

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Executive Summary

The Strategic Long-Range Plan has been developed by the Library Board at the request of the Highland City Council. The plan supports the Library mission statement by providing residents with access to a broad range of information, involves the community through outreach programs, and prepares for the future growth of a successful library. **It also considers the Arts Council mission statement, which is to enrich lives through the arts.**

The plan is built on needs that emerge as the community grows and as the Library and Arts Council provide activities that are highly valued by the communities involved. Activities are outlined in the plan that increase the Library services in response to community needs, involve the community through outreach programs which will help residents understand the benefits of a community library, and enrich community, family and home life through the arts. Our community history has demonstrated that by providing quality library and arts programs there is an increase in demand for these same services. Several approaches for funding and expanding the library and/or community space are presented in this strategic plan.

Library usage has continued to increase steadily since its inception in the Highland City Hall. Recent changes under the new Library Director and staff have attracted even more patrons to a variety of activities. The Library has outgrown its physical space. Generally, libraries use a measure of approximately .7 square feet per resident as a working estimate of the optimal size a facility should be to house the resources necessary to meet community needs. This measure varies from .5 to 1.3 square feet, depending on the needs of the community. Presently Highland has a population of just over 17,000 residents and using .7 square feet per resident as a guideline, the Library space should equal about 12,000 square feet. The Library currently occupies just under 4,000 square feet. Even using the minimum standard of .5 square feet, the square footage should be about 8,500 square feet.

The plan contemplates heightened fund-raising activity by the Friends of the Library to supplement the Library budget in programs, supplies, and equipment. It also contemplates increased fund-raising activity by the Library Foundation as the need for facilities increases.

The plan represents several developmental stages: surveying the needs of the Highland community, gauging the interest of neighboring communities (Alpine and Cedar Hills) in collectively addressing the needs identified, seeking funding sources that would contribute to meeting the needs identified, connecting with people and groups that would actively support efforts to meet the community needs, and providing the space necessary to support the identified needs.

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Table of Contents

Executive Summary .....	1
Table of Contents .....	2
Introduction .....	3
Long-Term Vision Statement .....	4
Mission Statement .....	4
Values .....	4
Core Competencies.....	4
Community Benefits Provided by a Public Library.....	5
Narrative Summary of the Library Plan .....	6
Background.....	6
Overall Approach .....	6
Increasing Library Services in Response to Community Needs.....	7
Community Outreach .....	7
Approaches for Funding and Expanding the Library.....	8
Funding the Project.....	9
Years one and two: 2016-2017 .....	10
Years three through five: 2018-2020.....	23
Years six through eight: 2021-2023.....	36
Years nine and ten: 2024-2025.....	49
Narrative Summary of the Arts Council Activities .....	57

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Introduction

Public libraries have long been an important aspect of American life. From the early days of the Republic, libraries were valued by Americans. In fact, Benjamin Franklin founded the first subscription library in Philadelphia in 1732 with fifty members to make books more available for citizens of the young nation.<sup>1</sup> Later, libraries became the hallmark of a well-organized community.

Library service has long been important to the residents of Highland. From 1994 to 2001, residents of Highland and Alpine were served by a joint-use facility at Mountain Ridge Junior High School. That arrangement was eventually terminated and in 2001 the entire library collection was re-located to the old Highland City building for storage. In 2008, Highland City built a new city hall and dedicated a portion of the building for a city Library. In the spring of 2016, a renovation initiative branded “Room For Everyone” took place with the purpose to make best use of the building’s current footprint, to free up space to allow additions to the collections, and to add gathering spaces for patrons. The Library is supported by three constituent bodies: the Library Board;<sup>2</sup> Friends of the Library;<sup>3</sup> and the Library Foundation.<sup>4</sup>

The Library joined the North Utah County Library Cooperative (NUCLC) April 1, 2012 as an associate member. NUCLC is a reciprocal borrowing system that allows library card holders from participating libraries to check out materials from other participating libraries. It is not a county library system. Each participating library maintains its own policies, budget, administration, non-resident fees, etc. Becoming a full member of NUCLC requires that the collection grow by about 12,000 titles. Recent donations have increased the collection by about 2,000 usable titles that are being added to the collection.

