the Library Board recognize that it will be necessary to reallocate existing resources (staff, collection budget, space within existing facilities, and available technology) in support of these service priorities. Both have publicly stated their commitment to do so.

The Library Board of Trustees and the library staff are looking forward to working collaboratively with elected and appointed officials, community organizations, and local residents to achieve the ambitious goals in this plan. They are confident that, working together, they can expand and enrich the services provided by the Garfield County Public Library District.

I. OVERVIEW OF THE PLANNING PROCESS

PLANNING TO PLAN

In the spring of 2007, the Board of Trustees of the Garfield County Public Library District decided to initiate a strategic planning process and issued a Request for Proposals to secure professional assistance with the planning process. After reviewing the proposals received, the Board decided to contract with Dubberly Garcia Associates, Inc., a library consulting firm based in Atlanta and Denver. On the advice of the consultants, the Board agreed to use the Planning for Results process developed by the Public Library Association which has been successfully used by libraries all over the country.

The Planning for Results process is based on three key assumptions that the Board and Library management believe to be true. Those assumptions are:

EXCELLENCE MUST BE DEFINED LOCALLY. It results when library services match community needs, interests, and priorities.

EXCELLENCE IS POSSIBLE FOR BOTH SMALL AND LARGE LIBRARIES. It rests more on commitment than on unlimited resources.

EXCELLENCE IS A MOVING TARGET. Even when achieved, excellence must be continually maintained. If you are coasting, the only way you can go is downhill.

COMMUNITY PLANNING COMMITTEES

The Library Board was committed to involving as many people as possible in the planning process. Instead of inviting twenty to twenty-five representatives to serve on a District Planning Committee, the Board scheduled five meetings throughout the County and invited anyone who wished to participate to join in the conversation and discuss priorities for the Library District.

The Community Planning Committee meetings were held in July 2007 and were attended by 119 community residents.

During a five hour meeting, they identified a vision for the future of their community, described the current conditions, and identified what must happen to move the community from where it is now to the future they described in the vision. The vision statements they created for their communities and their assessment of the current conditions in their community can be found in Appendix C.

Each Community Planning Committee then reviewed and discussed eighteen service responses that describe the primary services most public libraries offer and the corresponding benefits received by

users. No library can provide all eighteen of the service responses equally effectively. Therefore, each Community Planning Committee was asked to prioritize the eighteen service responses so the District could focus their services on a limited number of priorities that best meet the needs of the communities it serves. This will ensure that the Library Board members, managers, and staff are using their energies and resources to provide the services that matter most to community residents.

The eighteen service responses that each of the Community Planning Committee discussed are, in alphabetical order:

Be Informed Citizens: Local, National, and World Affairs

Citizens will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.

Build Successful Enterprises: Business and Non-Profit Support

Business owners and non-profit organization directors and their managers will have the tools they need to develop and maintain strong, viable organizations.

Connect to the Online World: Public Internet Access

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Create Young Readers: Early Literacy

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Discover Your Heritage: Genealogy and Local History

Residents and visitors will have the resources they need to explore their heritage, to connect the past with the present through their family histories, and to understand the history and traditions of the community in which they live.

Express Creativity: Create and Share Content

Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

Explore Our Community: Community Resources and Services

Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

Get Fast Facts: Ready Reference

Residents will have someone to answer their questions on a wide array of topics of personal interest.

Know How to Find, Evaluate, and Use Information: Information Literacy

Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

Learn to Read and Write: Adult, Teen, and Family Literacy

Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

Make Career Choices: Job and Career Development

Teens and adults will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

Make Informed Decisions: Health, Wealth, and Other Life Choices

Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.

Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want, when and where they want them, and will have the help they need to make choices from among the options.

Succeed in School: Homework Help

Students will have the resources they need to succeed in school.

Visit a Comfortable Place: Public and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support social networking.

Welcome to the United States: Services for New Immigrants

New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics that they need to participate successfully in American life.

The results of the rankings for each of the Community Planning Committees can be found Appendix D.

DISTRICT PLANNING COMMITTEE

Each Community Planning Committee was invited to select representatives to participate in a District Planning Committee that would review all of the recommendations from the Community Planning Committees and make a consolidated set of recommendations to the Library Board.

The District Planning Committee, consisting of twenty-two representatives from all over the county, met at the Glenwood Springs Branch Library on Wednesday, August 1, 2007. They reviewed the vision statements and other recommendations from each of the Community Planning Committees. Although there were some differences from community to community, the way the District could assist local residents in achieving their vision was remarkably similar.

After thoughtful debate and discussion, the District Planning Committee reached consensus and recommended the following service responses, in the order shown, be adopted as the service priorities for the 2008 – 2011 planning cycle.

Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Visit a Comfortable Place: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support social networking.

Create Young Readers: Early Literacy

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want, when and where they want them, and will have the help they need to make choices from among the options.

Be an Informed Citizen: Local, National, and World Affairs

Citizens will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.

Connect to the Online World: Public Internet Access

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Understand How to Find, Evaluate, and Use Information: Information Fluency

Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

The District Planning Committee also went on record in support of two services currently offered by the Library District even though they were not selected as service priorities. Specifically,

- The District Planning Committee strongly supports the existing partnership between the Library District and Literacy Outreach. The District Planning Committee believes that continuing to provide office space and literacy materials and allowing tutors and literacy students to meet at the libraries are vital community services.
- The District Planning Committee recognizes and values the essential services that the library staff provides students (K – 12) including space to study, reference assistance, and library materials in various formats. The District Planning Committee believes that these services should continue at their current level.

GOALS, OBJECTIVES, AND ACTIVITIES

After the Board of Trustees endorsed, in concept, the service priorities recommended by the District Planning Committee, the consultant and library staff developed goals and objectives for the library district. Goals state the benefit that county residents, or a target population such as children or teens, will receive because the District provides a specific service response. Ten goals were drafted by the consultant and were revised after discussion with library staff and the Board. With the adoption of the Strategic Plan, the Board of Trustees adopted the ten goals that are in Section II – Goals, Objectives, and Activities.

Recognizing the importance of monitoring the District's progress toward achieving its goals, the staff, with the assistance of the consultant, proposed collecting data on key indicators. Specifically, library staff will be measuring:

- The number of users who participate in or use various services.
- The percent of users who indicate on a survey that the Library met their needs. This opinion could be about the quality of the service, the value of the service, the user's satisfaction with the service, or the impact of the service.
- The number of units of service (items circulated, number of hits on the Library's web site, etc.).

The Board discussed the proposed objectives and minor revisions were made. With the adoption of the Strategic Plan, the Board of Trustees adopted the objectives that are in Section II – Goals, Objectives, and Activities.

After the service goals and objectives were developed, staff reviewed all of the services they were currently offering to determine whether or not they were supportive of the new service priorities. If so, the activities were evaluated to determine whether or not they were effective in reaching the target audience and would contribute to producing a result identified in one or more objectives. If not, staff was assigned the responsibility of modifying or eliminating the activity.

