



Strategic Plan outline 2026-2029

Mission:

“Nurturing community connections and empowering curiosity through service, resources, inclusive spaces, and meaningful discovery.”

Vision:

“Lone Cone Library is the heart of our community; a welcoming place where everyone belongs, opportunities are discovered, and doors to information and connection are always open.”

Values:

Community: *Providing welcome and orderly space to learn, focus, explore, discover, and have fun together*

Service for the Public Good: *A caring helpful staff who don't give up on patron information needs*

Life-Long Learning: *Building the bridge between K-12 education and life-long learning*

Sustainability: *Prioritizing long-term stability through responsible budgeting, sustainable operations, and evolving services*

Strategic Focus-Year 1 of 3-year plan

1. Financial Stability

- a. Goal: Write grants that align with the mission, vision, and values
 - i. Action: Who: Staff, mainly Kerry, Evan, & Jordon
 - ii. Action: What: Finding grants
 - iii. Action: Where: Grant Station & Colorado Grants Guide
 - iv. Action: By When: Varies, but as time allows
 - v. Action: Why: To increase funding for programs and events, thus increasing operational money that wasn't spent on programs and events
 - vi. Action: How: research
 - vii. Implementation: Resources needed: grant portals, staff time
 - viii. Implementation: How measured: Setting a goal of either grants awarded or money awarded for grants

***SMART Goal:** By April 30, 2027, staff members Kerry, Evan, and Jordon will research and apply for relevant grant opportunities using GrantStation and the Colorado Grants Guide, dedicating scheduled time each month to identify and pursue funding. Success will be measured by securing at least 5 grants or \$10,000 in grant funding, in order to expand programming and events while preserving operational funds that would otherwise be allocated to those areas.

- b. Goal: Fundraising with the Friends of the Library
 - i. Action: Who: Friends of the Library
 - ii. Action: What: Fundraising
 - iii. Action: Where: Norwood community
 - iv. Action: By When: April 2027
 - v. Action: Why: To be able to fund items and/or programs for the Lone Cone Library
 - vi. Action: How: By the fundraisers they have selected
 - vii. Implementation: Resources needed: Volunteers
 - viii. Implementation: How measured: Amount of money brought in

***SMART Goal:** By April 30, 2027, the Friends of the Library will plan and carry out fundraising activities within the Norwood community, using volunteer support to execute the events they have selected. Success will be measured by raising at least \$2,500 in funds, which will be used to support programs and priority needs for the Lone Cone Library.

- c. Goal: Seek donors
 - i. Action: Who: Library staff
 - ii. Action: What: engage in discussions with patrons, advertise needs/wants, attend community meetings
 - iii. Action: Where: in person and on social media
 - iv. Action: By When: April 30, 2027
 - v. Action: Why: to increase the number of donors the library has
 - vi. Action: How: word of mouth and visibility
 - vii. Implementation: Resources needed: staff time and social media platforms
 - viii. Implementation: How measured: gain of at least 5 new donors
- *SMART Goal:** By April 30, 2027, library staff will engage in ongoing outreach efforts by connecting with patrons in person, promoting library needs and opportunities for support on social media, and participating in community meetings throughout the Norwood area. Using staff time and available communication platforms, these efforts will increase visibility and strengthen community relationships. Success will be measured by securing at least 5 new donors, supporting the sustainability and growth of the Lone Cone Library.
- d. Goal: Build reserves to fund:
 - i. Emergency funds (eventually 6 months operating)
 - 1. Action: Who: Staff, mainly Kerry
 - 2. Action: What: Monitor the outgoing expenditures and add funds to the emergency funds bi-weekly to ensure 1 month of expenses are deposited

3. Action: Where: At the library
4. Action: By When: April 30, 2027
5. Action: Why: There is very little in the emergency funds meant to sustain the library in the event of an emergency
6. Action: How: Careful budgeting and careful spending
7. Implementation: Resources needed: staff time, money
8. Implementation: How measured: have approximately \$22,000 in the emergency fund