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<sup>1</sup> This library’s motto was “to support the common good is divine” (“The Tree of Knowledge,” 2011). From <http://firstmonday.org/ojs/index.php/fm/article/view/3765/3074>

<sup>2</sup> The Library Board oversees the operation of the Library. It consists of nine persons, eight appointed for three year terms and a representative from the City Council. All meetings are held in the Highland City Hall. Minutes of the Library Board are available from the City.

<sup>3</sup> Friends of the Library contribute in the following ways: increase Library awareness and membership, keep the community and Library connected, increase volunteerism to support and supplement Library resources, support Library services including story time, displays, and shelving, fundraise through sales and grants, and assist with used book sales.

<sup>4</sup> The Library Foundation is a nonprofit, tax-exempt foundation dedicated to assisting the Highland City Library with fund-raising and additional support. Charitable bequests to the Library help the Library fulfill its mission. Bequests to the Library are not subject to estate tax. Donations of \$500 or more will be recognized on the plaques in the Library.

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Long-Term Vision Statement

The Highland City Library seeks to provide a versatile community space which evolves with changing technology and social trends to empower unique learning opportunities, literacy, and lifelong education.

## Mission Statement

The mission of the Highland City Library includes the following goals:

1. provide residents with access to information that educates, inspires, and entertains;
2. involve the community through outreach programs to help residents understand the benefits of a community library; and
3. prepare for the future growth of a successful library.

## Values

To realize our vision and fulfill our mission, the following ideals direct us in our service to the Highland community:

1. High quality of **service**: dependable, reliable, and always there to help users meet their needs.
2. Effective **communication**: clear, concise, collaborative, and ongoing.
3. Welcoming **environment**: a comfortable place for learning, relaxation, and entertainment that is inviting to all.
4. Responsive to **user needs**: flexible service that is sensitive to the needs of the user community.
5. Competent **staff**: respectful, polite, relevant, effective, efficient, and professional.

## Core Competencies

The value-added, core services and functions we offer the Highland community are:

1. Training to create a **professional staff** which meets the unique and diverse needs of all Highland residents.
2. **Building and maintaining vital and interactive partnerships.**
3. Providing relevant informational, cultural, and entertaining **programs** for people of all ages and interests.
4. Building and maintaining vital connections and close bonds to the **user community** to ensure an understanding of the breadth and depth of library services offered by the Library.
5. Maintaining a pleasant **physical environment** to meet, be entertained, and seek relevant information.
6. Providing up-to-date **technology** that meets the needs of the user community to use library programs, services, and resources.

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Community Benefits Provided by a Public Library

- Many individuals in the community aspire to **engage in continuing education**, or 'learning for leisure'. There is a growing emphasis on developing new skills and interests, such as mastering Oriental cooking, taking up photography, car repair, or learning a new language. The public library provides lifelong learning opportunities that are affordable and accessible.
- The public library **supplements the resources** found in school libraries. In addition, the public library offers study space for individual and group work with evening and weekend hours an added benefit for study.
- Public libraries support **literacy skills** including reading readiness for **pre-school children**, maintenance of reading skills through summer vacations, and adult literacy. Research shows that early exposure to reading lays the foundation for future success in formal education.
- **Recreational reading** and viewing or listening to audio-visual material is one of the most used services offered by the public library. A large proportion of the population values the public library's role in filling leisure time and stimulating mental and spiritual well-being.
- The public library is a source of **affordable information for small businesses**. The information covers business decisions such as: following government procedures and regulations, marketing by analyzing demographic information, new product development, the development of business plans, and improved management practices.
- The public library supports **the entrepreneur** with information such as **regulations, business registration**, training programs, or accessing business resources.
- Public libraries contribute to the **quality of life factors** that attract businesses to a community.
- Public libraries provide resources that help individuals investigate **career interests, pursue employment, or upgrade skills** related to their occupation. Resources include databases of job listings and employment opportunities, publications and programs on preparing résumés and making career choices, and word processors for writing résumés.
- The public library provides a **safe and comfortable environment** where members of the community meet and interact. Residents with common interests can meet like-minded people through the programs and services offered by the library. Programs for parents, younger children, and older adults play an important role in promoting a **sense of community**. Also, the public library provides **outreach programs** to those confined to their homes or institutions.
- The public library has a role in **keeping residents informed and involved** in community affairs. The public library provides access to community information and links to other agencies and services. The public library may play a role in preserving and maintaining the community's history by being a repository of archives, local history collections, and genealogical resources.<sup>5</sup>
- People prefer to **live near** a public library if they have a choice, and often perceive library access as part of an enhanced quality of life.<sup>6</sup>
- In addition, our experience shows that public libraries support **literacy skills** including reading readiness for pre-school children, maintenance of reading skills during academic vacations, and **adult literacy**.

