RED FEATHER LAKES COMMUNITY LIBRARY STRATEGIC PLAN

2015 Revision, version of June 24, 2015

Effective date of this document extended through December 31, 2014 by vote of the Red Feather Mountain Library District Board of Trustees on May 28, 2014.

Red Feather Mountain Library District Vision:

Welcome… Enter here to imagine, read, think, learn, connect with each other and explore the world.

Red Feather Mountain Library District Mission:

Revised and approved by the Red Feather Mountain Library District July 24, 2013.

At Red Feather Mountain Library District, *People Come First*. We meet community interests by enhancing the individual experience through the printed, spoken and visual word; through programming, lifetime learning, literacy and early childhood skills. We are a social and cultural gathering place and a community good neighbor.

Contents

1. COLLECTIONS

Goal: Red Feather Lakes Community Library will develop and maintain an updated collection that informs, entertains, challenges and responds to the needs and interests of a dynamic community of patrons.

The library is currently at carrying capacity in terms of materials shelved and new materials added annually. The collection needs to be matched to materials removed from the collection.

Objective A: Library acquisitions will be patron-centered and demand-driven.

Materials purchased are designed to maximize patron use, enjoyment and interest. Subject areas of limited interest or limited use will be minimally purchased.

- Who: Library Director, Staff, Materials Selection Committee
- When: Ongoing
- Cost: Staff time
- Measure of Success: Determined by survey

Objective B: The library will continue acquiring electronic collections

Collection will be developed as determined by patron interest. This may include both individual EBooks available for circulation through patron-supplied technology, limited library supplied technology, and/or electronic databases that are available online to registered library-card holders.

- Who: Staff and volunteers
- When: Ongoing as funds become available
- Cost: Staff time, possible technology costs, and budgeted funds
- Measure of Success: Determined by patron usage data

Objective C: The library will meet or exceed current Colorado Public Library Standards at or above the 50th percentile level for appropriate categories.

- Who: Library Director and Library Board of Trustees
- When: Annual evaluation
- Cost: Staff time
- Measure of Success: Statistical data indicating above 50% in all appropriate categories

Objective E: Cataloging will meet appropriate state and national standards.

- Who: Library Director, staff, and volunteers
- When: Ongoing

- Cost: Staff time
- Measure of Success: Cataloging meets appropriate standards

2. RESOURCE SHARING

Objective A: The library will explore and actively cultivate resource sharing or consortium purchasing options when those options allow for improved or more efficient access or significant cost savings.

- Who: Library Director and Staff
- When: Ongoing
- Cost: Staff time, budgeted funds as available
- Measure of Success: Use of loan processes and resource sharing data

Objective B: The library will continue to use or better exploit existing Colorado and national resource sharing frameworks including but not limited to; AspenCat, Swift, ALA-interlibrary loan, and OCLC.

- Who: Library Director and Staff
- When: Ongoing
- Cost: Staff time
- Measure of Success Effective use of staff time data and survey

3. FACILITIES

Goal: Continue to provide a functional, safe and inviting facility that also allows for changing priorities

Objective A: Maintain and improve facilities as needed or anticipated.

- Who: Library Director, Finance Committee, Board
- When: Ongoing and as needed or anticipated.
- Cost: Staff time, supplies and material, budgeted funds
- Measure of success: Appropriately-maintained facilities per above goal.

Objective B: Collect staff/patrons observations and ideas for improving space utilization

- Who: Library Board, Library Director, staff
- When: Ongoing collection of input
- Cost: Staff time
- Measure of success: Collected input

Goal: The Red Feather Lakes Community Library will be open sufficient hours to meet community needs

Objective A: Operational hours will include morning, afternoon, evening, and weekends:

- Who: Library Board Library Director, staff
- When: Ongoing
- Cost: Library Director, Staff time, budgeted funds
- Measure of success: Library usage statistics and favorable patron comments

Objective B: Analyze Library open hours to determine if changes are warranted

- Who: Library Board Library Director, Policy Committee, Staff
- When: Ongoing
- Cost: Staff time, budgeted funds
- Measure of success: Library usage statistics and patron comments

4. FUNDING/FINANCE

Goal: Project financial needs for the Library and implement increased funding actions.