***SMART Goal:** By April 30, 2027, library staff, led by Kerry, will monitor outgoing expenditures and contribute to the emergency fund on a bi-weekly basis at the library, using careful budgeting and spending practices. These efforts will strengthen the library's financial stability and preparedness for unexpected needs. Success will be measured by building and maintaining an emergency fund of approximately \$22,000, equivalent to one month of operating expenses.

ii. Capital funds for landscaping and building maintenance

1. Action: Who: Staff, mainly Evan and Kerry
2. Action: What: Will search for grants that allow for capital campaigns
3. Action: Where: GrantStation, Colorado Grants Guide, and on the internet
4. Action: By When: April 30, 2027
5. Action: Why: To be able to begin some landscaping improvements in 2027
6. Action: How: Time, effort, and teamwork
7. Implementation: Resources needed: internet, staff time
8. Implementation: How measured: The team will have identified and applied to at least 2 options that can offer capital campaign money.

***SMART Goal:** By April 30, 2027, library staff, led by Evan and Kerry, will identify and pursue grant opportunities that support capital campaigns by conducting research through GrantStation, the Colorado Grants Guide, and other online sources. Using dedicated staff time, collaboration, and consistent effort, these activities will support planned landscaping improvements beginning in 2027. Success will be measured by identifying and applying to at least 2 grant opportunities that provide funding for capital projects.

iii. TABOR reserves (3%)

1. Action: Who: Kerry
2. Action: What: Make sure to have 3% of annual revenue in a fund at all times
3. Action: Where: In the Emergency Fund
4. Action: By When: April 30, 2027
5. Action: Why: To be in compliance with Colorado state law
6. Action: How: Careful budgeting and careful spending
7. Implementation: Resources needed: staff time, money
8. Implementation: How measured: By having \$16,350 in the Emergency reserve specifically for TABOR

***SMART Goal:** By April 30, 2027, Kerry will ensure that the library maintains at least 3% of annual revenue in the Emergency Fund through careful budgeting and responsible spending practices. This effort will ensure compliance with Colorado state TABOR requirements and strengthen the library's financial stability. Success will be measured by maintaining approximately \$16,350 in the emergency reserve designated specifically for TABOR compliance.

2. Programming-build up library culture across all age groups

a. Goal: School Partnership

- i. Work study students to help with tech, after-school homework help

1. Action: Who: Norwood Public School Middle/High School Students- with help from library and school staff
2. Action: What: help elementary, middle, and other high school students with homework
3. Action: Where: at the library
4. Action: By When: October 31, 2026
5. Action: Why: to fill a needs for the helpers as well as for students that need help
6. Action: How: pair helper students with students that need help and provide space to help assist
7. Implementation: Resources needed: volunteers and meeting space
8. Implementation: How measured: this program will have at least two pairs of students

***SMART Goal:** By October 31, 2026, Norwood Public School middle and high school students, with support from library and school staff, will provide peer-to-peer homework assistance to elementary, middle, and fellow high school students at the library. Using volunteer time and designated meeting space, students will be paired to foster both academic support and leadership development, addressing a need for tutoring while creating meaningful opportunities for student engagement. Success will be measured by establishing at least 2 active student pairs participating in the program.

- ii. Calendar communication (events and sports conflicts)
 1. Action: Who: Todd Bissell to Kerry
 2. Action: What: Communicate the event and sports schedule every month
 3. Action: Where: Over email

4. Action: By When: Monthly through the school year starting in May, 2026
5. Action: Why: So the school and the library can plan activities, events, and programs that are mutually beneficial to both entities and do not overlap services and strengthen the collaboration
6. Action: How: Specific and frequent communication
7. Implementation: Resources needed: Time and effort
8. Implementation: How measured: Kerry will have the May 2026 school event/sports/activities schedule by April 24, 2026

