

2026 Strategic Plan 1-pager for the LONE CONE LIBRARY

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, Service for the Public Good, Lifelong Learning, Sustainability

Strategic Focus (Priority Areas):	Financial Stability	Programming	Internal Processes	Landscaping Plan
Goals	<ol style="list-style-type: none"> 1. Write grants that align with mission 2. Fundraise w/Friends of the Library 3. Seek donors 4. Build reserves to fund 	<ol style="list-style-type: none"> 1. School partnership 2. Outreach 3. Increase the Library of Things 4. Increase tween/teen programming 5. Increase senior programming 	<ol style="list-style-type: none"> 1. Increase staff salaries 2. Clarify staff roles/responsibilities 3. Provide staff growth opportunities 4. Increase volunteers 	<ol style="list-style-type: none"> 1. Break down master plan 2. Seek capital campaign funds 3. Host "volunteer day" 4. Increase community partnerships
	Strategic Objectives	Strategic Objectives	Strategic Objectives	Strategic Objectives
	<ol style="list-style-type: none"> 1. 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. 	<ol style="list-style-type: none"> 1. Beginning in May 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, while strengthening coordination between the school and library through consistent communication. Todd Bissell, or an appointed contact person, will provide Kerry with monthly school events, sports, and activities schedules via email in advance to support program planning, avoid scheduling conflicts, and enhance collaborative efforts. Using volunteer time, designated meeting space, and ongoing communication, these efforts will foster academic support, student leadership, and stronger school-library partnerships that benefit the broader community. Success will be measured by establishing at least 2 active student pairs participating in the homework help program by October 31, 2026, and by Kerry receiving each monthly schedule in advance, with the May 2026 schedule received by April 24, 2026. 	<ol style="list-style-type: none"> 1. 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. 	<ol style="list-style-type: none"> 1. 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.
	<ol style="list-style-type: none"> 2. 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. 	<ol style="list-style-type: none"> 2. 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. 	<ol style="list-style-type: none"> 2. 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. 	<ol style="list-style-type: none"> 2. 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 grounds development goals.
	<ol style="list-style-type: none"> 3. 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. 	<ol style="list-style-type: none"> 3. 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. 	<ol style="list-style-type: none"> 3. 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. 	<ol style="list-style-type: none"> 3. 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.

<p>4. By April 30, 2027, library staff, led by Kerry, with support from Evan, will strengthen the library's financial stability by maintaining required reserves, building emergency savings, and pursuing capital funding opportunities. Through careful budgeting, responsible spending, and bi-weekly contributions to the Emergency Fund, staff will ensure compliance with Colorado state TABOR requirements while increasing overall financial preparedness. At the same time, staff will identify and apply for grant opportunities through GrantStation, the Colorado Grants Guide, and other online sources to support capital improvements, including landscaping and building maintenance projects beginning in 2027. Using dedicated staff time, collaboration, and consistent effort, success will be measured by maintaining at least \$16,350 in TABOR-designated reserves, building and sustaining an Emergency Fund of approximately \$22,000 (one month of operating expenses), and identifying and applying to at least 2 grant opportunities that provide funding for capital projects.</p>	<p>4. Between June 1, 2026, and April 30, 2027, library staff, led by Jordon and Hollie, will engage tweens and teens in Norwood through Summer Reading Program events and additional library programs to provide safe, structured opportunities for social connection, learning, and engagement. Staff will recruit participants for the Summer Reading Program by sharing program details, prizes, and participation requirements, and will continue to design new programs based on youth input through polls and guidance from the teen advisors. Using staff time, library space, and funds for prizes, success will be measured by registering at least 4 tweens/teens for the Summer Reading Program and implementing at least 3 new tween/teen programs that are regularly attended by 3 or more participants each.</p>	<p>4. 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.</p>	<p>4. 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.</p>
	<p>5. Beginning in March 2026 and continuing through the year, library staff, led by Evan, Kerry, and Nina, with support from Rhonda and additional staff, will expand senior engagement by offering weekly Senior Savvy Tech Time sessions, implementing the AARP Library Pilot Program, and conducting regular outreach at the weekly senior lunch at Town Hall. Staff will complete required AARP training and licensing, provide ongoing technology assistance, and share information about library programs through in-person communication and flyers. Using staff time, training materials, and library space, these efforts will increase awareness, participation, and access to resources for older adults in the community. Success will be measured by Kerry and Nina becoming fully trained, hosting trainings attended by at least 3 seniors per session, engaging at least 8 seniors per month in Tech Time, and encouraging at least 3 seniors to attend a library class as a result of outreach efforts.</p>		