Objective A: Complete 5 year financial projection for the Library

- Who: Director, Financial Librarian, Volunteer, CPA, Board
- When: Began process in 2011; completed fall 2011; present to Board winter 2011: Adjust figures as funding planning continues
- Cost: Staff time, CPA service charge (budgeted)
- Measure of Success: Completion of projection to assist in financial planning

Objective B: Update giving/donor guidelines

- Who: Director, Friends, Volunteers, attorney and/or CPA

- When: Ongoing
- Cost: Staff time, office supply budget, CPA fee, legal fees
- Measure of Success: Develop and make available giving/donor guidelines

Objective C: Review funding opportunities and develop grant proposals as needed

- Who: Staff, Grant Committee
- When: Ongoing
- Cost: Staff time, office supply budget, postage
- Measure of Success: Grants are obtained successfully with sufficient time for reports

5. GOVERNANCE

Overview: The Red Feather Lakes Community Library is governed by the Red Feather Mountain Library District, a division of Colorado State Government. A Board of Trustees representing residents of the service area is approved by Larimer County Commissioners. The Board does not participate in day-to-day operations of the library. *Please refer to Library Governance Check List attached.*

Goal: The library will remain in compliance with all Federal and Colorado laws affecting libraries.

Objective: The Director and the Board of Trustees will establish a time or method for an annual review of compliance. Issues may be assigned to committees for later Board review.

Measure of success: Compliance

6. HUMAN RELATIONS/RESOURCES

Goal: Recognize that all people, including patrons, staff, volunteers, Boards, Friends of the Library, and members of the greater community, are our most valuable asset.

Objective A: Provide high-quality customer service and a pleasant patron experience by:

1. Participating in on-going training for customer service, technology, and other library-related skills.
2. Developing and maintaining training manuals, guides and policies as needed.

3.   Maintaining open staff circulation desk during hours of operation with attentive staff and volunteers.

- Who: Library Director, Staff and Volunteers
- When: Ongoing
- Cost: Training and office supply budgets, staff time
- Measure of success: Patron feedback

Objective B: Maintain a pleasant working atmosphere in the library for ~~patrons,~~ staff, and volunteers.

- Who: Library Director, Library Staff, Volunteers
- When: Ongoing
- Cost: Office supply budget and staff time
- Measure of Success: Use, effectiveness and feedback

Objective C: Improve staff satisfaction, internal communications, and employee effectiveness.

1.   Provide methods and opportunities for effective staff communication (meetings, feedback and reviews).
2.   Foster and encourage continuing education and professional development.
    - Who: Library Director, Staff and Volunteers
    - When: Ongoing
    - Cost: Time
    - Measure of Success: Use, effectiveness and feedback

Objective D: **Review all staff and compensation/benefits annually**

- Who: Library Director, Library Board
- When: Annually
- Cost: No budget needed
- Measure of Success: Completed as scheduled at least annually

7. MARKETING AND ADVOCACY

Goal: Market and promote library resources, services and programs.

Objective A: Develop a marketing plan that will promote library resources, services, and programs and target the means of promotion to the service, product or concept being promoted.

- Who: Library Board in consultation with Library Director
- When: TBD as time allows
- Cost: Library Board and staff time, office supply budget, technology budget
- Measure of Success: Marketing plan completed and implemented

Objective B: Continue to increase the public's awareness of library needs, resources, services and programs through a variety of media formats.

- Who: Library Board, staff and volunteers
- When: Ongoing
- Cost: Staff time, office supply budget, postage, printing, technology costs and materials
- Measure of Success: Public awareness and support

Objective C: Establish and foster relationships with businesses and community organizations.

- Who: Library Board, staff and, volunteers
- When: Ongoing
- Cost: Staff time, office supply budget and materials
- Measure of Success: Relationships developed

8. OUTREACH

Goal: Promote a helpful and friendly library that is fully cooperative with many others promoting shared services.

Objective A: Assist the Friends of the Library, and attend their Board meetings on a regular basis. Clearly distinguish between the responsibilities of the Friends and Library Staff.

- Who: Library board President, Library Director and assistant Librarian
- When: Ongoing
- Cost:, Staff time
- Measure of Success: Attendance and cost effectiveness

Objective B: Promote and Welcome Volunteers

- Who: Library Director, and staff
- When: Ongoing
- Cost: Staff time, training, office supplies, and budget
- Measure of Success: Effectiveness of program participants

Objective C: Establish cooperative relationships between the RFL Community Library, other libraries, library constituents, and local government agencies for shared services.

- Who: Library Director and staff
- When: Ongoing
- Cost: Variable program funding, office supplies, budget, and staff time
- Measure of Success: Successful relationships developed

9. SERVICES AND PROGRAMMING

Goal: Offer quality programs of targeted interest to the community.