***SMART Goal:** Beginning in May 2026 and continuing monthly throughout the school year, Todd Bissell will provide Kerry with the Norwood Public School events, sports, and activities scheduled via email through consistent and timely communication. This effort will support coordination between the school and the library, helping to align programs, avoid scheduling conflicts, and strengthen collaboration for the benefit of the community. Success will be measured by Kerry receiving each monthly schedule in advance, with the May 2026 schedule received by April 24, 2026.

b. Goal: Outreach

- i. Host an annual “Library Open House Day” open house
 1. Action: Who: Library staff
 2. Action: What: Host one day annually for a Library Open House day
 3. Action: Where: At the library
 4. Action: By When: April 30, 2027
 5. Action: Why: To show community members that don’t ordinarily come into the library where things are and what we offer

6. Action: How: By planning some mini programs and giving a tour
7. Implementation: Resources needed: staff time, money for snacks
8. Implementation: How measured: On the Library Open House Day, at least 4 new community members will come into the library

***SMART Goal:** By April 30, 2027, library staff will host an annual Library Open House Day at the library, featuring mini programs and guided tours to introduce community members to available spaces, resources, and services. Using staff time and modest funds for refreshments, this event will increase awareness and engagement among individuals who do not regularly visit the library. Success will be measured by welcoming at least 4 new community members to the library during the Open House event.

- c. Goal: Increase Library of Things (move budget money from books)
 - i. Action: Who: Library Staff and community members
 - ii. Action: What: Use more of the budget to purchase items the community needs and/or has requested to have in the Library of Things
 - iii. Action: Where: At the library
 - iv. Action: By When: April 30, 2027
 - v. Action: Why: To better meet the community's needs for one time use items or unusual, often expensive, items to share
 - vi. Action: How: The library will take requests for and donations of items that the community needs or wants.
 - vii. Implementation: Resources needed: money, space to house larger items
 - viii. Implementation: How measured: The Library of things will have at least 8 new items.

***SMART Goal:** By April 30, 2027, library staff, with input from community members, will expand the Library of Things by using more of the budget to purchase items that meet community needs or have been requested by patrons. The library will accept requests and donations for one-time-use or unique items, using available funds and space to house larger items. Success will be measured by adding at least 8 new items to the Library of Things, increasing access to resources that might otherwise be costly or unavailable for individual use.

d. Goal: Increase “tween” and teen (12-15) programming

i. Tweens/teen programming

1. Action: Who: Staff
2. Action: What: Brainstorm, discuss, and implement new tween/teen programs
3. Action: Where: At the library
4. Action: By When: April 30, 2027
5. Action: Why: Tweens and teens are often overlooked for programming and with the group of youth in Norwood that are interested in being together, this age group needs interesting programs to facilitate that togetherness in a safe and structured environment.
6. Action: How: By polling the youth to see what programs and/or activities they might be interested in and then implementing those programs
7. Implementation: Resources needed: Teen advisory, staff, space
8. Implementation: How measured: The library will implement at least 3 tween/teen programs that are attended regularly by 3 or more teens.

***SMART Goal:** By April 30, 2027, library staff will brainstorm, discuss, and implement new programs for

tweens and teens at the library to provide safe, structured opportunities for social connection and engagement. Using input from youth through polls, as well as support from teen advisors, staff, and library space, these programs will reflect the interests and needs of Norwood's youth. Success will be measured by implementing at least 3 tween/teen programs that are attended regularly by 3 or more participants each.

- ii. Increase SRP (Summer Reading Program) 10%
 1. Action: Who: Staff, mainly Jordon and Hollie
 2. Action: What: Have tween/teen events for Summer Reading Program
 3. Action: Where: At the Library/Park
 4. Action: By When: June 1, 2026
 5. Action: Why: in 2025, there were no tween/teen participants in the Summer Reading Program
 6. Action: How: recruit tweens/teens as they come into the library to register for the Summer Reading Program by showing them the prizes and what they need to do to get them.
 7. Implementation: Resources needed: staff time, money for prizes,
 8. Implementation: How measured: At least 4 youth (aged 12-15) will register for the Summer Reading Program
- *SMART Goal:** By June 1, 2026, library staff, led by Jordon and Hollie, will host tween and teen events for the Summer Reading Program at the library and/or nearby park to engage youth aged 12–15. Staff will recruit participants as they visit the library by sharing program details, prizes, and participation requirements. Using staff time and funds for prizes, success will be measured by registering at least 4

tweens/teens for the Summer Reading Program, increasing youth participation from the previous year.