Staff was also encouraged to identify new or enhanced activities that supported the new service goals. These proposed activities were also evaluated, and the most effective ones have been identified. Library management will allocate resources for these activities and implementation will begin in a timely manner.

The list of enhanced and new activities developed by library staff can be found in Section II – Goals, Objectives, and Activities.

ORGANIZATIONAL COMPETENCIES

Once the goals and objectives had been developed, library management analyzed what would need to be done to support the staff's ability to provide the desired services. These institutional capacities or efficiencies, known as Organizational Competencies, are necessary to enable the District to achieve the goals and objectives in the Strategic Plan.

Organizational competencies were identified in eight key areas:

- External partnerships
- Fund raising
- Marketing and public relations
- Measurement and evaluation
- Operational efficiencies
- Organizational structure
- Policies
- Training and staff development

The organizational competencies and their associated initiatives were discussed with the Board and revised to reflect their observations and concerns. With the adoption of the Strategic Plan, the Board of Trustees adopted the organizational competencies and initiatives that are in Section III – Organizational Competencies and Initiatives.

II. GOALS, OBJECTIVES, and ACTIVITIES

GOAL 1

Children and teens will have the books, media, and electronic resources they need to satisfy their curiosity and to explore topics of personal interest.

Objectives

- 1.1. By FY2011, the circulation of juvenile non-fiction will increase from 15,926 (FY2007) to 18,300 (~15%).
- 1.2. By FY2011, a minimum of 90% of the children surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.
- 1.3. Annually, a minimum of 70% of teens surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.

Activities

- Create special displays to promote the collections
- Provide one-on-one assistance, as well as appropriate printed material, to increase awareness of the catalog and electronic databases
- Conduct class visits to promote library services
- Conduct tours of the library for groups of school children, scouts, etc.
- Offer book-based programs
- Promote reading by offering book talks in classrooms
- Produce read-alike pathfinders so children who enjoyed the books of one author will be aware of other similar titles
- Expand and enhance the collections
- Purchase more beginning reader books to stimulate interest early

GOAL 2

Adults will have the resources they need to explore topics of personal interest and to continue to learn throughout their lives.

Objectives

- 2.1. By FY2011, the circulation of adult non-fiction will increase from 35,891 (FY2007) to 41,275 (~15%).
- 2.2. By FY2011, a minimum of 90% of adults surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.
- 2.3. By FY2011, a minimum of 80% of adults surveyed who were looking for information or materials to explore a topic of personal interest will indicate the library's collection was very good or excellent.
- 2.4. By FY2011, a minimum of 90% of adults who attended a library program will evaluate the program as very good or excellent.

Activities

- Offer programs that highlight the collections
- Expand and enhance the collections
- Provide staff reviews to encourage readers to explore new topics
- Offer online services such as Reader's Choice that suggest titles in the reader's areas of interest
- Support book clubs
- Expand the popular "One Book" program
- Initiate a lecture series with tie-ins to the collections
- **Increase outreach to the Spanish-speaking population through advertising and programming**
- **Continue programming for and outreach to seniors**

GOAL 3

Residents of, and visitors to, Garfield County will have comfortable, attractive, safe, and welcoming places to meet and interact with others.

Objectives

- 3.1. By FY2011, the attendance at library facilities will increase from 340,904 (FY2007) to 375,000 (~10%).
- 3.2. By FY2011, the number of registered borrowers will increase from 29,052 (FY2007) to 32,000 (~10%).
- 3.3. By FY2011, 90% of library visitors will indicate that the library was a comfortable, attractive, safe, and/or welcoming place.

Activities

- Build, expand, or remodel library facilities
- Improve library maintenance
- Provide pleasing environments with flowers, plants, and/or art
- Increase the amount of comfortable furniture
- De-clutter buildings
- Welcome every person and provide excellent customer service
- Install attractive, useful, and consistent signage
- Update web site on a regular basis
- Ensure a safe environment for the public and the staff

GOAL 4

Young children (ages five and under) will develop a lifelong love of books, reading, and learning.

Objectives

- 4.1. By FY2011, the circulation of easy picture books will increase from 46,452 (FY2007) to 55,750 (~20%).
- 4.2. By FY2011, the number of young children attending programs in the library will increase from 10,121 (FY2007) to 12,650 (~25%).
- 4.3. By FY2011, the number of young children attending a program at a non-library location will increase to 900 per year.
- 4.4. By FY2011, a minimum of 90% of parents and caregivers surveyed will indicate that the library's services for young children are very good or excellent.

Activities

- Provide toddler hour/lap-sit programs

- Provide story hour programs for preschoolers
- Offer programs at non-library locations such as day care centers, Head Start centers, etc.
- Make the library a vital part of daycare/preschool providers' resources
- Implement early learning concepts in the Ready To Read Initiative of the Public Library Association
- Expand and enhance the collections for preschool children
- Increase participation in the Raising a Reader program
- Offer computers for preschoolers that provide age-appropriate software that makes learning to read fun

GOAL 5

Children (ages 6 -11) will have materials and programs that stimulate their imaginations and provide pleasurable reading, viewing, and listening experiences.

Objectives

- 5.1. By FY2011, the circulation of juvenile fiction will increase from 12,809 (FY2007) to 15,400 (~20%).
- 5.2. By FY2011, the circulation of juvenile media (CDs, videos, DVDs, etc.) will increase from 23,674 (FY2007) to 26,000 (~10%).
- 5.3. Annually, a minimum of 200 children will attend a library sponsored or co-sponsored program designed to stimulate their imagination.
- 5.4. By FY2011, the number of children participating in the Summer Reading Program will increase from 3,769 (FY2007) to 4,500 (~20%).

Activities

- Create displays that increase awareness of children's collections
- Expand collection of new, high-demand children's materials
- **Deliver materials from vendors to shelves in a timely manner**
- Expand partnerships with local schools
- Offer targeted educational programs for school-aged kids
- **Provide downloadable audio books and movies and promote their availability**
- **Encourage users to place holds on items that are on order but have not yet been received**

GOAL 6

Teens (ages 12 - 18) will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening experiences

Objectives

- 6.1. By FY2011, the circulation of young adult fiction will increase from 7,148 (FY2007) to 8,600 (~20%).
- 6.2. By FY2011, a minimum of 70% of teens surveyed will indicate that they found something good to read, listen to, or view at the library.
- 6.3. Annually, a minimum of 200 teens will attend a library sponsored or co-sponsored program.