Objective A: Evaluate current programming through the use of customer and community surveys, community studies, evaluations and other means appropriate to remain relevant to the community.

- Who: Program Committee, Library Director, staff, volunteers and presenters
- When: Administer surveys and evaluation forms (ongoing)
- Cost: Office supply budget and staff time and programming budget
- Measure of Success: Ongoing Program Committee review

Objective B: Coordinate and collaborate with community organizations to sponsor, co-sponsor, or offer programs.

- Who: Program committee, staff, volunteers and local organizations
- When: Ongoing
- Cost: Variable program funding, grants, office supply budget, programming budget, space costs and staff time
- Measure of Success: Response of sponsors and participants

Objective C: Use marketing plan and long range planning.

- Who: Program Committee, Library Director, staff, volunteers, Friends of the Library Board, Board of Trustees, and community leaders

- When: Ongoing
- Cost: Office supply budget and staff time
- Measure of Success: Attendance, evaluations and cost effectiveness

10. TECHNOLOGY

Goal: Utilizing technology to best meet the needs of the library

Objective A: Library technology will be appropriate to the tasks required in creating, maintaining and furthering library services.

Equipment will be purchased and installed that meets definite need and purpose.
- Who: Library Director and Staff
- When: As needed or appropriate
- Cost: Variable
- Measure of success: Continued and uninterrupted library service

Objective B: Library technology will be cost-effective and specific to need and use (e.g. not 'first tier', 'bargain basement' nor newly-introduced).

Library technology will be affordable, usable, and sufficiently specific to solve specific problems.
- Who: Library Board, Library Director and Staff
- When: As needed or appropriate
- Cost: Variable
- Measure of success: Within budget; continued or enhanced library service

Objective C: The library will meet or exceed Colorado Public Library Standards and comply with Colorado statute.

The Colorado State Library requires a library Technology Plan to be in place to apply for a number of technology-related grants. The library will develop and maintain a Technology Plan based on three years of anticipated needs.

Colorado law requires that internet access be filtered for minors. All publicly accessible machines will have filtering software installed that prevents – as best possible – access to inappropriate sites by minors while allowing override availability for adults on request.

- Who: Library Board, Library Director
- When: After the development of the initial document, every three years (or updated as needed)
- Cost: Staff time, hardware/software
- Measure of success: Viable plan in place; ability to apply for funding dependent on the presence of an up-to-date plan.

Objective D: Library technology will be sufficiently simple or complex to meet user and staff needs.

- Who: Library Director and Staff
- When: As needed or appropriate
- Cost: Variable
- Measure of success: Usable, documented library systems

Objective E: The library will have a continuous technology replacement plan in place.

Both hardware and software have finite life spans; eventually, a point will be reached in which the amount of staff time and library money expended in using existing technology will exceed the value of use from the technology. The library will replace both hardware and software **before** this level is reached.

The library will plan and budget sufficiently for technology updates and/or replacements.
- Who: Library Board, Library Director and Staff
- When: Annually
- Cost: Variable, with efforts made to develop a 'fixed cost cycle
- Measure of success: Ongoing, financially acceptable technology replacements and transitions

Objective F: The library will review and/or update the master technology plan every three years or as appropriate under changing circumstances.

- Who: Library Board, Library Director
- When: Every three years or otherwise following significant technology changes
- Cost: Administrative time
- Measure of success: Plan completed, reviewed annually and revised as needed

Objective G: The library circulation system will reflect current library practice and allow appropriate configuration or variability to meet local user needs.

The circulation system will meet current library needs and as well conform to commonly accepted public library standards and practice. The circulation system will allow for reasonable management capabilities and oversight and promote or enhance critical multiple-library activities such as interlibrary loan.
- Who: Library Director and Staff
- When: As needed
- Cost: Variable, but subject to planning and analysis
- Measure of success: Efficient, continuing library circulation and management.

Objective **H: Technology cost-savings programs (such as E-Rate and TechSoup) will be utilized when needed.**

- Who: Library Director and Staff
- When: As available or pertinent
- Cost: Administrative and Staff time

- Measure of success: Successful grant awards. The receipt of subsidies in reducing the library's financial technology burden.

Objective I: The library will pursue appropriate technology granting opportunities.

- Who: Library Board, Library Director and Staff
- When: As available
- Cost: Administrative and Staff time and resources
- Measure of success: The enhancement of current library technology, resources, or process or the offsetting of continuing library technology costs.