e. Goal: Increase senior programming

- i. Partnering with AARP for senior programming (livable communities/aging in place, digital wellness, fraud prevention)
 1. Action: Who: Kerry and Nina, with staff
 2. Action: What: Implement the Library Pilot Program through AARP
 3. Action: Where: At the library
 4. Action: By When: June 30, 2026
 5. Action: Why: To increase awareness for senior topics and opportunities
 6. Action: How: Attending the orientation and becoming licensed to hold senior trainings
 7. Implementation: Resources needed: staff time, AARP workbooks and training, room use
 8. Implementation: How measured: Kerry and Nina will be trained, and at least 3 seniors will attend each training offered

***SMART Goal:** By June 30, 2026, Kerry and Nina, with support from library staff, will implement the AARP Library Pilot Program at the library by completing required orientation and becoming licensed to offer senior-focused training. Using staff time, AARP training materials, and library space, these efforts will increase awareness of topics and opportunities relevant to older adults in the community. Success will be measured by Kerry and Nina becoming fully trained and by hosting training attended by at least 3 seniors per session.

- ii. Tech times with instructional materials (Savvy Seniors)

1. Action: Who: Evan and staff

2. Action: What: Host a weekly Senior Savvy Tech time to help with technology
3. Action: Where: At the library
4. Action: By When: Weekly starting in March 2026
5. Action: Why: To attempt to streamline tech-related issues and provide time for peers to help each other as well
6. Action: How: Offer the Tech Time weekly
7. Implementation: Resources needed: Evan's time
8. Implementation: How measured: At least 8 seniors will attend Tech Time per month

***SMART Goal:** Beginning in March 2026 and continuing weekly, Evan, with support from library staff, will host a Senior Savvy Tech Time at the library to assist older adults with technology and provide opportunities for peer-to-peer support. Using staff time and dedicated library space, these sessions will help streamline common tech-related issues and increase confidence in using digital tools. Success will be measured by engaging at least 8 seniors per month in Tech Time sessions.

iii. Senior lunch outreach

1. Action: Who: Rhonda, Nina, or other staff
2. Action: What: Attend senior lunch
3. Action: Where: Currently at Town Hall
4. Action: By When: Weekly
5. Action: Why: To discuss upcoming library classes for seniors, distribute flyers, and encouraging seniors to attend
6. Action: How: By attending senior lunch
7. Implementation: Resources needed: flyers, staff time
8. Implementation: How measured: At least 3 seniors will attend a class based upon the flyers

***SMART Goal:** Beginning immediately and continuing weekly, Rhonda, Nina, or other library staff will attend the senior lunch at Town Hall to share information about upcoming library classes, distribute flyers, and encourage participation. Using staff time and printed materials, these outreach efforts will increase awareness and engagement among senior community members. Success will be measured by at least 3 seniors attending a library class as a result of this outreach.

3. Internal Processes

a. Goal: Increase staff salaries

- i. Action: Who: Board and Interim Director
- ii. Action: What: Work the annual budget to be able to increase salaries for staff
- iii. Action: Where: At the library
- iv. Action: By When: January 2027
- v. Action: Why: To try to get Lone Cone Library staff closer or equal to the state average for pay
- vi. Action: How: By incrementally increasing staff salaries at least annually, if not bi-annually
- vii. Implementation: Resources needed: Funds
- viii. Implementation: How measured: Staff will receive at least a 2% raise each year

***SMART Goal:** By January 2027, the Board and Interim Library Director will develop and manage the annual budget to support incremental increases in staff salaries at the library. Through responsible financial planning and allocation of available funds, these efforts will move staff compensation closer to state average pay levels. Success will be measured by providing staff with at least a 2% salary increase annually, supporting retention, equity, and long-term sustainability of library services.

