

**POUDRE RIVER PUBLIC LIBRARY
DISTRICT**

STRATEGIC PLAN 2008-2011

April 24, 2009

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Dear Reader,

It is with great pleasure that I submit to you the Poudre River Public Library District's Strategic Plan for 2008-2011. This document reflects the hard work and dedication of the Community Planning Committee, the District staff, consultant June Garcia and the Library Board of Trustees in creating a services plan for the future. It reflects the Library's move from a municipal library to a Library District. The District's vision is to better incorporate the communities that comprise the Poudre River Public Library District.

This document reinforces that the services the Library District provides are important to the well-being of our citizens and therefore, an integral part of the communities we serve and their future success. The financial support that the Library District has received from so many of our citizens will help to ensure these services as the communities grow. Our aim is to provide a high quality library experience to every person who accesses our services.

I invite you to read this plan. It is a pathway to a place where small children are ready to read, teenagers have access to materials they want to read and watch, adults can get the newest books and explore personal interests and where citizens are engaged in the civic affairs of their community. We're eager to fulfill the promises we made when you created the Poudre River Public Library District in 2006.

Sincerely,

Mary Atchison
President, Library District Board of Trustees

Executive Summary

OVERVIEW OF THE PLANNING PROCESS

PLANNING TO PLAN

In the summer of 2007, the Board of Trustees of the Poudre River Public Library District voted to initiate a strategic planning process. With financial support from the voters, the Library was well positioned to issue a Request for Proposals to secure professional assistance with the planning process. After a careful review of the proposals received, the Board decided to contract with Dubberly Garcia Associates, Inc., a library consulting firm based in Atlanta and Denver. On the advice of the consultant, the Board agreed to use the Planning for Results process developed by the Public Library Association.

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

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

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

EXCELLENCE IS A MOVING TARGET. Even when achieved, excellence must be continually maintained. You can only coast downhill.

COMMUNITY PLANNING COMMITTEE

Based on suggestions from library staff and other community stakeholders, the Board appointed nineteen (19) local residents to serve on the Community Planning Committee. The committee members were carefully selected to reflect the diversity of the City and the County in all its dimensions: age, race, ethnicity, gender, occupation, area of City or County in which they live, etc. The names of the individuals who devoted their time and expertise to assist the Library in this important endeavor are listed in Appendix F.

The Community Planning Committee served in an advisory capacity to the Board of Trustees. During two half-day meetings, its members identified a vision of the future for communities of the Poudre River Public Library District, described the current conditions and defined the necessary steps to lead the communities from their existing state to the future described in their vision. The vision they created can be found in Appendix C and their assessment of the current conditions of communities in the District in Appendix D.

Committee members carefully considered a variety of services that the Library could provide to help meet the needs and move the communities of the District toward the identified vision. After thoughtful discussion, they recommended that the Library Board adopt the following service priorities for the planning period 2008 – 2011 (in order of importance):

Create Young Readers: Early Literacy

Young children (age five and under) will have programs and services designed to ensure that they enter school ready to learn to read, write and listen.

Satisfy Curiosity: Lifelong Learning

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

Stimulate Imagination: Reading, Viewing and Listening for Pleasure

Children, teens and adults will have materials and programs that excite their imaginations, respond to their current interests and provide pleasurable reading, viewing and listening experiences.

Connect to the Online World: Public Internet and Information Fluency

Residents will have access to information technology resources via the library and will have the opportunity to gain the skills necessary to use library resources.

Be an Informed Citizen: Local, National and World Affairs

Adults and teens will have the resources they need to fully participate in the democratic process.

Express Creativity: Create and Share Content

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

Build Successful Enterprises: Business and Non-Profit Support

Business owners, non-profit managers, entrepreneurs and small investors will have the resources and services they need to develop and maintain strong businesses.

GOALS AND OBJECTIVES

After the service priorities were endorsed in concept by the Board of Trustees, the Library staff developed goals and objectives for the library system. Goals state the benefits that Poudre River Public Library District residents, or a target population such as children or teens, will gain through a specific service response. Ten goals were drafted and then revised after discussion with Library staff and the Board. With the acceptance of the Planning for Results Strategic Plan, the Board of Trustees agreed with the ten goals that are in Section II – Goals and Objectives.

Recognizing the importance of monitoring the Library's progress towards achieving these goals, the staff, with the assistance of the consultant, proposed collecting data on three key indicators. Specifically, the Library will be measuring:

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

The proposed objectives were then discussed by the Board and revisions were made. The Board of Trustees intends to adopt the Strategic Plan objectives that are in Section II – Goals and Objectives. It includes the list of enhanced and new activities developed by library staff.

ORGANIZATIONAL COMPETENCIES

Once the goals and objectives had been developed, the library management analyzed what would need to be done to support and enable the staff to provide the desired services. These institutional capacities or efficiencies are known as Organizational Competencies.

