

Red Feather Mountain Library District



Long Range Vision Plan

May 2008

Red Feather Mountain Library District

Long-Range Vision Plan

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Preface

Red Feather Mountain Library District Vision Statement

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

Red Feather Mountain Library District Mission Statement

The Red Feather Lakes Community Library is a vital gathering place that provides resources, programs, and technology to meet the diverse education, recreation, and information needs of the community, thereby enriching people's lives.

This report is the result of a long-range planning retreat conducted with the Board, Director and Youth Services Librarian of the Red Feather Mountain Library District in 2008. The purpose of this retreat, using surveys, observations, and interviews with the public, was to create a Long-Range Vision for the District. The findings here are intended to be used for planning by this and subsequent boards in setting policy and plans for said District.

Paul Joncas, President
Elizabeth (Bette) Sailors, Vice President
Judy Viola, Secretary
Pat Nelson, Treasurer
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Sarah Myers, Director
Karen Deane, Youth Services

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Introduction

The community of Red Feather Lakes is an unincorporated village located in northern Colorado about 50 miles northwest of Fort Collins. With a year-round population of almost 550, it also sees an influx of part-time residents in the summer months.

Red Feather Lakes, located among a group of 14 lakes, is about 50 miles northwest of Fort Collins. Six of the lakes are open to the public for trout fishing and boating. Nestled in the Roosevelt National Forest, it is an outdoor playground with much to offer residents and tourists: horseback riding, fishing, hiking, biking, off-road vehicle roads, and hunting. There is an abundance of wildflowers and wildlife. Look for elk, antelope, moose, mule deer, bears, quail, grouse, mountain lions, bighorn sheep and wild turkey. Wintertime brings cross-country skiers, snowmobilers, snowshoers and ice-fishing enthusiasts to the area.

Community services offered the Red Feather Lakes include the Red Feather Lakes Volunteer Fire Department, U.S. Post Office, Red Feather Lakes School, and the Red Feather Lakes Community Library.

The community is surrounded by several subdivisions including Beaver Meadows, Crystal Lakes, Glacier View Meadows, and Green Mountain.

The population tends to be more educated and more independent than the average rural Colorado population.

Present day Red Feather Lakes dates from the 1920's when local landowners envisioned a large resort community. The original subdivisions have been amended many times, and new ones have been added. Today there are 1627 residential lots, about half of which are developed. The regular summer population is estimated at 1,350, with about 450 people residing in the area year-round.

Besides potential growth in the area, the community is also influenced by growth in near-by subdivisions like Crystal Lakes and by visitors to area camps and resorts. Businesses and public facilities (i.e. the Post Office, elementary school, and library) in Red Feather Lakes provide services for a larger geographic area.

The Red Feather Lakes Area Plan was adopted as an element of the Larimer County Master Plan on August 10, 2006, by unanimous vote of the Larimer County Planning Commission and a unanimous recommendation for adoption from the Board of County Commissioners. The Red Feather Lakes Planning Advisory Committee

Community Demographics

As of the census of 2000, there were 525 people, 262 households, and 175 families residing in the CDP. The population density was 14.3 people per square mile (5.5/km²). There were 1,106 housing units at an average density of 30.2/sq mi (11.6/km²). The racial makeup of the CDP was 96.95% White, 0.95% Native American, 0.19% Asian, 0.19% from other races, and 1.71% from two or more races. Hispanic or Latino of any race was 2.29% of the population.

There were 262 households out of which 14.1% had children under the age of 18 living with them, 61.5% were married couples living together, 2.7% had a female householder with no husband present, and 33.2% were non-families. 27.1% of all households were made up of individuals and 10.3% had someone living alone who was 65 years of age or older. The average household size was 2.00 and the average family size was 2.40.

In the CDP the population was spread out with 13.0% under the age of 18, 3.0% from 18 to 24, 18.7% from 25 to 44, 40.4% from 45 to 64, and 25.0% who were 65 years of age or older. The median age was 54 years. For every 100 females there were 97.4 males. For every 100 females age 18 and over, there were 97.0 males.