Activities

- Create displays and implement other techniques to increase awareness of teen collections
- Create teen areas in all libraries
- Provide programs for teens on topics of current interest such as gaming, technology, and book clubs
- Expand collection of new, high-demand teen materials
- **Deliver teen materials from vendors to shelves in a timely manner**
- Obtain feedback from teens on library collections and programs
- Expose teens to databases through one-on-one instruction or classes on how to use electronic resources
- **Provide downloadable audio books and movies and promote their availability**
- **Encourage users to place holds on items that are on order but have not yet been received**

GOAL 7

Adults will enjoy a wide variety of new and popular materials in various formats and languages.

Objectives

- 7.1. By FY2011, the circulation of adult fiction will increase from 45,813 (FY2007) to 50,400 (~10%).

7.2. By FY2011, the circulation of adult media (CDs, videos, DVDs, etc.) will increase from 56,249 (FY2007) to 64,500 (~15%).

7.3. By FY2011, a minimum of 90% adults surveyed will indicate that they found something good to read, listen to, or view at the library.

Activities

- Purchase additional copies of best sellers and other high-demand items
- Develop kits (books, discussion guides, etc.) to support book clubs
- **Deliver high-demand items from vendors to shelves in a timely manner**
- Provide downloadable audio books and movies and promote their availability
- Promote electronic databases through presentations and programs
- Encourage users to place holds on items that are on order but have not yet been received
- Offer lecture series on topics of local interest
- Offer classes or programs on popular subjects such as arts & crafts, computers, and investing
- Enhance and promote Spanish language collections and programs

GOAL 8

Adults and teens will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision making.

Objectives

- 8.1. Annually, a minimum of 60 adults and teens will attend library-sponsored programs related to local, national, or world affairs.
- 8.2. By FY2011, a minimum of 80% adults surveyed will indicate that they found the information they were seeking on a local, state, national, or world affairs topic.
- 8.3. By FY2011, the Library District will have implemented a “Be an Informed Citizen” page as part of its web site and will track the annual number of hits. The annual goal for the number of hits to this site will be 1,200.
- 8.4. By 2011, a minimum of 95% of adults surveyed who used the “Be an Informed Citizen” web site will indicate that web site was helpful and easy to use.

Activities

- Enhance web site to include easy and timely access to topics of local, state, national, or world affairs
- Partner with city, county, and state government to provide timely information and/or programs on topics of interest
- Convene community forums on topics of interest to local residents
- Provide and promote the availability of voter registration forms
- Provide state and federal tax forms

GOAL 9

Everyone will have high-speed access to the digital world to ensure that they can take advantage of the ever-growing resources and services available through the Internet.

Objectives

- 9.1. By FY2011, a minimum of 46,000 sessions per year will use library-provided computers to access the Internet (~50%). (FY2007- 23189) (Session = 30 minutes)
- 9.2. By FY2011, the number of hits on the District's web site will increase from 149,813 (FY2007) to 179,775 (~20%).

Activities

- Provide an adequate number of computers for public use
- Improve communication to patrons through email
- Provide up-to-date software applications available on public computers
- Ensure up-to-date computers in all facilities by implementing a regular replacement of equipment
- Utilize reservation software (such as PC Management) to schedule public computers
- Provide a color printer/copier at all locations
- Offer Wi-Fi access
- Provide laptop computers for use in the library
- Increase the number of electronic resources available in the libraries and available from off-site locations

GOAL 10

Residents will have convenient and timely access to services and programs that help them find, evaluate, and use information effectively.

Objectives

- 10.1. Annually, a minimum of 120 people will attend a library sponsored or co-sponsored computer training class.
- 10.2. By FY2011, 80% of people attending a library sponsored or co-sponsored computer training class will evaluate the class as very good or excellent.

Activities

- Offer computer classes on topics of interest
- Offer classes on databases to community groups
- Provide one-on-one help with computers
- Conduct school visits that focus on the availability and use of electronic resources
- Offer workshops for teachers on the availability and use of electronic resources

III. ORGANIZATIONAL COMPETENCIES and INITIATIVES

Organizational competencies will help the District achieve its service goals. While service goals provide direct benefit to community residents, organizational competencies provide indirect benefit to community residents by improving the District's effectiveness and efficiency.

Organizational competencies have been identified in eight key areas:

- External partnerships
- Fund raising
- Marketing and public relations
- Measurement and evaluation
- Operational efficiencies
- Organizational structure
- Policies
- Training and Staff development

Two or more initiatives accompany each organizational competency. These initiatives are projects that must be completed if their respective organizational competency is to be achieved. Each initiative has a date during the strategic planning period by which the initiative should be completed.

EXTERNAL PARTNERSHIPS

Organizational Competency 1

The Garfield County Public Library District will actively seek partnerships with organizations and institutions to enable the library to better serve its customers and achieve its service goals.

Initiative 1.1: By January 31, 2008, create and distribute a master list of all current partnerships and the obligations that the District has as part of those partnerships.
(Completed)

Initiative 1.2: By March 31, 2008, develop criteria that will be used to assess partnership opportunities.

Initiative 1.3: By October 31, 2008, initiate a review and approval process for the establishment of new partnerships.

FUND RAISING

Organizational Competency 2

The Garfield County Public Library District will partner with the Board of Trustees, the Friends organization of each library, and the Library Foundation to support and enhance library services.

Initiative 2.1: By April 31, 2008, determine the parameters within which any fund raising would need to be conducted.

Initiative 2.2: By August 31, 2008, develop a multi-year fund raising plan.

Initiative 2.3: By October 31, 2008, develop facility-related donor recognition policies.

MARKETING AND PUBLIC RELATIONS

Organizational Competency 3

The Garfield County Public Library District will actively promote its services through a variety of means.

Initiative 3.1: By May 31, 2008, implement a plan to increase awareness of library services amongst the county's Spanish-speaking residents.

Initiative 3.2: By June 30, 2009, begin implementation of recommendations of the marketing study.

MEASUREMENT AND EVALUATION

Organizational Competency 4

The Garfield County Public Library District will incorporate measurement and evaluation into its operational practices.

Initiative 4.1: By March 31, 2008, review the process by which library use data is collected, compiled, and distributed, and revise the process as necessary to provide relevant management data in support of the Strategic Plan.

Initiative 4.2: By January 31, 2008, develop methodology to regularly update the Library Board on progress on all objectives and initiatives included in the strategic plan.
(Completed)

Initiative 4.3: By April 31, 2008, distribute branch-specific item turnover rates to all library supervisors and update the reports on an annual basis.

OPERATIONAL EFFICIENCIES

Organizational Competency 5

The Garfield County Public Library District will utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.

Initiative 5.1: By September 30, 2008, identify processes that have the potential for being accomplished in a more efficient manner and appoint taskforces to study those that have the greatest potential for improving public service or reducing the amount of staff time required to complete the task.

Initiative 5.2: By December 30, 2008, implement a plan to catalog, classify, and process library materials that support user access to the collection and provide management data on the use of all portions of the collection.

Initiative 5.3: By July 31, 2008, implement an employee recognition program that acknowledges superior customer service and efforts to improve library processes and procedures.