Organizational competencies were identified in twelve key areas:

- Equity
- External partnerships
- Facilities
- Finance
- Development
- Governance
- Communications and public relations
- Measurement and evaluation
- Operational efficiencies
- Organizational structure
- Policies
- Training and staff development

The organizational competencies and their associated initiatives were discussed with the Board of Trustees and revised to reflect the Board's observations and concerns. The adopted Strategic Plan will include the organizational competencies and initiatives in Section III – Organizational Competencies and Initiatives.

ACTIVITIES

After the service goals and objectives were developed, staff reviewed all services now offered to determine whether they were supportive of the new service priorities. If so, the activities were evaluated to determine whether they were effective in reaching the target audience and would contribute to producing a result identified in one or more objectives. If not, staff modified or eliminated the activity.

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

A list of proposed enhanced and new activities can be found in Appendix E – Library Activities: A Selected List.

SECTION II – GOALS, OBJECTIVES AND ACTIVITIES

When setting objectives the following factors were considered: trends in circulation, program attendance statistics, demographics, economic and social trends, information from other libraries, the opening of a new branch in 2009 and parameters of the library computer operating system.

The starting numbers for establishing a baseline are from December 31, 2007. The ending numbers are as of December 31, 2011.

CREATE YOUNG READERS GOAL 1

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

- 1.1: By 2011, the circulation of picture books will increase from 917,000 in 2007 to 1,180,000 in 2011, an overall increase of approximately 29%.
- 1.2: By 2011, a minimum of 24,000 (a 20% total increase from the estimated 2007 count of 20,000) young children (age five and under) and their parent or caregivers will attend a program in the library.
- 1.3: By 2011, the number of young children (age five and under) and their parent or caregivers who attend an offsite library program will be maintained at 2,600.
- 1.4: By 2011, participation by young children (age five and under) in the Summer Reading Program will increase from 2,000 in 2007 to 2,500 in 2011, an overall increase of approximately 32%.
- 1.5: By 2011, a minimum of 95% of parents and caregivers surveyed will indicate that the library's services for young children are very good or excellent.

SATISFY CURIOSITY

GOAL 2

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

- 2.1: By 2011, the circulation of juvenile non-fiction will increase from 185,000 items in 2007 to 222,000 in 2011, an overall increase of approximately 20%.
- 2.2: By 2011, a minimum of 85% of children surveyed, who were looking for information or materials to explore a topic of personal interest, will indicate that they found something of interest to them.

SATISFY CURIOSITY

GOAL 3

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

- 3.1: By 2011, the circulation of adult and teen non-fiction will increase from 325,000 in 2007 to 395,000 in 2011, an overall increase of approximately 21%.
- 3.2: By 2011, a minimum of 90% of adults surveyed, who were looking for information or materials to explore a topic of personal interest, will indicate the library's collection as very good or excellent.
- 3.3: By 2011, teens and adults attending a library sponsored or co-sponsored adult program, designed to satisfy curiosity and explore topics, will increase from 4,000 in 2007 to 9,500 in 2011, an overall increase of approximately 138%.
- 3.4: By 2011, a minimum of 90% of adults who attended a program at the library will evaluate the program as very good or excellent.
- 3.5: By 2011, database use will increase from 158,000 queries in 2007 to 215,000 in 2011, an overall increase of approximately 36%.
- 3.6: By 2011, a minimum of 90% of teens surveyed, who were looking for information or materials to explore a topic of personal interest, will indicate that they found something of interest to them.

STIMULATE IMAGINATION

GOAL 4

Children of elementary school age will have materials and programs that stimulate their imaginations and provide pleasurable reading, viewing and listening experiences.

- 4.1: By 2011, the circulation of juvenile fiction will increase from 245,000 in 2007 to 331,000 in 2011, an overall increase of approximately 35%.
- 4.2: By 2011, the circulation of juvenile media (CDs, videos, DVDs etc.) will increase from 243,000 in 2007 to 328,000 in 2011, an overall increase of approximately 35%.
- 4.3: By 2011, the attendance of children and their parent/caregiver at a library sponsored or co-sponsored children's program, designed to stimulate their imagination, will increase from 31,000 in 2007 to 35,000 in 2011, an overall increase of approximately 17%.
- 4.4: By 2011, participation by elementary age children in the Summer Reading Program will increase from 4,300 in 2007 to 5,400 in 2011, an overall increase of approximately 25%.

STIMULATE IMAGINATION

GOAL 5

Teens of secondary school age will have materials and programs that respond to their current interests and provide pleasurable reading, viewing and listening experiences.

- 5.1: By 2011, the circulation of teen fiction will increase from 46,400 items in 2007 to 58,800 in 2011, an overall increase of approximately 26%.
- 5.2: By 2011, a minimum of 90% of teens surveyed will indicate that they found something good to read, listen to, or view at the library.
- 5.3: By 2011, the number of teens attending a library sponsored or co-sponsored program will increase from 500 in 2007 to 1,500 in 2011, an overall increase of approximately 200%.
- 5.4: By 2011, a minimum of 90% of teens attending a library sponsored or co-sponsored program will evaluate the program as very good or excellent.
- 5.5: By 2011, participation by teens in the Summer Reading Program will increase from 1,200 in 2007 to 1,500 in 2011, an overall increase of approximately 25%.