The median income for a household in the CDP was \$33,527, and the median income for a family was \$40,714. Males had a median income of \$36,250 versus \$43,333 for females. The per capita income for the CDP was \$19,231. About 3.2% of families and 8.4% of the population were below the poverty line, including 26.7% of those under age 18 and 9.5% of that age 65 or over.


Larimer County

Population (year 2000): 525

Males: 259  (49.3%)


Females: 266  (50.7%)


Median resident age:  54.4 years

Colorado median age:  34.3 years


Red Feather Lakes

Estimated median household income in 2005: \$33,500 (it was \$33,527 in 2000)

Red Feather Lakes  \$33,500

Colorado:  \$50,652

Estimated median house/condo value in 2005: \$180,400 (it was \$134,400 in 2000)

Red Feather Lakes  \$180,400

Colorado:  \$223,300

Races in Red Feather Lakes:

- White Non-Hispanic (95.0%)
- American Indian (2.5%)
- Hispanic (2.3%)
- Two or more races (1.7%)

2008 cost of living index in Red Feather Lakes: 90.6 (less than average, U.S. average is 100)

For population 25 years and over in Red Feather Lakes

- High school or higher: 88.6%
- Bachelor's degree or higher: 15.5%
- Graduate or professional degree: 5.6%
- Unemployed: 0.0%
- Mean travel time to work: 30.2 minutes

For population 15 years and over in Red Feather Lakes CDP

- Never married: 10.3%
- Now married: 71.8%
- Separated: 0.0%
- Widowed: 10.5%
- Divorced: 7.4%

0 residents are foreign born

Red Feather Lakes : ■ 0.0%

Colorado: ■ 8.6%

According to our research there were **no registered sex offenders** living in this place in early 2007.

Median real estate property taxes paid for housing units in 2000:

Red Feather Lakes: ■ 0.7% (\$917)

Colorado: ■ 0.7% (\$1,132)

Red Feather Mountain Library District (RFMLD)

The Red Feather Lakes Community Library was established in 1969 by the local women's group with \$240 from the Larimer County Commissioners and 250 donated books on shelves from an abandoned store. The building you see on our home page was built in 1987 with community donations of land, labor, money and love. The Red Feather Mountain Library District was approved by voters with a 2.5 mill levy in the Election of November 2000 with funds arriving in January 2001. It is THE smallest library district in the state of Colorado covering just 37 square miles. We currently operate with the same 2.5 mill levy. The Red Feather Mountain Library District was created based on the 3 existing volunteer fire department districts including Red Feather Lakes, Crystal Lakes, and Glacier View Meadows.

The Red Feather Mountain Library District is not affiliated or connected with the Fort Collins Regional Library District. A new addition dedicated in August 2005 includes a children's area, meeting room and art gallery. This addition was paid for entirely with donations and grants. After the 2005 building project, the Library's total square feet is 3163. Operated by the Red Feather Mountain Library District, it offers full library services including a local history section, free high speed Internet access, copier, FAX service, audiobooks, videos and a toy lending library for children.

STAFFING

The District currently employs two full-time and one part-time employee for a total of 1.33 FTE. The District serves over 1500 people in the Red Feather region, over 1000 more than indicated in Red Feather Lakes in the 2000 Census. Use of the library has increased annually since its inception, with an average of – people served daily.

The District currently has 15-20 library volunteers and a number of volunteer committees including: book selection committee, program & events committee, policy & documents committee, and a grant committee. We also have a finance committee with board and community members.

SERVICES AND MATERIALS

The 2007 Library Research Services Annual Report ranks RMFLD 11th in library cards per capita (135%) showing that the library services more than the recognized population of its district. RMFLD is also ranked in the top 20 for program attendance. This report covers every public library in the state of Colorado, including the large Denver Metro libraries.

The District circulated almost 12,000 items in 2007 over 10,000 in 2006, and almost 8000 in 2005. Since 2000 the District was pretty steady at around 8000 materials circulated per year. In the last two years the District has seen an increase of 50% in circulation alone.

BUILDING

The 3,163 square foot building is at near capacity for materials and meeting space. As usage and population increases, as well as the need for more technology centers, the building will be inadequate within a few years. Considering its use as a Community Center as the only public building with regular operating hours in the region, this becomes even more important.