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<sup>5</sup> From <https://biblioblogaroni.wordpress.com/2007/09/28/the-librarys-contribution-to-the-community/>

<sup>6</sup> <http://www.ala.org/research/librariesmatter/taxonomy/term/143>

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Narrative Summary of the Library Plan

### Background

The first long-range plan for the Library (2010-2012) focused on basic services, expanded the Highland City Library, and established traditions and services that would serve well through the coming years. It also stretched the Library staff to provide services that were beyond the basics, and began to provide the community with enhanced library services.

The next long-range plan for the Library (2013-2015) focused on improving existing services, looked for more efficiencies in the processes and procedures, **improved customer service**, and **maintained the rights of the patron**.

The current Strategic Long-Range Plan for the Library (2016-2025) is presented below and focuses on continuing to improve services and products, exploring new technologies, and planning for a new facility as the need for library services expands within the community.

In the Strategic Long-Range Plan presented here, we use the following terminology;

A **goal** is a broad outcome.

A **strategy** is the general approach taken to achieve a goal.

An **objective** is a step or steps taken to achieve a strategy.

An **activity** is a measurable step which contributes to the achievement of a specific objective or strategy.

### Overall Approach

The guidelines that have informed the preparation of this document are: 1) **ensure that the legitimate library and cultural needs of the Highland community** are met in a timely fashion, and 2) seek a solution that, if possible, includes a collaborative effort with, and responds to, the needs of our neighbors, Alpine and Cedar Hills.

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Increasing Library Services in Response to Community Needs

To bring the **mission statement** into reality, the Strategic Long-Range Plan focuses on providing information that educates, inspires, and entertains the residents of Highland. Community demands for library services are the principal measure for determining what the Library should offer. **The Library constantly seeks public input to provide patron-driven collections, programs and services.** Based on community needs already identified, we detail the following objectives and activities in this plan.

Our experience is that Library patrons favor programs that **foster literacy and lifelong learning**, such as story time programs for children and their parents, summer reading programs, and family time events. Patrons also look for **unique learning opportunities** that require unique spaces and resources. **Patrons are especially interested in electronic resources which enhance continuing education through educational databases.** In addition, there is an increasing demand to add **e-books and audiobooks** to the collection.

The plan also addresses **professional development** opportunities for the Library staff to increase training, and staffing levels that meet or exceed state certification benchmarks.

The Library is currently an associate member of the North Utah County Library Cooperative (**NUCLC**), which allows patron access to the collections of other Northern Utah County libraries. The Library is working to meet the criteria for full membership. The Library will also continue to **collaborate** with other libraries in the area, state and nation to share resources and maximize networking.

The Library is collaborating with the City effort to preserve and make available current documents relating to the **history** of Highland City and northern Utah County.

## Community Outreach

Another aspect of the **mission statement** encourages the Library to involve the community through **outreach programs** to help residents understand the **benefits** of a community library. The plan outlines activities that will involve **local businesses** in programming. The Library will also participate in **local school** activities, such as Battle of the Books, and **provide volunteer opportunities for students seeking class credit.**

The Library will use **social networking** sites and **community newsletters** to communicate Library news to Highland residents. It will also provide **scouts, students** and other **members of the community** with opportunities to volunteer for service projects. **The Library will recruit community members to host and teach programs and will provide tours for interested groups.**

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Approaches for **Funding** and Expanding the Library

The third aspect of the **mission statement** calls on the Library and staff to prepare for the **future growth** of a successful library. It is natural to expect that increasing library services to meet community needs will increase demand on library services. This will, in turn, create a demand for larger and more extensive facilities. In fact, the Library has already outgrown its physical space. Typically, libraries use a measure of approximately .7 square feet per resident to give a working estimate of the optimal size a facility should be to house the resources necessary to meet community needs, although this may vary from .5 to 1.3 square feet depending on the needs of the community. Presently, Highland has a population of just over 17,000 residents and using .7 square feet per resident as a guideline, the Library space should equal about 12,000 square feet. The Library currently occupies just under 4,000 square feet. Even using the minimum standard of .5 square feet, the square footage should be about 8,500 square feet.