STIMULATE IMAGINATION

GOAL 6

Adults will have materials and programs that respond to their current interests and provide pleasurable reading, viewing and listening experiences.

- 6.1: By 2011, the circulation of adult fiction will increase from 367,000 items in 2007 to 446,000 in 2011, an overall increase of approximately 22%.
- 6.2: By 2011, the circulation of adult and teen media (CDs, videos, DVDs etc.) will increase from 441,000 items in 2007 to 546,000 in 2011, an overall increase of approximately 24%.
- 6.3: By 2011, a minimum of 90% of adults surveyed will indicate that they found something at the library that was good to read, listen to or view.
- 6.4: By 2011, a minimum of 90% of adults surveyed will indicate that they received the material they reserved in a timely manner.
- 6.5: By 2011, participation by adults in the Summer Reading Program will increase from 1,600 in 2007 to 2,100 in 2011, an overall increase of approximately 31%.
- 6.6: By 2011, the number of adults attending a library sponsored or co-sponsored program, designed to stimulate the imagination, will increase from 1,800 in 2007 to 3,100 in 2011, an overall increase of approximately 72%.

CONNECT TO THE ONLINE WORLD

GOAL 7

Residents will have access to information technology resources via the library and will have the opportunity to gain the skills necessary to use library resources.

- 7.1: By 2011, public use of Internet computers at the library will increase from 96,000 user hours per year in 2007 to 143,000 user hours per year by 2011.
- 7.2: By 2011, 90% of library computer users surveyed will rank the library's in-house computer resources as very good or excellent.
- 7.3: By 2011, 90% of patrons using library resources via the Internet will rank our electronic services as very good or excellent.

- 7.4: By 2011, 90% of people attending classes or accessing electronic training on resources or computer skills will evaluate the class or materials as very good or excellent.

BE AN INFORMED CITIZEN

GOAL 8

Adults and teens will have the resources they need to participate fully in the democratic process.

- 8.1: By 2011, attendance at programs related to local, state, national, or world affairs will increase from 70 in 2007 to 400 in 2011, an overall increase of approximately 428%.
- 8.2: By 2011, annually, a minimum of 90% of adults, who attended a library sponsored or co-sponsored “Be an Informed Citizen,” program will evaluate the program as very good or excellent.

EXPRESS CREATIVITY

GOAL 9

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

- 9.1: By 2011, the number of children involved in creating and sharing original content at the Library will be a minimum of 6,000, up from none in such programs in 2007.
- 9.2: By 2011, a minimum of 90% of children and their parent/caregivers attending a “creating original works” program will evaluate the program as very good or excellent.
- 9.3: By 2011, attendance at teen programs related to creating and sharing original content will increase from 20 in 2007 to 290 in 2011, an overall increase of approximately 1350%.
- 9.4: By 2011, a minimum of 90% of teens attending a creating and sharing original content program will evaluate the program as very good or excellent.
- 9.5: By 2011, attendance at adult programs related to creating and sharing original content will increase from 850 in 2007 to 1,500 in 2011, an overall increase of approximately 76%.

- 9.6: By 2011, a minimum of 90% of adults attending a “creating and sharing” program will evaluate the program as very good or excellent.

BUILD SUCCESSFUL ENTERPRISES

GOAL 10

Business owners, nonprofit managers, entrepreneurs and small investors will have the resources and services they need to develop and maintain their enterprises.

- 10.1: By 2011, a minimum of 90% of people using the library’s business services will evaluate those services as very good or excellent.
- 10.2: By 2011, attendance at a program or presentation dealing with the library’s business resources or services will increase from 20 in 2007 to 260 in 2011, an overall increase of approximately 100% times 12.
- 10.3: By 2011, the number of uses of the library’s business databases will increase from 14,000 in 2007 to 20,000 in 2011, an overall increase of approximately 43%.

SECTION III – ORGANIZATIONAL COMPETENCIES

Organizational Competencies will help the Library achieve its service goals. While the goals, objectives and activities in Section II provide direct benefits to community residents, organizational competencies provide indirect benefits to community residents by improving the Library's effectiveness and efficiency.

Organizational competencies have been identified in 12 key areas:

- Communications and public relations
- Development
- Equity
- External partnerships
- Facilities
- Finance
- Governance
- Measurement and evaluation
- Operational efficiencies
- Organizational structure
- Policies
- Training and staff development

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

COMMUNICATIONS & PUBLIC RELATIONS

The Poudre River Public Library District will promote library services through a comprehensive communications plan--utilizing a variety of strategies, distribution models and vehicles for various intended audiences — which provides on-going information to the public regarding District services, policies, operations and facilities.

Initiative 1.1: By April 30, 2009, establish needs, process and criteria to launch a District branding initiative, which will result in (but not be limited to) the development of an organizational identity, logo, graphic standards and web-based resources.