TECHNOLOGY

As technology progresses, demand for the newest technology increases. DVDs and MP3s are in high demand at libraries as well as remote access to materials through databases or e-books. The current trends in libraries are resulting in the downsizing of traditional formats, such as CDs and videotapes and the introduction of the newer technologies listed above. This increases the demand in the materials budget as collections are begun from scratch, as well as the cost associated with subscriptions to electronic formats and equipment.

The District currently offers wireless internet access at the library for its patrons.

Rural and rugged areas such as the Red Feather Lakes region are ideal candidates for these technologies as a way to increase service to remote areas. Yet the costs can be prohibitive due to the fact that rural areas tend to have less money available for public services.

Challenges:

FORT COLLINS REGIONAL LIBRARY DISTRICT

In 2007 the voters of Fort Collins approved the creation of the Fort Collins Regional Library District which encompasses all areas of Larimer County not covered by the existing libraries and districts: Estes Valley Library District, Loveland Public Library, Berthoud Public Library, Wellington Public Library, and the Red Feather Mountain Library District. In essence the new district encompasses the Red Feather Mountain Library District creating a land-locked area of 37-square miles. (illustration 1).

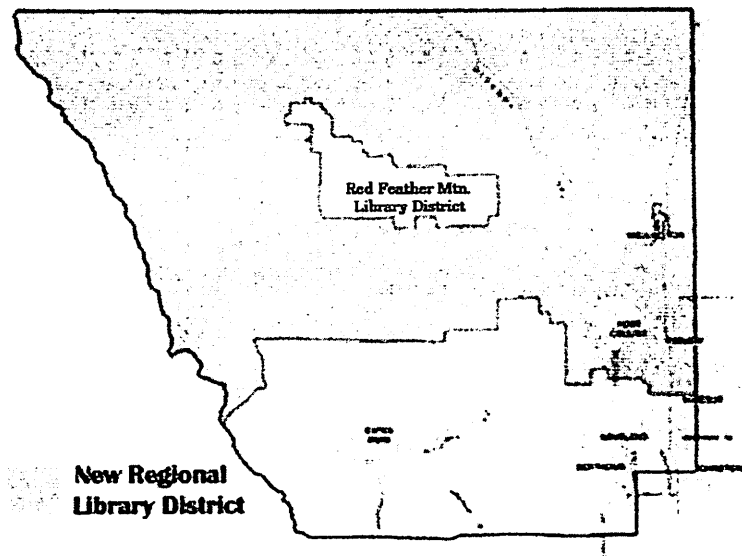


Illustration 1: Map of Fort Collins Regional Library District and location of Red Feather Mountain Library District within.

RED FEATHER LAKES ELEMENTARY SCHOOL

This is the only school in the Red Feather area and is Pre-K – 6th grade with a current enrollment of 49. Currently all students move on to Cache La Poudre Junior High in Laporte, 40 miles away, then to Poudre High School in Fort Collins, 45 miles away. The next nearest Elementary school is Livermore Elementary, 25 miles away. In the 2009-2010 school year the Poudre School District will move to the Middle Schools system, moving the 6th grades to Middle School and the 9th grades to High School. This will take RFL Elementary to Pre-K-5th grade cutting the enrollment to lower than the Poudre School District requires for funding. It is currently unknown what will happen with the Red Feather Lakes Elementary School. Also, fewer families are moving to the area due to the long commutes required by students after graduating from elementary school.

LIBRARY AS COMMUNITY CENTER IN UNINCORPORATED VILLAGE

Due to the fact that Red Feather Lakes is unincorporated there are no public services or buildings. Therefore Red Feather Community Library serves not only as library but as the community center for art, meetings, and communications. Fulfilling this role brings up issues not normally found in a public library, as well as dealing with issues such as water, sewer, and electricity in an area where it is 'every man for himself' when it comes to utilities.

POPULATION CHANGES AND ECONOMY

The growth of Red Feather Lakes is uncertain. Many upscale homes have been added as retirees move in. Job growth is minimal and salaries generally do not meet the required levels for living in the area. Economic and environmental issues are also impacting the area, as second homes are sold, retirees going back to work and unable to afford the commute to nearby Fort Collins, and the threat of the Pine Beetle infestation in the Natural areas affecting tourism.