ORGANIZATIONAL STRUCTURE

Organizational Competency 6

The Garfield County Public Library District will establish and maintain an organizational structure that supports its service priorities.

Initiative 6.1: By February 29, 2008, review current organizational structure and revise to support library service priorities. (Completed)

Initiative 6.2: By November 30, 2008, review and revise job descriptions to reflect activities that must be performed to accomplish the District's goals and objectives.

Initiative 6.3: By August 31, 2009, implement a compensation study that analyzes the internal equity of the compensation plan and compares it to appropriate local and state employers.

POLICIES

Organizational Competency 7

The Garfield County Public Library District will operate within a policy framework that reflects the organization's values and promotes effective and efficient service delivery.

Initiative 7.1: By June 30, 2008, complete a policy audit and evaluation of the District's public service policies.

Initiative 7.2: By February 29, 2008, develop timeline and process to revise the District's public service policies to ensure that they support the Library's values and goals.

Initiative 7.3: By August 31, 2008, complete the revision or development of public service policies that supports the District's values and goals.

TRAINING AND STAFF DEVELOPMENT

Organizational Competency 8

The Garfield County Public Library District will recruit, train, and deploy staff that provide and support quality customer service for all library users

Initiative 8.1: By June 30, 2008, produce a Staff Development Plan that identifies the training that will be needed by staff to implement the approved service goals and effective activities and proposes a methodology to provide the needed training.

Initiative 8.2: By September 30, 2008, develop and implement a New Employee Orientation program.

Initiative 8.3: By May 31, 2008, provide training for all staff on the procedures outlined in the District's Disaster Plan.

IV. NEXT STEPS

The Board of Library Trustees and the library management are committed to achieving the ambitious goals and objectives in this Strategic Plan. They will take the following steps to ensure its success:

- Distribute the Strategic Plan to elected and appointed county and municipal officials.
- Distribute the Strategic Plan to key stakeholders including, but not limited to, participants, local media, and library staff.
- Post the Strategic Plan on the District's web site so it is readily accessible to all community residents.
- Request an opportunity to discuss the Strategic Plan with representatives of the local media.
- Develop and distribute information to specific audiences, such as teachers, parents of young children, students, etc., that describes the services that are, or will be, available to them.
- Develop action plans that identify what will be done to accomplish each goal.
- Reallocate resources to ensure that the goals and objectives in the Strategic Plan are achieved.
- Identify potential partners and collaborate with them to achieve the goals and objectives in the Strategic Plan.
- Report regularly on the progress that has been made in achieving the goals and objectives and the organizational competencies and initiatives to the Library Board of Trustees.

GARFIELD COUNTY PUBLIC LIBRARY DISTRICT

BOARD OF TRUSTEES

2007 Board of Trustees

Cheryl Currier, President
Linda Levy, Vice President
Lynette O’Kane, Secretary/ Treasurer
Nella Barker
Lanny Kroh
Bill Lamont
Laura Wassmuth

2008 Board of Trustees

Nella Barker, President
Lynette O’Kane, Vice President
Lanny Kroh, Secretary/Treasurer
Bill Lamont
Laura Wassmuth
Marilee Rippy
Michael Weerts
Leta Terrell (Alternate)

LIBRARY STAFF COMMITTEE

Administration

Wilma Paddock – Business Manager/HR
Penny Shiel – Technical Services Manager

Branch Managers

Marilyn Murphy – Gordon Cooper Branch Manager
Pat Conway – Glenwood Springs Branch Manager
Ann Honchell – New Castle Branch Manager
Janine Rose – Silt Branch Manager
Judy Martens – Rifle Branch Manager
Holly Klinzman – Parachute Branch Manager

Administrative Staff

Kimberly Kucera – Administrative Assistant
Kelsey Been – Administrative Assistant

LIBRARY OVERVIEW

Vision Statement

The Garfield County Public Library District is the community hub that strengthens individuals, families and neighborhoods by connecting them to people and to relevant information, collections, programs and resources.

Mission Statement

We are passionate about making a difference in our community, one person at a time, by enriching lives and empowering people through relevant, accessible, high quality library services.

Garfield County Public Library District started out as the New Castle Library, which opened in 1938. In 1976, the county created the Garfield County Public Library System, which was made up of the libraries in Carbondale, Glenwood Springs, New Castle, and Rifle. A temporary building was opened in Silt in 1980 when they joined the Library System. A new library was opened in Parachute and a new library building was completed in Glenwood Springs in 1983. In 1984, new libraries were completed in Silt, Rifle, and Carbondale. In November 2006, the voters of Garfield County approved the formation of the Garfield County Public Library District, setting the stage for improvements to existing facilities either through remodeling or new construction. Additionally, the Library District secured a quarter cent sales tax to fund its operations.

Gordon Cooper Branch Library

76 S. 4th Street, Carbondale, CO 81623

(970) 963-2889

Mon: 10-8 Tue: 10-6 Wed: 10-8
Thur: 10-6 Fri: 8-5 Sat: 10-5

Silt Branch Library

600 Home Avenue, Silt, CO 81652

(970) 876-5500

Mon: 10-6 Tue: 10-8 Wed: 10-6
Thur: 10-8 Fri: 10-5 Sat: 10-5

Glenwood Springs Branch Library

413 9th Street, Glenwood Springs, CO 81601

(970) 945-5958

Mon: 10-6 Tue: 10-8 Wed: 10-6
Thur: 10-8 Fri: 10-5 Sat: 10-5
Sun: 1-5

Rifle Branch Library

107 E. 2nd Street, Rifle, CO 81650

(970) 625-3471

Mon: 10-6 Tue: 10-8 Wed: 10-6
Thur: 10-8 Fri: 10-5 Sat: 10-5
Sun: 1-5

New Castle Branch Library

402 W. Main, New Castle, CO 81647

(970) 984-2346

Mon: 10-6 Tue: 10-8 Wed: 10-6
Thur: 10-8 Fri: 10-5 Sat: 10-5

Parachute Branch Library

244 Grand Valley Way, Parachute, CO 81635

(970) 285-9870

Mon: 10-6 Tue: 10-8 Wed: 10-6
Thur: 10-8 Fri: 10-5 Sat: 10-5

ANNUAL REPORT- 2007

Administrative Headquarters: Rifle, CO

Population Served: 53,020

Number of Branches: 6

Number of Staff: 57

Registered Borrowers: 30,082

Overall Circulation: 257,749

Number of Visitors: 338,876

Reference Questions: 45,211

Programs: 583

Total Collection: 143,181

Materials Added: 23,495

BY BRANCH

	Circulation	Reference Questions	Visitors	Programs (Adult/Children)
Carbondale/Gordon Cooper	41,880	5,815	79,956	98
Glenwood Springs	58,945	18,022	87,232	101
New Castle	47,800	6,285	46,117	104
Parachute	26,441	3,712	31,822	49
Rifle	53,678	10,157	59,714	154
Silt	29,005	1,220	34,035	77
TOTAL	257,749	45,211	338,876	583