Initiative 1.2: By January 31, 2009, refine the details of the strategic plan through the collection, dissemination and presentation of reports summarizing

community demographics, patron wants and needs and emerging trends in library services.

Initiative 1.3: September 30, 2009, establish criteria used to evaluate the effectiveness of the Library District's Communication and Public Relations efforts.

Initiative 1.4: By April 30, 2009, communicate the intended "brand" of the Library District, in alignment with the Library District strategic plan, through the appearance, usability, continuity, visual consistency and efficiency of external communications: including the annual report, the website, digital and print promotional materials, community presentations, digital and print programming materials and publicity campaigns.

Initiative 1.5: By May 31, 2009, complete a consistent schedule of internal communications to maintain an informed workplace.

DEVELOPMENT

The Poudre River Public Library District will partner with the Friends of the Library and the Library Trust to support and enhance library services.

Initiative 2.1: By December 31, 2009, develop a multi-year fundraising plan that addresses needs as well as opportunities and strategies for private funding from sources such as grants, fundraising and sponsorships.

Initiative 2.2: By March 31, 2010, provide training on fundraising techniques for library staff and community advocates.

Initiative 2.3: By May 31, 2008, implement procedures to promptly and appropriately recognize donors.

EQUITY

The Poudre River Public Library District will provide services to all District residents in an equitable manner.

Initiative 3.1: By May 31, 2009, complete a Community Input Project that solicits opinions from the communities about current and proposed library services.

Initiative 3.2: By December 31, 2008, identify and assess the appropriate methods to provide the desired library services to District residents who do not live close to an existing library facility.

Initiative 3.3: By September 31, 2009, develop criteria to assess the level of success of Library District services to underserved residents.

EXTERNAL PARTNERSHIPS

The Poudre River Public Library District will actively build partnerships with organizations and institutions to enable the library to better serve its customers and achieve its service goals.

Initiative 4.1: By May 31, 2009, identify current partnerships and the associated library obligations.

Initiative 4.2: By September 30, 2008, develop and distribute criteria that will be used to assess partnership opportunities. Done

Initiative 4.3: By October 31, 2008, initiate a review and approval process for the establishment of new partnerships. Done

FACILITIES

The Poudre River Public Library District will ensure we have facilities to achieve service responses for District residents.

Initiative 5.1: By June 30, 2009, complete a Facilities Master Plan that identifies the recommended size for current locations and the recommended size and configuration for additional locations.

Initiative 5.2: By June 30, 2009, adopt service delivery guidelines that will address policy issues such as: minimum population to be served by a library, minimum size of a branch library and the minimum and maximum distance between library locations.

FINANCE

The Poudre River Public Library District will implement government accounting systems to ensure accuracy in purchasing, budget and stewardship of public funds.

Initiative 6.1: By December 31, 2011, the Board of Trustees will approve financial policies.

Initiative 6.2: By September 30, 2009, develop a multi-year funding plan that addresses needs as well as opportunities and strategies for private funding from various sources.

GOVERNANCE

The Board of Trustees of the Poudre River Public Library District will operate in an efficient, effective and open manner.

Initiative 7.1: By December 31, 2009, the Board of Trustees will have selected a model for governance and devised its self evaluation.

MEASUREMENT AND EVALUATION

The Poudre River Public Library District will enhance and expand its measurement and evaluation efforts and use the data in its decision-making.

Initiative 8.1: By October 31, 2008, review process by which library use data is collected, compiled and distributed, and revise process as necessary.

Initiative 8.2: By May 31, 2009, develop methodology to regularly update the Board of Trustees on progress on all objectives included in the strategic plan.

Initiative 8.3: By December 31, 2011, starting in May 2008, we will have identified efficiency processes monthly that have been accomplished in a report to the Board of Trustees at their monthly meeting and have been compiled for each year's annual report.

OPERATIONAL EFFICIENCIES

The Poudre River Public Library District will employ innovative technologies to help fulfill all library service response objectives.

Initiative 9.1: By August 29, 2008, review and revise the budget allocations to ensure that they support the Library's strategic plan. Done

Initiative 9.2: By December 31, 2008, implement the effective efficiency systems that have been reviewed and evaluated relating to patron service and information access. Done

Initiative 9.3: By July 31, 2009, identify the digital priorities and objectives to be used to identify infrastructural and technological resources and identifying/crafting the framework needed to support web design and content elements.

Initiative 9.4: By December 31, 2009, implement comprehensive website statistics gathering for the library.

ORGANIZATIONAL STRUCTURE

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

Initiative 10.1: By December 31, 2009, review Library organizational structure and revise it to support the Library's service priorities.

Initiative 10.2: By December 31, 2009, review Library committee and task force structure and revise it to support the Library's service priorities.

POLICIES

The Poudre River Public Library District will operate within a policy framework that reflects the District's values and promotes effective and efficient service.

Initiative 11.1: By April 30, 2009, complete a policy audit of the Library's public service policies.

Initiative 11.2: By April 30, 2009, develop a timeline and process to revise the Library's public service policies so that they support the Library's values and goals.