11. PLANNING

Goal: Planning should be an on-going process driven by changing circumstances, implementing community and patron needs, and to have a guide for management's actions.

Objective: Review this plan and change/amend it every three years.

Initial Strategic Plan created July 2007-October 2008;
Received and Reviewed by the Board of Trustees on October, 22, 2008.
Reviewed and Revised by the Board of Trustees on July 27, 2011.
To be reviewed every 3 years.

ATTACHMENTS

State Library Check List for Governance

o 1. Library has been established in accordance with state and local codes and ordinances, in conformance with Colorado Library Law CRS 24-90-105.

o 2. Library is in compliance with federal and state laws that affect library operations, including the American with Disabilities Act, the Fair Labor Standards Act, and the Colorado Confidentiality Law.

o 3. A map of the current service area population is made available to the Colorado State Library.

o   4. Maintain a written plan of emergency procedures and risk management plan.

o   5. Library Governing Authority assures that all residents of the library service area have access to tax-supported public library services.

o   6. Library Governing Authority is ultimately responsible for the library and its budget.

o   7. Maintain insurance covering property and liability, including volunteer liability covering errors and omissions.

o   8. Library has a Governing or Advisory Board with appointments and terms in compliance with state statute. Membership reflects the demographics of the population served by the library.

o   9. The Library Governing Authority actively recruits qualified candidates for Library Board openings.

o   10. Library Governing Boards have written bylaws that outline its purpose and its operational procedures and address conflict-of-interest issues. The bylaws are reviewed at least every three years and a current copy is sent to the Colorado State Library.

o   11. Library Board members receive a complete orientation including a tour of the Library, a Trustee manual, a copy of the bylaws, policies, Colorado Library Law, Colorado Public Library Standards and pertinent minutes and information on issues currently being considered by the Library Board.

o   12. Board meetings are regularly scheduled with a minimum of six per year. Meetings are open, in compliance with the Colorado Open Meetings ("Sunshine") law, CRS 24-6-401-402. The Library Director is present at all board meetings. Written minutes are available for distribution to the public.

o   13. Library Governing Authority has the responsibility for hiring the Library Director according to a written job description.

o   14. Library Governing Authority develops performance expectations for the Library Director, and uses them to annually appraise performance.

o   15. Library Governing Authority sets goals for its own continuing education and performance, and annually reviews their performance.

o   16. Library Governing Authority delegates the hiring of staff to the Library Director. Board members are not involved in the day-to-day operation of the library.

o   17. Library has written policies to govern library personnel, operations and services.

Policies include:
F Adoption of the ALA Library Bill of Rights

   F ALA Freedom to Read Statement
   F Freedom to View Statement
   F Board of Trustees Statement of Ethics
   F Professional Ethics
   F Access to Electronic Information, Services and Networks
   F Meeting Room usage
   F Confidentiality of patron records
   F Safety
   F Security
   F Internet Use (technology)

o 18. Policies are approved and reviewed regularly by Library Governing Authority. When needed, new policies are written, approved, implemented, and distributed.

o 19. Library uses surveys and other feedback tools and measures to determine the effectiveness of its services.

o 20. Library reports statistics in the Colorado Public Library Annual Report.

o 21. Library Governing Authority meets with elected officials and community members to inform them about library services and needs and advocates for the library.

o 22. Library Director writes procedures that are regularly reviewed and revised as appropriate and made available to staff.

o 23. Library Director regularly communicates with staff, not only sharing Library Governing Authority priorities, but also gathering significant staff concerns that may inform governing decisions.

o 24. Library Director prepares and presents a report to the Library Governing Authority at all regular meetings. Each report should address current library statistical and financial information, human resource matters, library programs, needs, problems, and successes.

o 25. The Library Director and the Library Governing Authority stay current with library related issues by way of the Colorado State Library (CSL), the Colorado Library Consortium (CLiC), the Colorado Association of Libraries (CAL), and the American Library Association (ALA) including Association of Library Trustees, Advocates, Friends, and Foundations (ALTAFF).

o 26. Library Director engages in activities, events, and publications in State (CAL), Regional (MPLA), and/or National (ALA) professional associations.

o 27. Library Director and/or the library organization is a member of the State professional organization - Colorado Association of Libraries (CAL.)

o 28. Library Director and the Library Governing Authority actively participate when critical legislative issues arise that affect the future of libraries.

Effective date of this document extended through December 31, 2014 by vote of the Red Feather Mountain Library District Board of Trustees on May 28, 2014.