2007 Financial Report

Revenues	Sales Tax	\$ 3,585,766.76
	Interest	\$ 105,696.08
	Fines & Fees	\$ 52,578.68
	Grants, etc.	\$ 9,820.34
Total Revenues		\$ 3,753,861.86
Expenses	Employee Cost	\$ 1,851,068.00
	Library Materials	\$ 335,292.95
	Building Overhead	\$ 169,520.69
	Other Operating Expenses	\$ 547,471.31
	Capital Replacement	\$ 235,000.00
	Total Expenses	

**Garfield County Public Library District
Budget Worksheet 2008**

	<u>2008</u>	<u>Actual 2007</u>	<u>Actual 2006</u>	<u>Actual 2005</u>
EST. CASH BALANCE AS OF 12/31	1663048.42	1947540.18	1207255.71	654016.09
Income				
Sales Tax Income	3788592.00	3585766.76	2981328.33	2249741.54
Interest on Investments	40000.00	105696.08	64297.33	31511.90
Grants/Asset sales, etc		3350.00	10655.00	14441.82
E-rate Income	5000.00	6470.34	0.00	6396.42
Fines, Fees, Other Misc. Income	40000.00	52578.68	47578.32	43575.70
Total Income	3873592.00	3753861.86	3103858.98	2345667.38
Expenses				
TOTAL FOR WAGES & BENEFITS	2464839.24	1851068.67	1562557.78	1228015.31
TOTAL FOR LIBRARY MATERIALS	471447.26	335292.95	166091.59	117258.52
TOTAL PROFESSIONAL & TECHNICAL	199887.92	185027.93	147758.20	97793.98
TOTAL BUILDING OVERHEAD	188239.04	169520.69	109437.52	75957.35
TOTAL EQUIPMENT OVERHEAD	60052.60	44748.74	18772.52	9159.84
TOTAL OTHER OVERHEAD	357795.00	283604.72	216458.44	95917.64
Treasurer's Fee	75771.84	34089.92	27080.71	21671.76
Total Operating Expenses	3818032.90	2903353.62	2248156.76	1645774.40
Total Capital Expenses	55000.00	1135000.00	115417.75	146653.36
FUND BALANCE AT 12/31	1663607.52	1663048.42	1947540.18	1207255.71

COMMUNITY VISION STATEMENTS and SWOT ANALYSIS

COMMUNITY VISION

Picture your community ten years from now. Imagine that the community and its people have been successful beyond belief! It is a wonderful place everyone is proud to call home. Now describe the community. What makes it so wonderful? Next think about the children, teens, adults, and seniors. Consider educational level, income, race and ethnicity, religious groups, long-time residents, newcomers, etc. Why would they want to live in your community?

Remember, we're creating a vision for the community, not for the library.

SWOT ANALYSIS

Think about your community as it is now. What are the community's strengths? What are the community's weaknesses?

Then consider the future of your community. What opportunities and threats do you think the community will face in the coming years?

CARBONDALE

VISION STATEMENTS

- All residents will have access to recreational facilities.
- All residents will have the opportunity to participate in a mentoring program.
- Everyone has access to environmentally friendly, free public transportation.
- All residents have economic opportunities in Carbondale so they are not forced to commute to work.
- All residents will have access to truly affordable housing.
- All residents enjoy clean air, water, open spaces, and maintain a healthy life style.
- Everyone is safe.
- All residents believe that Carbondale is an integrated cohesive community.
- All residents will be aware of and appreciate the history (people, culture, architecture, etc.) of the community.

- All residents acknowledge that the diverse cultures and heritage of local residents have been incorporated into the life of the community.
- All residents feel connected to the community and believe they are an important part of the community.
- Local residents will also be a part of and integrated into a larger, regional community.
- Local residents will support efforts to maintain and develop the urban forests.
- All residents will have access to a high quality local public library.
- Everyone will have the opportunity and encouragement to learn to read and write English.
- Everyone who enters or exits Carbondale via Highway 82 or 133 will pass through an attractive area.
- Everyone will enjoy beautiful downtown Carbondale.
- Residents will have support in their efforts to avoid urban sprawl and commercial sprawl.
- Everyone will have access to a wide variety of locally-owned businesses.
- All residents will value and protect the natural resources of the area and understand the importance of “green living.”
- All residents will have access to a local urgent-care medical facility.
- All children will receive a quality public education (K – 16).
- All children will have enrichment opportunities outside of school.
- All children are safe.
- All children will have safe bike trails and walking paths to their local schools.
- Teens recognize that they have opportunities for engagement in the community.
- Teens are safe and have no fear.
- All adults will have access to ongoing education and training in support of job opportunities and lifelong learning.
- Adults who need assistance will have access to community services.
- Older adults will have local access to a variety of full-service, progressive care retirement options.
- Seniors will have opportunities to be engaged in the community.
- Seniors will have access to events and services.
- Children and older adults will have access to quality, affordable child care and eldercare services.
- Tourists will have access to a full service hotel.
- New residents, guests, and visitors will feel welcome and quickly learn about what Carbondale has to offer.
- Residents and visitors will enjoy a wide variety of outdoor recreation opportunities including bike paths, skateboard parks, ball fields, etc.

SWOT ANALYSIS**STRENGTHS**

- People and their love of Carbondale
- Active non-profit organizations
- Caring people
- Strong spirit of volunteerism
- Highly educated population
- Natural beauty
- Climate
- Recreational opportunities
- Cultural diversity
- Arts and KDNK
- Welcoming atmosphere
- Community activism and activists
- Responsible public servants
- People, for the most part, with above average intelligence, artistic talents, and well-educated
- Dual-language program in the public schools will start in September
- Talented people with diverse life experiences
- Positive, encouraging teachers
- Creative, innovative people
- Community has a human scale
- Numerous festivals
- High quality restaurants
- People know how to have fun

WEAKNESSES

- County government places adverse pressure on the community
- Bridge, traffic, and lots of cars
- Stress/overload on many people caused by economic situation
- High cost of living
- High cost of real estate
- Ethnic and economic divisions
- Lack of significant representation in county government
- Low tax base
- Lack of downtown public parking
- Lack of high skill/high paying jobs
- Lack of a teen center
- People who live outside town have no “voice” in what happens in the town

- Fragmentation – “them vs. us” mentality
- Lack of a serious economic base
- Children and people with disabilities have limited access to events – if you don’t have a car, your access is limited

OPPORTUNITIES

- Opportunity to agree on a healthy vision of the future
- Diversity
- Sustainability of the town
- Activists
- Encourage and support small businesses
- Build leadership in green culture – “green collar”
- Recreational tourism
- Promote eco-development, green industry with financial incentives to do it
- Expand vision of the arts to include the healing arts
- Financial resources
- Colorado Mountain College
- Increase tourism
- Increase agriculture on public lands
- More tax dollars available as property values go up
- Restaurants