Initiative 11.3: By December 31, 2011, complete the revision or development of public service policies that support the Library's values and goals.

TRAINING AND STAFF DEVELOPMENT

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

Initiative 12.1: By December 30, 2009, adopt a Staff Development Plan that identifies the training needed by staff to implement the approved service goals and activities.

Initiative 12.2: By May 31, 2009, implement a new employee orientation program.

Initiative 12.3: By December 31, 2008, implement a new employee recognition program. Done

Initiative 12.4: By December 31, 2009, create and apply an electronic staff evaluation process.

IV – NEXT STEPS

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

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

POUDRE RIVER PUBLIC LIBRARY DISTRICT

LIBRARY BOARD OF TRUSTEES

The District's seven member board is appointed jointly by Larimer County and the City of Fort Collins. The board has been responsible for guiding the transition from a city library system to a broader Library District; for ensuring efficient library operations; and for developing a long-range vision for the new district. The board is committed to representing the interests of residents, practicing responsible fiscal management of public funds and delivering quality services that are responsive to community needs. The board's monthly meetings are open to the public and community members may contact them at libraryboard@fcgov.com.

Officers

Mary Atchison, President
Michael Liggett, Vice President
Michelle (Shelly) Kalkowski, Secretary
John Knezovich, Treasurer

Members-at-Large

Nina Bodenhamer
Robin Gard
Bob Viscount

Poudre River Public Library District Management Team

Brenda Carns, Executive Director
Tova Aragon, Lead Librarian, Adult
Jeff Barnes, Finance Officer
Lu Benke, Lead Librarian, Children
Carson Block, Systems Administration
Lynda Dickson, Circulation
Ken Draves, Harmony Library Manager
Paula Watson-Lakamp, Communications

LIBRARY DISTRICT OVERVIEW

History

The Poudre River Public Library District was created in response to ongoing city budget cuts coupled with a growing community need for library services. In November 2006 a citizens' initiative group called "Libraries-Yes!" worked to place an initiative on Larimer County's general election ballot for the formation of a regional Library District. Larimer County residents overwhelmingly voted to support the establishment and funding of the Poudre River Public Library District which began in 2007. This created a stable source of funding for the public library system through a 3-mill property tax.

Since the formation of the District, the public library's ability to serve the community has improved dramatically, The Library District restored lost hours of operation at the Main and Harmony Libraries; restored eliminated staff positions; added more new library materials; and increased programs for children, teens and adults. The District also opened a new branch - Council Tree Library, which was constructed by the City of Fort Collins with the use of library impact fees.

Public library services began in Fort Collins in 1882 with the establishment of a community reading room next to the Walnut Street Fire Station. In 1901, at the urging of City residents, the Fort Collins Public Library was established.

Private citizens received a grant from Andrew Carnegie that paid for the construction of the first library opening in 1904. In 1939, privately raised funds doubled the space of the library. This allowed for the construction of a community room with a stage, establishing the library as a public forum and community gathering place. This was also the beginning of the Friends of the Library.

In 1976, the current Main Library was built with voter-approved capital funds. At half the size needed for the population in 1976, it remains one of the smallest main libraries when compared to other Colorado libraries in cities with over 100,000 residents.

Harmony Library on the Front Range Community College campus opened in 1998. This joint use library receives about the same number of daily visitors and checks out the same number of materials as the Main Library. There is more space allotted to seating and a smaller collection than the Main Library.

Area Served

The District serves a large regional area within Northern Larimer County, Colorado. The District's boundaries are essentially the same boundaries as those of the Poudre School District, reaching into Thompson School District on the south side but not serving the town of Wellington or the Red Feather Lakes area.

Charge

In accordance with the ballot, the Poudre River Public Library District is charged with providing services including: maintaining, improving and expanding library services and facilities; increasing hours of operation at Main and Harmony Libraries; opening and operating the new branch library at Front Range Village; and providing enhanced library services and operations, such as re-establishing and adding new book drops in Fort Collins and the surrounding area, buying new books and media and improving programs for children, teens and adults. The November 2006 ballot was approved by a 64% majority. The 3 mills in property taxes are sufficient to pay for current operations.

District Facilities

The Library District includes a Main library, an established joint use facility and one branch under construction. More than 2,700 people visit the libraries each day and more than 113,000 have library cards. The libraries offer a broad collection of books, movies, audiobooks and music; and sponsor diverse exhibits, presentations and performances. The Library District maintains cooperative programs with Front Range Community College, Colorado State University and the Poudre School District.

The Main Library is located at 201 Peterson Street. The 34,000 square-foot facility houses a collection of more than 377,408 items. The Main Library circulates more than one million items per year. The library facility includes the Gates Computer Learning Lab.

The Harmony Library is a 30,000 square foot facility, located at 4616 S. Shields Street. It is a joint use facility with Front Range Community College and houses 159,000 items. The Harmony Library also circulates one million items per year. The library includes the Harmony Library Electronic Learning Center.