FUNDING

Creating adequate and sustainable funding to maintain the services required by the Colorado Public Library Standards "which set forth the minimum standards for libraries [as stated] in the Definition of a Public Library in Colorado and specific developmental standards in which a library can examine its current services and set goals for better levels of service for its local community." ("Colorado Public Library Standards Fact Sheet" Appendix A) This includes having paid staff in the building during all opening hours. Volunteers may be used for staff support only. Mill Levy is current 2.5 and currently pays for 70-80% of the Operating Budget, which does not allow for expansion of services or staff.

5 to 10 Year Projection for the Red Feather Mountain Library District

HOURS

Increase hours and library services. Open during daylight hours 9 am to 5 or 6 pm and Sundays from 1-4.

FUNDING

Gain sustainable funding that pays for 90-100%% of the operating budget.

- Create 5 year increment financial planning.
- Increase Mill Levy
- Prepare sales tax plan for possible Village incorporation

Create RFMLD Foundation, separate from Community Foundation of Northern Colorado, to be used for special projects and other needs of the library.

- Development Director
- Planned Giving campaign

Actively pursue grants

- Capital expenses such as expansion, fixtures, and other building expenses
- Programming and materials
- Technology

Pursue Cooperative Relationships

- County or Regional Library
- State Library Cooperative Relationships
- Regional Library Organization
- Red Feather Historical Society
 - Space sharing options
 - Pooled resources
- Local boards and businesses

STAFF

Staff positions to be added:

- Admin Assistant / Business Manager / Development Coordinator
 - 1 FTE position to fulfill the duties of administrating the budget, facilities, assisting the Director, and seeking additional funding from outside sources.
- Technology and Technical Services (including ILL) –
 - 1 FTE Technology/IT position that oversees and conducts computer and database maintenance as well as collection maintenance, including cataloging and acquisitions.
 - 1 PT Technology/IT assistant
 - Outsourcing: this does not eliminate the need for an onsite position to take care of immediate issues and the cataloging of ephemera and donations.
 - In depth database maintenance and IT issues may be outsourced on as as-needed basis.

- Cataloging can be outsourced to vendors and items shipped in already cataloged to library specifications.
- Information Services: to handle onsite Reference and Circulation
 - 2 PT to allow for ease of scheduling for covering open hours.
- Volunteer Coordinator
 - 10-20 hour position to schedule and coordinate the volunteers that support the staff.
- Programming & Outreach
 - 1 FTE
- Youth Assistant
 - 1 PT
- Circulation and Collection Development
 - 1 FTE
- Contracting out facilities management

Create job descriptions for each position with specific duties. Create a job sharing option for each to allow for part-time professionals filling full-time positions.

TECHNOLOGY

Use technology such as self-check stations and walk up ready reference stations to augment staff and allow the staff to interact more with the community. Self-use stations also increase patron confidentiality in smaller geographical regions where privacy can be at a premium.

20 Year Projection for the Red Feather Mountain Library District

PROJECTION FOR RED FEATHER LAKES VILLAGE

The vision for the area in 20 years includes being incorporated with central water and sewer and infrastructure. It is a resort area with some industry, mainly in the High Tech and Communications fields which allow for working in remote areas. Larger and more comprehensive medical facilities in the area as well as mass transportation across the Front Range that increases access to the Red Feather Lakes region. Younger families populate the area giving rise to more schooling options for residents.

RFMLD

The library is envisioned as a communications and technology center working in collaboration with Fire Department and Emergency Communication Center

The library has more paid staff, a larger building, increased technology resources, as well as functioning as a communication and community center for the citizens of the region.

The library is envisioned as vital to the community as important for life-long learning.

The Healthy Brain Initiative: A National Public Health Road Map to Maintaining Cognitive Health, report from the CDC and the Alzheimer's Association, lists learning as a method to keep healthy neurological systems as prevention for neurological disorders such as Alzheimer's and Dementia. (Available at www.cdc.gov/aging and www.alz.org).

The library is supported through the Mill Levy, RMFLD Foundation Trust Fund, and other sustainable long term funding.

The RMFLD Friends of the Library are still a central to the community and connection of Library and to donor development.