THREATS

- Cost of living
- Lack of truly affordable housing
- Overpopulation
- Work and commute time leaves little time to enjoy life and take advantage of what the community has to offer
- Loss of unique identity as the community grows
- White flight from public schools
- Decrease in the number of students in the public schools
- Lack of trust in the educational system
- Increased cost of fuels
- Lack of ability to come to consensus on polarizing issues
- Government officials ignoring citizen input
- Climate changes
- Aging population – locally and entire western slope
- Differing values and vision between newcomers and long-time residents, and the tax implications of those differences

- Role that people can play in public arena is limited to those with time and resources
- Economic instability

GLENWOOD SPRINGS

VISION STATEMENTS

- Residents, regardless of age, will be active in the outside world and will enjoy the climate and picturesque beauty of the area.
- Everyone will enjoy accessible and affordable public facilities.
- Everyone will have easy access to public transportation and door-to-door service will be readily available to those residents who need it.
- Everyone will recognize the value of and benefit from living in a small town.
- Residents and tourists will not be negatively impacted by traffic.
- Residents and tourists will benefit from a vibrant downtown.
- Residents will be aware of the wide variety of activities that are happening in the community.
- Everyone in the community will have a passion for learning.
- Everyone will value living in an environmentally progressive green community.
- Everyone will contribute to preserving nature, open spaces, and enhancing the quality of life.
- Residents of all ages will value teens and support their connection with others in the community. Teens will not “disconnect.”
- Residents will live in a community where language is no longer a barrier.
- Residents will live in a community where economic barriers are diminishing.
- Residents will enjoy community-based safe places that foster cross-generational opportunities for interaction.
- Everyone will enjoy high quality, affordable access to the arts, theater, conference, and cultural venues.
- Everyone will have extended learning opportunities.
- Everyone will value diversity in its broadest sense: age, class, socio-economic, race, ethnicity, etc.
- Residents will be aware of the digital and economic divides and will work to minimize them.
- Everyone will benefit from the collaborative and cooperative efforts of local, county, and regional governments.
- Everyone will benefit from the comprehensive county-wide planning that recognizes unique local conditions while working together for the good of all.
- Everyone can read and write.
- Everyone is fluent in at least two languages.
- Children will be safe and live in an abuse-free environment.

- Children will exercise their imaginations, know how to play, and will have the time and support to do so.
- All children will have excellent health care that enables them to be happy and to learn in school.
- Children and teens will obtain a quality education regardless of the public school they attend.
- Teens will have spaces and places to gather where they can enjoy sports, a wide variety of entertainment, and socialize with one another.
- Teens will have knowledge of different racial and ethnic groups.
- Teens will understand real-life situations and this enlightenment will benefit them when they begin work and/or start their own families.
- Teens will continue to be tech-savvy and interested in learning about and using the latest technologies.
- Teens will be globally sophisticated and comfortable living in a world without borders.
- Teens will have jobs or volunteer opportunities that allow them to work with young children and serve as role models.
- Teens and adults will benefit from a strong and growing CMC.
- Adults will be able to obtain an undergraduate degree and/or a Masters degree in a variety of disciplines from a local institution of higher education.
- Adults will have local opportunities for professional jobs thereby minimizing the need for lengthy commutes to work.
- Adults will understand the importance of public services, public facilities, and public amenities and be willing to support their creation and operation.
- Parents will have access to high-quality, affordable day care for their children.
- Seniors will have the opportunity and means to interact with people of all ages.
- Seniors will have the information they need to live happy healthy lives and they will have opportunities for socializing with others in the community.
- Seniors will have the opportunity to work in jobs that are fulfilling.
- Retirees will be involved and be able to give-back to the community.
- Seniors, including local residents and tourists, will recognize the wide variety of tourist attractions and cultural opportunities available in the area.

COMMUNITY SWOT

STRENGTHS

- Love of outdoors and natural beauty
- Small town atmosphere
- Expanding tax base
- Passion for learning
- Proximity to I-70
- Friendly place

- Altruistic and generous population
- Lots of interaction with different people from around the world
- Lots of jobs
- Good public schools
- Good public facilities – hospital, high school, city and county government buildings, jail
- Low crime rate
- Availability of health care
- Reputation as a good tourist attraction
- Climate – no bugs
- Element of wealth
- Great community college
- Rich history
- Value on community gatherings
- Opportunities for involvement
- Outdoor recreation opportunities
- Cultural opportunities – symphony and the arts
- Very active non-profit sector – lots of programs available
- Access to lots of clean/good water
- Strong desire/commitment as a community to improve
- Values families
- Diversity in the economy
- Projected growth

WEAKNESSES

- Cost of living
- Lack of affordable housing
- Traffic issues
- Wrong kind of traffic (trucks) on Hwy 82
- Shortage of job opportunities for professionals
- Limited opportunities for higher education
- Challenge to maintain a healthy work/life balance due to long commute to work and the need for many people to have multiple jobs for economic reasons
- Racism – fear of cultural diversity
- Low rate of pay for many jobs
- Limited space to build
- Long drive to a big airport
- No meeting space for large groups
- Lack of a big library

- Lack of a big theater and visual arts center
- Availability of illegal drugs
- No dedicated senior center
- Few methods of communication – only one English language newspaper and one Spanish language newspaper
- No tradition of local giving
- Negative impacts of oil and gas industry
- Sewage treatment plant downtown
- Rapid growth
- Construction costs and the complexity of local construction

OPPORTUNITIES

- Create a civic center with a library, theater, conference center, arts center
- Upcoming local and national elections – opportunity for change
- Address traffic problems with a bypass
- Development of the confluence area around City Hall
- Increased tax base
- Lots of smart people – opportunity to collaborate
- Regain downtown local stores
- Improve way-finding/signage
- Increasing diversity
- Everyone to become bi-lingual
- Recognize that the community goes beyond the city limits
- Create a diversity of housing types
- Expand tourism
- Be the health center for this area – build on existing strength
- Incorporate new ideas from new residents
- Become a knowledge center
- Be the best little green community in the nation

THREATS

- Local violence
- Rapid/unplanned growth
- National terrorism event
- Ethnic divide
- Wildfires
- Wildlife is threatened by growth
- Global warming

- Traffic
- Loss of a sense of community and being a real town – threat of becoming a “fake town” like Vail
- Inability to deliver the needed public and social services
- Exclusivity and affordability of some residential areas – second homes with part-time residents
- Gated communities
- Increased tax liability
- Lack of cooperation between city and county governments
- Increased impact of tourism

NEW CASTLE

VISION STATEMENTS

- Residents will be able to live and work in New Castle.
- All residents will have access to locally-managed family retail businesses.
- All residents will participate in locally-planned events and be aware of the variety of those events.
- Residents of all ages will have access to facilities where inter-generational activities occur.
- All residents will have access to a complete public sports/recreational complex.
- Residents and tourists will benefit from the recreational activities made possible by the river.
- Residents will be knowledgeable about environmental issues and will be environmentally sensitive.
- All residents will maintain the integrity of the community in the midst of development by achieving a balance between growth and green spaces/parks.
- All residents will have access to an effective local public transportation system in order to take advantage of available services.
- Residents will have more places to worship.
- Children will have access to quality arts, recreation, and educational programs.
- Teens will have access to after-school activities that provide a foundation for their working lives and develop their personal interests.
- Young families will have access to affordable housing and quality day care.
- Seniors will have access to assisted living and long-term care facilities in town.
- Local government officials will be pro-active planners and will ensure the availability of affordable housing and maintain quality of life in the community.