The new Council Tree Library was opened in March 2009 at 2733 Council Tree Avenue in the Front Range Village, a shopping center near the corner of Ziegler and Harmony Roads. The nearly 17,500 square feet facility provides citizens, in the most rapidly growing area of the District, convenient daily access to popular, high-interest materials and services. The branch is a unique neighborhood library with an emphasis on serving families with young children.

COMMUNITY VISION STATEMENTS

Picture the communities served by the Poudre River Public Library District ten years from now. Imagine that the communities and their people have been successful beyond belief! They are wonderful places everyone is proud to call home. Now describe the communities. What makes them so wonderful? Next think about the children, teens, adults and seniors. Consider educational level, income, race and ethnicity, religious groups, long-time residents, newcomers, etc. Why would they want to live in one of your communities?

- Everyone will live in a clean and sustainable environment.
- Everyone will be sensitive to environmental concerns and quality of life issues.
- Everyone will live in a community that values and practices managed growth and which has achieved a balance between development and open spaces.
- Everyone will enjoy well-maintained schools, parks, libraries, emergency services and other public services.
- Everyone will live in a community with sufficient infrastructure capacity to provide adequate public services
- Individuals will become increasingly more literate and be motivated by an ever-higher appreciation of the value of all types of literacy: visual, arts and political, etc.
- Everyone will live in a community that is more than a bedroom community, which provides city-type amenities while maintaining a rural quality of life.
- Everyone will have affordable and accessible health care.
- Everyone will have access to affordable housing and reliable public transportation.
- Everyone will enjoy an environment that is friendly to incubating businesses and creative ideas.
- Everyone will enjoy a variety of ethnic cultural events and support local ethnic businesses.
- Everyone will have access to sustainable educational and employment opportunities to avoid polarization and eliminate the gap between the current haves and have-nots.
- Everyone will live in communities that provide services and businesses rather than being required to travel to another community for basic services.

- Everyone will live in a community with a strong culture of community service and volunteering.
- Residents will be proud of their community and want to stay in the area.
- Everyone will have access to a variety of educational opportunities to pursue a career, trade, or advanced degree of their choice.
- Everyone will live in a tolerant community that embraces diversity.
- Everyone will have access to unique outdoor experiences.
- Everyone will have access to a wide variety of cultural and recreational opportunities.
- Residents will be tech savvy, live in a tech savvy community and have the opportunity to use technology effectively.
- Residents will live in a community of excellence that offers world-class activities for everyone.
- Residents of all ages will have a stake in the community.
- Young children will develop an appreciation of literacy and reading at an early age.
- Everyone will have opportunities for lifelong learning and academic development.
- Teens will have opportunities for employment, education and entertainment.
- Teens will participate in a wide variety of enjoyable activities that occur in safe and transportation accessible areas.
- Teens will stay engaged in education and learning, beyond their traditional formal education.
- Teens and adults will have access to employment that provides a livable wage.
- Teens and adults will have a broad spectrum of employment opportunities in close proximity to where they live.
- Seniors and disabled citizens will have access to transportation, affordable housing and other services that allow them to maintain independence.
- Seniors and disabled citizens will be able to find ways to use their talents to help the community.
- Entrepreneurs and people who wish to establish local businesses will have the support and customers they need to be successful.
- Small business owners will flourish due to the flexibility of current laws that encourage the creation of family businesses.

- Parents will have affordable and accessible day care for their children.
- Families and individuals will escape the cycle that kept them economically trapped.
- Visitors will easily connect to a vast range of options and extend their stay in the area.

COMMUNITY VISIONING – SWOT

SWOT = Strengths, Weaknesses, Opportunities, Threats

Think about the communities served by the Poudre River Public Library District as they are now. What are their strengths? What are their weaknesses?

Then consider the future of these communities. What opportunities and threats do you think they will encounter in the coming years?

Strengths

- Past visionary planning
- Academic institutions
- Citizen based support of libraries open space and cultural stuff
- Attitude and point of pride of citizens...moving forward
- Safe community
- Relatively healthy economy
- Space to develop
- Climate & location, scenery, recreational opportunities
- Open space and infill
- Near Denver but not too near
- Risk taking
- Diverse educational opportunity
- Strong regional healthcare
- Great core serves, public schools, sports teams
- Friendly community
- Relatively high educational level
- Poudre River
- Revitalized Old Town
- Fabulous cultural opportunity
- Centrally located in time zones
- Nationally known university
- Highest restaurants per capita
- Hometown breweries – green technologies
- Vet school
- Reputation as a green community
- Booming 4H programs
- Lots of foundation money to support projects in schools and community
- Tree City – great arborist
- Safest drivers
- Free transportation for under 18

- High ranking in many “good” categories

Weaknesses

- Increase of people living in poverty
- High cost of living
- Lack of employment opportunities
- North Fort Collins is segregated and underdeveloped
- Low diversity
- Reliance on sales tax as a funding source
- Traffic
- Lack of multimodal transportation options
- Accessibility for seniors and disabled
- Development vs. green
- Broad underemployment
- Exodus of high tech jobs
- Few lodging opportunities in downtown
- Commuting time and length to/from work
- Trains
- CSU vs. neighborhoods
- Not as welcoming as we could be and should be to minorities