- b. Goal: Clarify staff roles & responsibilities (avoid adding more than capacity/workload reprioritization)
 - i. Action: Who: All staff
 - ii. Action: What: Clarify their roles and keep a list of additional duties they do
 - iii. Action: Where: On their job description and Google Drive (accessible to the Interim Library Director)
 - iv. Action: By When: January 31, 2027
 - v. Action: Why: To maintain their level of workmanship without overloading themselves with additional duties
 - vi. Action: How: By seeing what their capacity is and what they might not be able to add to their job
 - vii. Implementation: Resources needed: Staff time
 - viii. Implementation: How measured: All staff will have updated their job descriptions and have their list of additional duties available to management by January 31, 2027

***SMART Goal:** By January 31, 2027, all library staff will review and clarify their roles and responsibilities by updating their job descriptions and maintaining a list of additional duties in a shared Google Drive accessible to the Interim Library Director. Using staff time and ongoing reflection on workload and capacity, these efforts will support balanced responsibilities, prevent overload, and maintain a high level of service. Success will be measured by all staff completing updated job descriptions and providing a documented list of additional duties to management by the deadline.
- c. Goal: Provide staff growth opportunities
 - i. Action: Who: All staff, mainly the Interim Library Director
 - ii. Action: What: Find and attend growth opportunities (webinars, seminars, classes, etc.)
 - iii. Action: Where: By using any of the resources available

- iv. Action: By When: January 1, 2027
- v. Action: Why: To continue to develop and grow their position
- vi. Action: How: Research
- vii. Implementation: Resources needed: Funds, time, staff coverage
- viii. Implementation: How measured: Each staff will have identified and attended at least 2 opportunities to increase their knowledge and better help patrons and the library

***SMART Goal:** By January 1, 2027, all library staff, led by the Interim Library Director, will identify and participate in professional growth opportunities, including webinars, seminars, and classes, using available resources and dedicated staff time. Through ongoing research and coordination to ensure coverage, these efforts will support staff development, strengthen skills, and enhance the library's ability to serve patrons effectively. Success will be measured by each staff member identifying and attending at least 2 professional development opportunities that contribute to their knowledge and role within the library.

- d. Goal: Increase front desk volunteers to free up time
 - i. Action: Who: Staff, Board members, and friends of the Library
 - ii. Action: What: increase volunteers for the library by identifying teens through adults that might be willing to learn the library system
 - iii. Action: Where: In the community
 - iv. Action: By When: December 31, 2026
 - v. Action: Why: To allow community members to see how the library is run and assist librarians with tasks
 - vi. Action: How: Attending events and encouraging people to volunteer at the library
 - vii. Implementation: Resources needed: Staff, board, and friends time
 - viii. Implementation: How measured: The library will see an increase of at least 3 new volunteers by the deadline, and/or current volunteers will volunteer at least 4 hours per month

***SMART Goal:** By December 31, 2026, library staff, Board members, and Friends of the Library will increase front desk volunteer support by identifying and recruiting teens and adults in the community who are interested in learning the library system. Through outreach at community events and direct engagement, these efforts will expand volunteer involvement, provide insight into library operations, and help free up staff time for additional services. Using staff, Board, and Friends' time, success will be measured by adding at least 3 new volunteers and/or increasing current volunteer contributions to at least 4 hours per month.

4. Landscaping Plan (greenhouse/gardening, outdoor classroom, learning (story) walks, science exploration, reading nooks, amphitheater)

a. Goal: Break down master plan into smaller portions

- i. Action: Who: Staff and Board
- ii. Action: What: Take the original master grounds plan and break it into even smaller areas
- iii. Action: Where: On the grounds
- iv. Action: By When: December 31, 2026
- v. Action: Why: The master plan, as it is, is daunting and difficult to break into smaller, more cost effective groups
- vi. Action: How: By determining if the master plan, as it is, is still relevant, and if not, to break into smaller parts that are
- vii. Implementation: Resources needed: Staff and Board time
- viii. Implementation: How measured: If the master plan is broken down into more phases than on the original document

***SMART Goal:** By December 31, 2026, library staff and Board members will review and refine the existing master grounds plan by evaluating its current relevance and breaking it into smaller, more manageable phases for implementation on the library grounds. Using staff and Board time, these efforts will create a more realistic, cost-effective approach to future improvements and planning.