Partnerships developed with regional libraries and library districts that include a change in the boundaries of the Fort Collins Regional Library District, or some other agreement, that allows for RMFLD to increase the size and Mill Levy of the district.

The library is established as a satellite education center for high school, college, continuing education, and distance learning.

RMFLD BULDINGS

The library is a 'Green' building that has minimal impact on the environment through the use of alternative energy sources.

The library and its satellites include
For the Staff

- Storage
- Flexible Space
- Staff Areas: Offices, work area, staff break room, staff restroom

For the Community

- Technology and Community Education Center
- Study carrels and reading areas for privacy, confidentiality, and quiet study areas.
- Fully Accessible
- Collaborative and multi-use meeting room with flexible dividers
- Community areas such as an Art Gallery, Friends Café, Gift Shop.
- Parking
- Exercise / Health Center
- Branch / Satellite Libraries across District
- Internet Kiosks and pickup boxes in the District for ease of library use in outer areas of the District.

Personnel

- Administration
 - Director
 - Business Manager
 - Development Director
- Information Services
 - Circulation
 - Reference
 - Interlibrary Loan
 - Outreach
- Youth Services
 - Children's Services Librarian
 - Teen Services
 - Programming
 - Collection Development
- Adult Services Librarian
 - Programming
 - Collection Development
- Technical Services
 - Database and Technology
 - Access Services
- Facilities
 - Custodial
 - Maintenance

Umbrella Issues:

PARTNERSHIPS

Create partnerships with local agencies, organizations, governments, and businesses. Maintain a voice in any decisions that impact the local growth and funds in the community.

Request a non-voting seat that represents the library district on local boards that impact growth and funding in the Red Feather Lakes region, such as the Red Feather Lakes Planning Advisory Committee.

Develop working relationship with the Fort Collins Regional Library District, which geographically encompasses RMFLD. Board to Board, staff to staff communication.

Other agencies to either partner or maintain open lines of communication with

- Local agencies: schools, fire departments, medical centers, Community foundations. .
- Area attractions and agencies: the Shambhala Mountain Center, Ben Delatour Scout Ranch, Magic Sky Ranch, and area church camps.
- Federal and state agencies: the Division of Wildlife, National Forest Service,
- Area Social and non-profit groups: the Red Feather Historical Society and property owner associations.
- Area businesses and industry: Ponderosa Realty, Lone Pine Realty, grocery stores, and art galleries.
- Governing agencies: Larimer County and the State of Colorado
- Area libraries and library agencies, such as Estes Valley Library District, High Plains Library District, Colorado State Library, and the Colorado Library Consortium (CLiC).
- Educational agencies: Universities, Colleges, HS, Community Colleges, Distance Learning
 - Using the library for University internships and projects. e.g. alternative energy projects for building design.

COMMUNICATION

- Create standard PR statements that appear in all publicity that reiterate the mission and vision of the District.
- Develop PR, Marketing, and Communication Outreach

Advocacy

- Share the library district story in various formats and venues
 - Create standard 'speech' and talking points for staff, Board, volunteers, and Friends of the Library.

- Create opportunities for staff, Board, and Friends members to speak in public venues on behalf of the District.
- Create effective methods of communication
 - Among the various entities within the District
 - Among the various entities related to the District

Talking Points:

- 2.5 staff are doing the job of 7 staff members!
- Cost of Internet and other basic utilities involved in keeping service and building open
- Cost of Books and Materials, Interlibrary loan
- Cost of Free Programs, Community Room, Art Gallery.
- Role of District as part of a Colorado Library System (e.g. Colorado Library Card)
- Role of the Friends of the Library and Volunteers keeping District running.
- Providing services generally rated as “Enhanced” under “Colorado Public Library Standards” in a rural area.