Opportunities

- Community supports mill levy increases to support services
- Maintain and add open spaces, regionally collaborative
- Green business and energy opportunities – leading the nation
- Biotech leading the nation
- Connect Fort Collins to others by the bike path
- Beet Street
- Partnership opportunities
- Library District
- Cultural & music center
- River walk
- Balance between business and environment
- Regional transportation
- Manage growth
- CSU & Front Range Community College partnerships
- UniverCity
- Active, engaged community
- Visionary community leadership

Threats

- Growing percent of population ageing
- Population growth and sprawl
- Loss of agricultural land
- Loss of Poudre River
- Increase of people in poverty
- Too much dependence on retail and support service jobs
- Economic downturn
- Lack of affordable housing
- Isolationist thinking
- Brain drain – best and brightest leave to go somewhere else
- Water issues
- Uranium mine
- Under employment
- Flat enrollment in schools
- City council budget crisis
- Cuts to essential services
- Reactive rather than proactive
- Shut down business growth
- Lack of consensus
- Need for infrastructure funding

LIBRARY ACTIVITIES: A SELECTED LIST

The Library staff participated in two brainstorming sessions where current and future activities were brought forth. 1,050 activities were identified. Those were then narrowed down further. These are some of the proposed activities the Library District will offer in order to fulfill our Goals and Objectives. This list will be finalized through staff sessions looking at space and resource allocations.

CREATE YOUNG READERS

- Provide an average of 50 off site storytimes per year
- Expand and make Mother Goose Times more accessible
- Promote Summer Reading Program for ages 5 and under
- Offer 2 children's literacy stations at each library
- Expand in-house storytimes to accommodate branch opening
- Provide free books or informal lending library to underserved areas
- Use Every Child Ready to Read curriculum to train parents and caregivers
- Provide book list for parents of the very young
- Parenting collection - continue and expand materials
- Train staff in being more knowledgeable about early literacy
- Continue partnering with Larimer County Early Childhood Council
- Expand in-house puppet shows to accommodate branch opening
- Create, promote and circulate story kits to childcare providers
- Increase board book collection
- Provide interactive literacy experiences
- Target offsite programming to childcare homes and commercial centers
- Establish strong relationships with Poudre School District 0 – 3 programs
- Pilot books and media by mail program for children in outlying areas
- Take programs to lower income communities

- Provide more music-based programs aimed at the very young
- Provide art and craft programs for literacy
- Create more Spanish outreach and in-house programs
- Incorporate more movement activities into storytimes
- Create interactive literacy spaces, making each library more inviting to families

SATISFY CURIOSITY - CHILDREN

- Create more displays and merchandizing techniques to promote materials
- Maintain comprehensive collections for children in all formats
- Use staff picks to merchandise
- Continue Pals Program
- Continue Read the Books.com
- Provide Children's Literacy Stations
- Continue Summer Reading Program and expand online/virtual interaction
- Provide reader's advisory
- Provide reference in person/phone/web
- Provide creative interactive toys
- Create nonfiction new books section
- Offer non-traditional materials in response to popular trends
- Widely institute "field trips" to the library by school groups
- Explore sharing a librarian position with the mountain schools
- Investigate funding for an enclosed "nature area" off children's area
- Work with Poudre School District to identify topics important to cover in the collection
- Provide free books or an informal lending library to underserved areas
- Create and promote creative programming such as: Nonfiction themed programming on popular topics for kids
- Create more displays fostering interest in non-fiction topics

SATISFY CURIOSITY - ADULTS & TEENS

- Continue outreach to teen through the Interesting Readers Society
- Offer service to homebound customers
- Create displays to merchandize the collection
- Continue English as a second language collection
- Continue Adult Summer Reading Program
- Support genealogy programs and collection
- Continue Teen Summer Reading Program
- Restructure Library book clubs for the District
- Facilitate the use of book club kits
- Maintain a strong collection
- Provide reader's advisory for non-fiction
- Re-evaluate Ask Colorado 24/7 reference service
- Provide reference - in person/phone/web
- Provide outreach to our diverse populations
- Take programs out to outlying areas of the District
- Promote our Spanish language collection
- Staff presentations about new services will be taken out to service clubs etc.
- Create and present high interest programs for teens
- Create and present high interest programs for adults
- Provide programs for adults and children during the same time
- Partner with Museum to provide online access to local history information

STIMULATE IMAGINATION - CHILDREN

- Continue Summer Reading Program and expand online/virtual interaction
- Widely institute field trips to the library by school groups
- Maintain strong collections in all formats
- Provide high interest programs of all kinds

- Provide storytime opportunities in-house and outside the library
- Provide puppet show opportunities in house and outside the library
- Continue to offer high interest programs following popular trends: e.g.: Webkins
- Promote the collection through creative displays and merchandizing
- Expand Lucky Day collection
- Use staff picks to merchandize
- Provide reader's advisory
- Obtain more materials that come out at the same time as a movie, programs, etc.
- Create "Book Buddies" program where older children read to younger children
- Provide interactive literacy activities such as an animation station
- Focus collection development on current high demand items