We have identified **three approaches** to expansion. The extent of the expansion would be determined by the needs expressed by the participating communities and driven by the metrics outlined in this plan.

### **Approach 1:** Library space only

**Option A.** Highland only (Highland City Library)

**Option B.** Alpine, Cedar Hills, and Highland (Lone Peak Library)

**Option C.** Expand the current Library space within the City Hall. This plan was considered a few years ago, and could meet Library needs on an interim basis.

**Option D.** Push back the exterior walls of the City Hall and expand the physical size of the Library which could meet Library needs on an interim basis.

### **Approach 2:** Space for the Library and other community needs

**Option A.** Highland only (Highland City Library and Community Center)

**Option B.** Alpine, Cedar Hills, and Highland (Lone Peak Library and a medium-sized Community Center)

### **Approach 3:** Space for the Library and other community needs

**Option A.** Highland only (Highland City Library and Community Center)

**Option B.** Alpine, Cedar Hills, and Highland (Lone Peak Library and a larger-sized Community Center)

We can even contemplate the possibility that different cities would each house a separate space, for example: the Library in Highland; an arts and music facility in Alpine; and a recreational and senior center in Cedar Hills.

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Funding the Project

To move ahead effectively with the Strategic Long-Range Plan, it will be necessary to procure estimates on cost and at the same time gauge the collective community appetite for any expansion. At some point, it may also be necessary to carry out environmental studies, traffic studies, fees for cost estimates, etc. To do this, we will need some up-front money. Below we lay out several options to make funds available from existing resources.

To establish the need, it will be necessary to conduct some surveys of the various populations involved, which will require some funding. Once the need has been established and a way forward has been chosen, certain costs will need to be financed, such as: architectural fees, environmental impact statements, a building advisor, etc. Therefore, we propose the following two options:

### Highland Fund option totaling \$40K

- The Highland Library Foundation provides up to \$20K for the project.
- The City Council matches up to \$20K to represent the Arts Council's interests.

### Lone Peak Fund option totaling \$90K

- The population of Highland is about 17,000. If Highland provides \$40K, that would average about \$2.5 per resident.
- The populations of Alpine and Cedar Hills equal about 10,000 each. We could ask each City to commit up to \$25K, or \$2.5 per resident.

Regardless of which way forward is chosen, at some point it will be necessary to engage in substantial fund-raising efforts in all participating cities. Some of the possible ways in which funds could be raised:

- Donations from residents and businesses. To encourage donors, we could offer the possibility that various rooms or the Library itself, could be named in honor of the most significant donors.
- Sale of surplus city-owned property
- Grants from institutions that support libraries
- Municipal bonds

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years one and two: 2016-2017

**Goal 1. Provide residents with access to information that educates, inspires, and entertains.**

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.1** Provide programs that foster literacy and lifelong learning.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.1.1.1 Increase story time programs for children	Increase from 2/week to 4/week by end of 2017	Programming Asst. (Teresa McKitrick)	Published Library calendar
1.1.1.2 Modify Summer Reading Program to focus on reading, not programs	Implement new program by May 2017	Program Dir. (Carol Rice)	Program materials & attendance
1.1.1.3 Expand Summer Reading Programs for teens and adults	Implement new program by May 2017	Program Dir. (Carol Rice)	Program materials & attendance
1.1.1.4 Create Summer Reading program for preschool age children	Implement new program by May 2017	Program Dir. (Carol Rice)	Program materials & attendance
1.1.1.5 Increase number of adult and teen programs	Increase from 0/month to 4-8/month by end of first quarter 2017	Program Dir. (Carol Rice)	Published Library calendar
1.1.1.6 Increase number of family time events	Increase from 0/month to 1/month by end of first quarter 2017	Program Dir. (Carol Rice)	Published Library calendar
1.1.1.7 Offer programs for patrons that focus on lifelong learning	Increase from 0/month to 2/month by end of first quarter 2017	Program Dir. (Carol Rice)	Published Library calendar
1.1.1.8 <b>Implement process to incorporate programming requests from patrons</b>	Create, distribute, & analyze patron survey by end of 2016	Program Dir. (Carol Rice)	Survey results