SWOT ANALYSIS**STRENGTHS**

- Caring local residents
- Generational influence and input
- Centrally located for entire valley
- Natural beauty/setting
- Climate
- New, good schools
- Room for growth
- New residents with new ideas
- Community history
- Pioneer spirit
- Basic medical needs met
- Great bank
- Volunteerism
- Outdoor activities
- Warm and inviting atmosphere
- Good library with supportive staff
- Diversity – age, economic condition
- Increased property values

WEAKNESSES

- No intra-community public transportation
- High cost of living
- Lack of affordable housing
- Size of community not apparent to non-residents
- Lagging infrastructure
- Lack of bike trails
- Language barriers
- Lack of coordination/communication regarding community events
- Lack of economic development
- Poor planning for growth – water/sewer/traffic
- Outside investors
- Public service and other jobs pay less than in other communities

OPPORTUNITIES

- Build green
- Control/manage development

- Become a destination for outdoor activities
- Become a more geographically integrated community
- Make the ugly railroad corridor more beautiful
- Build a bigger, better, stronger, library

THREATS

- Gas and oil industry
- Loss of population and revenue when gas and oil industries leave due to economic recessions
- Environmental threats – fire/water/pollution
- Railroad corridor
- Traffic
- Uncontrolled growth
- Loss of agricultural areas and green spaces
- Brain drain – no jobs for kids when they finish school
- Ethnic polarization
- Over-population

PARACHUTE AND SILT

VISION STATEMENTS

- All residents will have access to affordable housing.
- All residents will benefit from the community's ability to maintain its small town flavor and not turn into suburbia.
- All residents will value and maintain the uniqueness of their community.
- All residents will benefit from planned growth.
- Residents will have access to a variety of locally owned restaurants.
- Residents will value and support the continued agricultural presence in the area.
- All residents will benefit from the establishment of a wildlife corridor.
- All residents will benefit from the creation of an attractive entrance into Silt.
- All residents will benefit from a green vibrant community that includes businesses, parks, a movie theater, and a middle school. (Silt)
- Residents will benefit when City Hall functions move to Roy Moore (or move with the Police Department to a location near the Post Office) and the current City Hall building becomes a community center complimenting an expanded library on the block. (Silt)
- All residents will have access to bike paths that come into downtown and go to the river. The Grand River ditch could be piped over and turned into a bike path. (Silt)
- All residents will have access to a more inclusive parks system.
- All residents will have access to parks that have working bathrooms. (Silt)

- All residents will have access to a recreation center or community hub that includes a swimming pool, senior center, volleyball courts, etc. (Silt)
- Residents will have access to a local daily newspaper. (Silt)
- Residents will be aware of the activities and services that are locally available. (Silt)
- Children will have local access to a wide variety of cultural activities. (Silt)
- Children will be able to walk to school.
- Children will participate in programs such as DARE with local police officers.
- Children and teens will have a safe place to go and things to do when they are not in school.
- Children will attend events at a great activity center designed for them. (Parachute)
- Parents and their school-aged children will have a variety of quality educational choices. (Parachute)
- Parents who home-school their children will benefit from a home-school organization that supports their efforts to provide a quality education for their children. (Parachute)
- Adults will be aware of and partake of the wide variety of locally available cultural opportunities. (Parachute)
- Adults will have access to an excellent community college.
- Seniors will have access to a senior center. (Silt)
- Newcomers will be welcome and will quickly become part of the community. (Parachute)

SWOT ANALYSIS

(The letter P following the entry means it applies to Parachute. S following the entry means it applies to Silt.)

STRENGTHS

- Land available for development (S)
- Community involvement (S)
- Eclectic people (S)
- Best weather (S)
- Nice family neighborhoods (S)
- Library staff (S)
- Accessibility to Glenwood Springs and Grand Junction, and then able to “go home” (P)
- Small town feel (S)
- 24-hour vet on call (S)
- Best historical museum in the valley (S)
- Excellent facilities and infrastructure (P)
- Excellent long-range planning (P)
- Affordable, but becoming less so (S)
- Creative, artistic, talented people (S)
- Retirement community, highly educated professionals (P)

- Kind, generous people (S)
- Scenery (S)
- Closeness to outdoor recreation (S)
- Diversity of wildlife (S)
- Diversity in length of time residents have lived in the community – old-timers and new residents (S)
- Rural community (S)
- Location (S)
- Wide variety of cultural programs, educational classes, concerts (P)
- Biggest island in Colorado River (S)
- Median income is as high as Glenwood Springs (S)
- Town is the best kept little secret (S)
- Small enough to still be friendly (S)

WEAKNESSES

- Transient population (S)
- Lack of retail (S)
- Transportation issues – without a car, you’re stranded (S)
- Gas rigs – environmental impact (S)
- Lack of city government support (S)
- Low value placed on education for children; parents not involved with schools (P and S)
- No community center or community hub (S)
- Inadequate number of literacy volunteers to meet community need (S)
- No vocational training for teens or adults (S)
- Lack of plumbers and other skilled trades (S)
- Lack of cohesive zoning (S)
- No newspaper (S)
- Insufficient amount of positive interaction between police officers and kids (S)
- Good old boys are reluctant to acknowledge that community is changing (S)
- Racial divide and racial tension – unwilling to recognize that it exists (S)
- No middle school (S)
- No recreation center (S)
- Lack of water (S)

OPPORTUNITIES

- Make as much money off of oil as possible, while possible (S)
- Capture some of economic development from I-70 (S)
- New library now that there is a library district (S)

- Solar energy (S)
- Not so developed that changes can't be made and direction can't be charted (S)
- Get to direct where we're going (S)
- Silt name (S)
- Harness senior "power" and plug it into the community (P)
- Publish results of Community Planning Committee meeting and use them to start/continue the conversation (S)