Success will be measured by revising the master plan into a greater number of clearly defined phases than outlined in the original document, allowing for more achievable and strategic progress.

b. Goal: Seek capital campaign funds (TF/GoCO)

- i. Action: Who: Staff, mainly Kerry and Evan
- ii. Action: What: Seek out funders that can fund a capital campaign based off the master plan segments
- iii. Action: Where: In the community, and using Grant Station and the Colorado Grants Guide
- iv. Action: By When: December 31, 2027
- v. Action: Why: To find funding to help start the grounds development
- vi. Action: How: Research and teamwork
- vii. Implementation: Resources needed: Staff time, grants access
- viii. Implementation: How measured: At least 3 options for capital campaign funds will be identified and applied for

***SMART Goal:** By December 31, 2027, library staff, led by Kerry and Evan, will identify and pursue funding opportunities for a capital campaign to support phased grounds development based on the master plan. Through research using GrantStation, the Colorado Grants Guide, and local community connections, and with dedicated staff time and collaboration, these efforts will build financial support for future improvements. Success will be measured by identifying and applying to at least 3 capital campaign funding opportunities that align with the library's ground development goals.

c. Goal: Host "volunteer day" to help with smaller projects

- i. Action: Who: Friends of the Library with Evan and staff
- ii. Action: What: Will have an annual Volunteer day for volunteers to do specific projects throughout the library
- iii. Action: Where: At the library

- iv. Action: By When: Annually in the beginning of May starting in May 2027
 - v. Action: Why: To spread the word about what the library needs as well as give volunteer opportunities to the community members and/or students that might need them.
 - vi. Action: How: By advertising through social media, the school, and the local media and preparing a list of several things the the library needs done
 - vii. Implementation: Resources needed: Flyer, person to organize volunteers to tasks, lunch
 - viii. Implementation: How measured: The first year (2027) there will be 10 volunteers that attend
***SMART Goal:** Beginning in May 2027 and continuing annually, the Friends of the Library, with support from Evan and library staff, will host a Volunteer Day at the library to complete small projects and engage community members in supporting library needs. Through outreach via social media, the school, and local media, and by preparing a list of specific tasks, these efforts will increase community involvement and awareness while providing meaningful volunteer opportunities. Using staff time, coordination support, and modest resources for materials and refreshments, success will be measured by engaging at least 10 volunteers at the initial 2027 event.
- d. Goal: Increase community partnerships (school, Parks & Rec, Town of Norwood (not to duplicate community needs))
- i. Action: Who: Staff, Friends of the Library, and Board members
 - ii. Action: What: Continuously engage with community members to form and keep partnerships
 - iii. Action: Where: Throughout the community and surrounding communities
 - iv. Action: By When: December 31, 2026

- v. Action: Why: To reduce the number of duplicated programs and events, to save all parties funds, to collaborate with the partners to bring more, and larger, events and programs into the community
- vi. Action: How: By attending each other's board meetings and event planning meetings
- vii. Implementation: Resources needed: staff, Board, and Friends time
- viii. Implementation: How measured: Someone associated with the library will attend at least 4 meetings for other organizations within the year 2026

***SMART Goal:** By December 31, 2026, library staff, Friends of the Library, and Board members will strengthen and expand community partnerships by engaging with local organizations, including the school, Parks & Recreation, and the Town of Norwood, through regular attendance at board and event planning meetings. Using staff, Board, and Friends' time, these efforts will reduce duplication of services, maximize shared resources, and support collaborative programs and events that better serve the community. Success will be measured by library representatives attending at least 4 meetings with partner organizations during 2026 to build and maintain active partnerships.