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years one and two: 2016-2017

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.2** Provide a center for unique learning opportunities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.1.2.1 Create study and gathering spaces in present Library area	In progress and ongoing efforts in workflow of Program Director	Program Dir. (Carol Rice)	Physical verification

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.3** Provide electronic resources to enhance continuing education.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.1.3.1 Provide educational databases for patrons	Implement affordable educational databases on an ongoing basis (determine use stats and reassess as necessary)	Director (Janae Wahnschaffe)	Databases available
1.1.3.2 Increase audiobook collection	Increase portion of book budget to 20% toward purchase of audiobooks by May of 2017	Director (Janae Wahnschaffe)	More audiobooks available in catalog
1.1.3.3 Improve access to online resources	Offer programs instructing patrons how to successfully create and use accounts for online resources by end of 2016	Program Dir. (Carol Rice)	Online use increase

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years one and two: 2016-2017

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.1** Enforce Library policies and practices consistently.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.1.1 Review & adjust the Strategic Long-Range Plan quarterly	Library Board agenda item April, July, October 2017	Board Chair (Blythe Shupe)	Board minutes
1.2.1.2 Review Open Meetings Act annually to ensure compliance	Library Board agenda item January 2017	Board Chair (Blythe Shupe)	Board minutes

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.2** Provide professional development opportunities for the Library staff.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.2.1 Increase staffing levels to meet or exceed state certification benchmarks	Send staff to relevant trainings provided by the state and conferences by June 2017	Director (Janae Wahnschaffe)	Training attendance log
1.2.2.2 Work with Board Chair, Outreach Director, and patrons to develop training topics that will be of interest and valuable to the Library	Schedule training planning meetings with Chair and Outreach Director by June 2017	Director (Janae Wahnschaffe)	Training schedule
1.2.2.3 Work toward full time executive assistants to efficiently operate library	Executive assistants are identified and appointed by end of 2017	Director (Janae Wahnschaffe), Highland City Council	Operating budget

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years one and two: 2016-2017

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.3** Provide current technology training to staff.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>1.2.3.1</b> Train staff to use library digital resources for all devices	Hold regular training meetings for staff members specific to digital resources by June 2017	Director (Janae Wahnschaffe)	Track training hours for staff
<b>1.2.3.2</b> Improve book cataloguing process by additional training and count expectations	Increase monthly item creation records by May 2017	Director (Janae Wahnschaffe), Programming Asst. (Teresa McKitrick)	ILS reports

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years one and two: 2016-2017

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.1** Seek public input to provide patron-driven collections, programs and services.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.1.1 Increase collection for NUCLC membership	50,000 holdings by end of 2017	Director (Janae Wahnschaffe)	Catalog
1.3.1.2 Continue to correctly label series and sequels list, and standardize entries in database to ensure easy access	Spine labels consistent on shelves & discoverability increased by end of 2017	Director (Janae Wahnschaffe)	Physical verification
1.3.1.3 Provide a patron-driven collection by offering avenues for requests	Completed second quarter 2016	Programming Asst. (Teresa McKitrick)	Link on website, in library forms; Responding to requests
1.3.1.4 Provide reading levels for elementary aged chapter books	In progress and database completed by end of 2017	Director (Janae Wahnschaffe)	Physical verification
1.3.1.5 Create updated and relevant signage for easy navigation of library	Color code spine labels in junior and children collection by end of first quarter 2017	Programming Asst. (Teresa McKitrick)	Physical verification
1.3.1.6 Offer suggestion box and distribute surveys for patron input regarding programming	Feedback provided to patrons within a month of receiving suggestion as to the practicality of the suggestion	Program Dir. (Carol Rice)	Notifications to patrons

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years one and two: 2016-2017