THREATS

- Environmental and health issues from gas industry (S)
- Town government (S)
- Lack of planning for future (S)
- Lack of water (S)
- Sewer problems (S)
- Teens and adults on drugs (S)
- Apathy (S)
- Being dependent on oil and gas industry and what happens to them (S)
- Greed (S)
- Demise of agriculture (S)
- Racial divisions (S)
- Deterioration of the nuclear family (S)
- Transient workers (S)
- Lack of bio-diversity (S)
- Traffic (S)
- Lack of affordable housing (S)
- Difficulty of attracting people to public service jobs; applicants can't afford to live here (S)
- Children being left in the care of children – latchkey kids (S)
- Increase in crime (S)
- No focal point/place for kids to go (S)
- Kids without a vision of their prospects or possibilities (S)
- Not enough people caring about the community (S)
- Not being able to work where you live (S)
- Lack of available jobs (S)

RIFLE

VISION STATEMENTS

- Residents can live, work, and play in Rifle.
- People can find affordable housing.
- Everyone will enjoy a vibrant and pedestrian friendly central business district.
- Residents and visitors will have opportunities to experience a broad range of culture including all forms of the arts, humanities, history, and architecture.
- Residents will be aware of the wide variety of community activities and services.
- People of all ages will participate in multi-generational activities.
- Recreation enthusiasts will have the ability to utilize various quality facilities that enable them to participate in a variety of programs.
- All residents will have access to a centrally located health/wellness/activity center that offers a wide variety of events.
- Residents will have a multi-modal transportation system including bike paths and places to walk that ensure that they have transportation options beyond their personal car.
- Everyone can access the open spaces and natural environment.
- All residents will have benefited from multicultural education and exchanges and will understand and value the culture of others.
- Residents of all ages will have the time to volunteer.
- All pre-school children will have access to affordable, certified pre-school programs.
- All children will graduate from high school.
- All teens will have a variety of year-round activities.
- Adults will have access to continuing education.
- All seniors will have the resources to become healthy 95 year-olds.
- Children and adults with special needs will have access to educational and recreational programs that are tailored to their needs.
- Newcomers will be welcome in Rifle.

SWOT ANALYSIS

STRENGTHS

- Visionary leadership
- Young people
- Wonderful library system
- Friendly post office staff
- Natural beauty – mountains and the river
- Healthy job market
- Grass roots involvement

- Lots of history
- Community college
- Involved community that voted to support parks and recreation
- Great place to raise a family
- New medical facility
- Location – I-70 corridor
- Wal-Mart and City Market
- Growth
- Resourceful, creative, and involved people
- Pioneering spirit
- Volunteers are welcome
- Investment of CMC
- Good economy
- Increased tax revenues
- People who want to live here
- Vibrant Chamber of Commerce
- Tourism
- Intact downtown

WEAKNESSES

- Lack of affordable housing
- Lack of workers whose skills match local needs
- Growth
- Lack of understanding of and respect for other cultures
- Traffic
- Lack of parking downtown
- Greed – high rents
- Inability of infrastructure and public services to keep pace with growth
- Isolation – some newcomers don't feel welcome
- Lack of child care
- High gas prices
- Increased needs outweigh revenues – there is a high expectation for services
- Newcomers have expectations based on previous places they lived – when these expectations aren't met, friction occurs
- Lack of arts and theater

OPPORTUNITIES

- Increased diversity in population
- Opportunity to plan for diversified growth
- Technology workers
- Capture funding from energy companies
- Become a carbon-neutral city
- More jobs in town
- Opportunities for mixed-use development
- Co-location of public facilities with commercial facilities: libraries with a restaurant, day care, laundromat, housing, etc.
- Community involvement
- Exploit/enhance tourism
- Go off-the-grid
- Community gardens

THREATS

- Small mindedness
- Bust economy
- Oil shell boom
- Pollution/environmental issues/unknown health issues
- Inability to retain teachers, doctors, etc. due to high cost of living
- Aging infrastructure
- Lack of education
- Drugs and crime
- County and CDOT not as collaborative as they need to be if city is to flourish
- Divided development – two town centers
- Becoming largest community in county – government power implications

SERVICE RESPONSES BY COMMUNITY

SERVICE RESPONSE	CA	GS	NC	RI	SI	POINTS	RANK
Satisfy Curiosity: Lifelong Learning	1	1	1	2	1	6	1
Visit a Comfortable Place: Physical and Virtual Spaces	2	4	8	3	3	20	2
Create Young Readers: Early Literacy	3	5	5	1	6	20	2
Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	7	2	3	5	4	21	4
Be an Informed Citizen: Local, National, and World Affairs	7	12	2	6	2	29	5
Learn to Read and Write: Adult, Teen, and Family Literacy	5	6	6	10	6	33	6
Connect to the Online World: Public Internet Access	7	8	11	4	5	35	7
Understand How to Find, Evaluate, and Use Information: Information Fluency	4	3	13	7	8	35	7
Succeed in School: Homework Help	10	7	11	12	10	50	9
Know Your Community: Community Resources and Services	11	12	4	12	12	51	10
Discover Your Roots: Genealogy and Local History	14	10	7	10	15	56	11
Express Creativity: Create and Share Content	13	9	13	9	12	56	11
Celebrate Diversity: Cultural Awareness	6	12	16	7	16	57	13
Make Informed Decisions: Health, Wealth, and Other Life Choices	15	11	17	12	9	64	14
Welcome to the United States: Services for New Immigrants	12	15	18	16	11	72	15
Get Facts Fast: Ready Reference	16	15	13	18	12	74	16
Make Career Choices: Job and Career Development	16	17	10	15	16	74	16
Build Successful Enterprises: Business and Non-Profit Support	18	17	9	17	18	79	18

Only 2 people from Parachute participated in the dotting exercise. Their top choices were Satisfy Curiosity: Lifelong Learning and Create Young Readers: Early Literacy.

SERVICE PRIORITY RECOMMENDATIONS

DISTRICT PLANNING COMMITTEE SERVICE PRIORITY RECOMMENDATIONS	RANK
Satisfy Curiosity: Lifelong Learning	1
Create Young Readers: Early Literacy	2
Visit a Comfortable Place: Physical and Virtual Spaces	2
Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	4
Be an Informed Citizen: Local, National, and World Affairs	5
Learn to Read and Write: Adult, Teen, and Family Literacy	6
Connect to the Online World: Public Internet Access	7
Understand How to Find, Evaluate, and Use Information: Information Fluency	7
Succeed in School: Homework Help	9
Know Your Community: Community Resources and Services	10
Discover Your Roots: Genealogy and Local History	11
Express Creativity: Create and Share Content	11
Celebrate Diversity: Cultural Awareness	13
Make Informed Decisions: Health, Wealth, and Other Life Choices	14
Welcome to the United States: Services for New Immigrants	15
Get Facts Fast: Ready Reference	16
Make Career Choices: Job and Career Development	16
Build Successful Enterprises: Business and Non-Profit Support	18