OPPORTUNITIES

- Homeschooling:
 - The District as a central place for homeschool groups
 - Educate Homeschoolers on how to do research / how to use libraries / how to socialize
 - Library as leader / center / resources for homeschoolers
 - Create vision of the District as a strong supporter of all educational needs across the region.
- Environment
 - Environmental Learning Center for region
 - Pine Beetle Kill
 - Development
 - Other elements affecting environment
 - “Green” Building
 - Example of use of alternative energy in public buildings
 - Showcase for other libraries and public buildings

Recommendations

Library	Short -Term	5 years	20 years
Hours	Start a phased program to increase hours	Open on Sundays and during daylight hours.	Open on evenings.
Funding	Start a phased plan for creating District Trust Fund/Foundation Explore sustainable funding with partners in the region.	District Foundation Board and Trust Fund. Mill Levy increase.	Trust Fund interest being used to supplement budget. Sustainable funding for 100% of budget,
Staff	Create plan to increase staff proportionate to duties. Create detailed job descriptions for added staff. Review outsourcing alternatives.	Added 2 FTE paid staff covering all open hours. Technical staff/consultants on regular hours. 1 FTE Business Manager/Development Coordinator	FT Department heads with assistants. More than one paid staff on duty during opening hours.
Facilities	Use present facilities more fully by reviewing space use. Review staff /storage areas for more efficient use. Begin study of expanded facilities.	Kiosks and 24/7 pick-up boxes around region. Expansion plan.	Completed facilities.
Technology	Review current technology. Create phased plan for database access.	Remote databases access. E-books and other remote materials access.	District meets Comprehensive guidelines as set forth by the Colorado Public Library Standards.
Collaboration	Identify and contact community partners, especially those with fundraising and technology aspects. Create collaborative partnership with FCRLD	Collaborations in place with regular meetings. District representative on all relevant boards & committees. Collaboration with FCRLD in full swing.	District representation is SOP for Red Feather region boards and committees.
Publicity	Create standard talking points for promotion of library. Create standard PR statements that appear on all publicity.	District representatives at speaking engagements. Regular publicity, including published annual report.	District is well-known and center of Red Feather activities.

Appendix A

Colorado Public Library Standards – 2005

The Colorado Public Library Standards – 2005 conform to language in CRS 24-90-103 calling for improvement standards for public libraries. The State Library shall..

"...develop and promulgate service standards for school public, and institutional libraries to guide the development and improvement of such libraries; except that any such standards shall not conflict with any standards promulgated by the department of corrections" CRS 24-90-103(2)(a.3)

The Standards provide both minimum standards for libraries in the Definition of a Public Library in Colorado and specific developmental standards in which a library can examine its current services and set goals for better levels of service for its local community.

The full document is available at www.cde.state.co.us/cdelib/Standards/Index.htm

Definition of a Public Library in Colorado

Every person in Colorado must have equal and consistent access to information and materials. To assure a basic level of service equity, any entity wishing to be defined as a public library in Colorado must meet or exceed the following criteria:

Legal Responsibilities

1. Be legally established under Colorado Library Law (CRS 24-90-101 et seq.)
2. Comply with Colorado Library Law (CRS 24-90-101 et seq.), rules and regulations, and any other local, Colorado or federal laws that affect library operations.
3. Have dedicated space that meets the criteria of the Americans with Disabilities Act (ADA) applicable to libraries.

Library Administration and Management

4. Provide free access to basic services as defined by written policies governing lending, borrowing and circulation services as approved by the library's Governing Authority.
5. Have paid staff person(s) present during all hours of service. Pay of staff must be based on cost of living standards within the community.
6. Prepare and utilize a long-range strategic plan for continuing improvement

Providing Access and Services

7. Have an on-going collections budget from local tax funds and a collection management plan for purchase of materials and electronic access.
8. Provide a collection of current reference materials including print, non-print, and electronic access.
9. Have a telephone with a dedicated library line and the telephone number listed in the local telephone book.
10. Provide at least one online public access computer and printer which provide access to the Internet, ACLIN, and online information catalogs and databases.
11. Be open a minimum of 20 hours each week. These hours should include morning, afternoon, evening, and/or weekend hours based on users' and potential users' disposable time. All service outlets of libraries providing multiple access points must be open to the public for no fewer than 15 hours a week.

Sharing Resources

12. Be a member and fully participate in the Colorado Library Card (CLC) program, extending privileges and services to state residents according to the CLC agreement.
13. Adopt the Interlibrary Loan Code for the United States, lending and borrowing materials through the statewide interlibrary loan network according to that code.
14. Be a member of the Colorado Library Consortium (CLC) and use its services as appropriate.

For further information, contact
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Definition of a Colorado Public Library – 2005



July 2005