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.2** Maintain good relationships with other libraries in the area and across the state to share resources and maximize networking.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>1.3.2.1</b> Continue to participate with other libraries in the area, state and nation	Attend conferences, summits, trainings and workshops, as budget allows	Director (Janae Wahnschaffe)	Log hours of attendance, monthly statistics
<b>1.3.2.2</b> Work to enhance our profile within the North Utah County Library Cooperative	Attend quarterly meetings, seek input, work collaboratively	Director (Janae Wahnschaffe)	Meeting minutes

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.3** Work with the Highland City Council, Library Foundation, Friends of the Library, donors, grant makers, and others to ensure adequate revenues to increase Library services.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>1.3.3.1</b> Continue to explore grants and opportunities for additional funding	Submit 2 grants by end of 2017	Library Board (Nancy Passeritti)	Grant applications
<b>1.3.3.2</b> Develop a reserve fund	Policy proposal submitted to City Council by end of 2017	Board Chair (Blythe Shupe)	City Council minutes

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years one and two, 2016-2017

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.4** Prepare a fiscally responsible annual budget.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.4.1 Develop annual budget	Budget submitted on time 2016, 2017	Director (Janae Wahnschaffe)	Budget

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.5** Prepare all required reports.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.5.1 Run monthly reports and have spreadsheet of information available	Monthly reports submitted on time	Director (Janae Wahnschaffe)	Reports on file

**Goal 2.** Involve the community through outreach programs to help residents understand the benefits of a community library.

**Strategy 2.1** Create and maintain relationships with local businesses, cities, & NGO's.

**Objective 2.1.1** Create positive relationships with local businesses.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.1.1.1 Recruit local businesses to offer free classes in their area of expertise	Currently in progress and inviting businesses with one class scheduled by end of 2017	Program Dir. (Carol Rice)	Published Library calendar

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years one and two: 2016-2017

**Strategy 2.1** Create and maintain relationships with local businesses, cities, & NGO's.

**Objective 2.1.2** Create positive relationships with local cities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.1.2.1 Obtain calendar from Highland City with scheduled city events and determine how to participate and assist in those events	Collaborate with Highland City to participate in city events beginning in 2017	Program Dir. (Carol Rice)	Acknowledgement of Library participation from City
2.1.2.2 Hold an Open House for city leaders from Highland, Alpine, and Cedar Hills to tour Library and ask questions	Open House held in third quarter 2017	Board Chair (Blythe Shupe), Director (Janae Wahnschaffe)	Library Board minutes

**Strategy 2.2** Create and maintain relationships with local educational institutions.

**Objective 2.2.1** Create positive relationships with local educational institutions.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.2.1.1 Increase outreach efforts by participating in local school activities, such as Battle of the Books, volunteer opportunities for class credit, reports, etc.	Participate in 5 local school activities by end of 2017	Director (Janae Wahnschaffe)	Reports on file
2.2.1.2 Create partnership with Alpine School District by meeting with Alpine School Board Members & District administration to find partnering opportunities	Schedule meeting by end of second quarter 2017	Director (Janae Wahnschaffe)	Library Board minutes

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years one and two: 2016-2017

**Strategy 2.3** Create and maintain relationships with community members.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>2.3.1</b> Use other social networking sites and community newsletters to communicate Library news	In progress, monthly article in Highland and Alpine newsletters and social networking sites	Program Dir. (Carol Rice)	Websites, newsletters on file
<b>2.3.2</b> Encourage scouts and other community members the opportunity to volunteer in the Library	3-5 unique volunteers by end of 2017	Director (Janae Wahnschaffe)	Reports on file
<b>2.3.3</b> Provide tours for interested groups	3-5 tours by end of 2017	Director (Janae Wahnschaffe)	Reports on file
<b>2.3.4</b> Recruit community members to host and teach programs	2 new program hosts by end of 2017	Program Dir. (Carol Rice)	Reports on file
<b>2.3.5</b> Increase resident card holders	10% increase by end of 2017	Director (Janae Wahnschaffe)	Reports on file
<b>2.3.6</b> Increase non-resident card holders	5% increase by end of 2017	Director (Janae Wahnschaffe)	Reports on file
<b>2.3.7</b> Identify possible partner groups	Board chair make initial meeting; appoint Library Board member to be liaison by end of 2017	Board Chair (Blythe Shupe)	Board minutes

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years one and two: 2016-2017

**Goal 3.** Provide residents with a gathering place that creates a sense of community and enhances the quality of life while preparing for future growth.