STIMULATE IMAGINATION - TEENS

- Continue book talks at schools
- Create and present high interest programs
- Maintain strong collections in all formats
- Continue Summer Reading Program and expand to accommodate all 6th graders
- With teen input - redesign and refresh teen spaces to be flexible
- Continue to update and maintain a vibrant teen web site
- Provide reader's advisory
- Expand teen collection through more anime series DVDs/downloadable/etc
- Expand teen collection through playing guides/cheat books, novelizations of video games
- Consider and evaluate vending machines
- Explore sound tubes for teen spaces
- Develop 6th grade outreach
- Creative Programming Ideas such as: Adventure related programs (outward bound), snowboarders, back country skiing, climbing 14ers, light and fast backpacking

STIMULATE IMAGINATION - ADULTS

- Maintain strong collection in all formats
- Continue using staff picks to merchandize collection
- Create and present high interest programs
- Keep up with new formats/technologies for materials
- Offer service to homebound customers
- Continue to provide Adult Summer Reading Program
- Create displays to merchandize collection
- Facilitate use of book kits
- Provide reference in person/phone/web
- Provide reader's advisory
- Offer Holds/Prospector/Interlibrary Loans
- Offer music programs
- Restructure Library book clubs for the District
- Expand Here and Now collection
- Facilitate use of book club kits for more groups
- Movie & Book club – show movie and discuss after
- Train and support book club moderators
- Investigate deposit book collections in creative locations

CONNECT TO THE ONLINE WORLD

- Continually enhance user-friendliness of on-line catalog
- Provide free in-house computer classes
- Provide wireless access in the library
- Provide opportunities for free internet access up to 2 hours
- Continue to provide express and 20 minute internet stations
- Provide computer classes
- Create Virtual Branch

- Facilitate more use of computers with a computer monitor
- Produce computer class handouts on-line
- Foster local ILS partnerships
- Survey our customers on where they are w/technological expertise
- Explore text messaging library communications
- Promote use of databases and online services to teachers
- Expand and apply a more comprehensive approach to staff technology training
- Provide more public access computers - internet access
- Reexamine philosophy on types of computer classes to leverage available resources
- Provide classes on current and upcoming web technologies
- Provide web programs on emerging technologies

BE AN INFORMED CITIZEN

- Provide programs on local issues
- Continue International night partnerships
- Provide easy access to vote center info
- Evaluate partnership with Volunteer Income Tax Assistance volunteers
- Evaluate storage of City Council and County Commissioners meetings offered on videotape or DVD
- Provide Video/TV display screens – show library events then news feed of breaking news

EXPRESS CREATIVITY

- Provide creative, high interest programming such as;
 - Crafting programs
 - Puppeteers
 - Day of the Dead altars
 - Teen writing workshops
 - Anime programs
 - Computer animation classes for kids, teens and adults
 - “World crafts per month” (Batik, piñatas, Ukrainian eggs)
 - Photography workshops and programs
 - Gaming in the library
- Work with KRFC in producing kids radio show with kids involved

- Blog for book reviews and place for teens to write and post reviews in teen library spaces
- Have 'make-it & take it' stations at each library
- Art displays created by kids in library
- Explore new ways to involve volunteers in activities

BUILD SUCCESSFUL ENTERPRISES

- Work within the region for economic development
- Maintain web page for business & nonprofit
- Keep business collection up to date on latest trends
- Promote individual databases for business use
- Re-evaluate Main Library business reference area: Books, Database, Periodicals
- Continue business outreach
- More books/materials for non-profits
- Explore participation in a young entrepreneur week in partnership with other agencies

Appendix F

COMMUNITY PLANNING COMMITTEE

The Library District applauds the Community Planning Committee for their time and expertise in this process.

Ann Peterson
Carol Bennis
Cherry Sokoloski
Chuck DeWayne
Donna Reidhead
Janet Duvall
Jean Hediger
Jim McCauley
Jim Sampson
Josh Disney
Kris Binard
Len Roark
Mary Atchison
Melanie Peterson
Melinda Flugge
Phyllis Abt

Robin Gard
Susan Krcmarik
Vivian Armendariz

Livermore Resident
Executive Director, Beet Street
North Forty News Reporter
Poudre School District Director of Curriculum
Retired Media Specialist, Timnath Elementary
Laporte Resident, former County Commissioner
Bellvue Resident
Library Advocate
Member, Fort Collins Chamber Board
High School Student
Front Range Community College
Wellington Area Resident
President, Library Board of Trustees
High School Student
Friends of the Library Representative
Associate Vice President, Outreach and Strategic
Planning, Front Range Community College
Member, Library Board of Trustees
Executive Director, Bright Beginnings
North Fort Collins Resident

Poudre River Public Library District

201 Peterson

Fort Collins, CO 80524

www.fcgov.com/library