**Strategy 3.1** Continue to improve the existing Library space to promote gathering and facilitate learning.

**Objective 3.1.1** Better signage to promote gathering.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.1.1.1 Street signage identifying the Library	Presentation to Highland City Council and vote by Council by end of 2017	Library Board	Highland City Council minutes, outdoor signs placed

**Strategy 3.1** Continue to improve the existing Library space to promote gathering and facilitate learning.

**Objective 3.1.2** Additional spaces in Library to facilitate learning.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.1.2.1 Create media center	Additional square footage added to existing building as approved by Highland City Council	Library Board, Highland City Council	Board & City Council minutes
3.1.2.2 Create children's library	Additional square footage added to existing building as approved by Highland City Council	Library Board, Highland City Council	Board & City Council minutes

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years one and two: 2016-2017

### Phase I Defining the Need

**Strategy 3.2** Provide a facility that will meet current and future Library operations.

**Objective 3.2.1** Work with the communities of Alpine, Cedar Hills, and Highland, and other partners, to provide a facility that serves all participating communities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.2.1.1 Prepare long-range expansion plan for review and approval by the Library Board	Plan approved by the Highland Library Board December 2016	Board sub-committee (Roger Dixon, Tiffany Whiting, Sue Carey)	Library Board Minutes
3.2.1.2 Involve the Highland Arts Council in the preparation of a long-range expansion plan	Meet with the Chair of the Arts Council and explain the approach and need for their involvement October 2016	Board Chair (Blythe Shupe)	Joint recommendation from Library Board and Arts Council
3.2.1.3 Prepare Strategic Long-Range Plan 2016-2025 for presentation to the City Council	Plan approved by the Highland City Council February 2017	Board Chair (Blythe Shupe)	Highland City Council Minutes
3.2.1.4 Discuss Strategic Long-Range Plan 2016-2025 with the city authorities in Alpine and Cedar Hills to establish strategic partners to help fund operations	Meetings held with city authorities in Alpine and Cedar Hills May 2017	Board Chair (Blythe Shupe) and designated City Council members	Results of the meetings

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years one and two: 2016-2017

<b>3.2.1.5</b> Establish a Community Needs Committee to guide the needs survey for library and community center. (If Alpine and/or Cedar Hills chose to opt out, then the committee would consist of representatives from one or two communities.)	Each community commits (or not) to participation and resources for the needs survey by July 2017	City Council of each community	Commitment reflected in the minutes of the respective City Council meetings
<b>3.2.1.6</b> Survey the citizens of the participating communities	Needs survey results available for review by February 2018	Community Needs Committee	Report from survey company
<b>3.2.1.7</b> Review results of needs survey and prepare options for presentation to the participating City Council(s) on next steps	Present options to the respective City Councils by May 2018	Community Needs Committee	Minutes of the respective City Councils

**Strategy 3.3** Develop a viable financial strategy for future growth.

**Objective 3.3.1** Develop a financial plan for programs.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>3.3.1.1</b> Revitalize the Friends of the Library to develop a fund-raising plan to support Library programs	Library Board approves Friends of the Library fund-raising program by March 2017	Library Board	Library Board Minutes
<b>3.3.1.2</b> Friends of the Library organize a book drive for used books using community help, such as Eagle Scout candidates	Book drive finished by May 2017	Library Board	Library Board minutes

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years one and two: 2016-2017

<b>3.3.1.3</b> Friends of the Library sell used books in booth at Cedar Hills Family Festival	Booth set up and manned at Festival in June 2017	Library Board	Library Board minutes
<b>3.3.1.4</b> Friends of the Library sell used books in booth at Highland Fling	Booth set up and manned at Fling in August 2017	Library Board	Library Board minutes
<b>3.3.1.5</b> Friends of the Library sell used books in booth at Alpine Days	Booth set up and manned at Alpine Days in August 2017	Library Board	Library Board minutes

**Strategy 3.3** Develop a viable financial strategy for future growth.

**Objective 3.3.2** Develop a financial plan for facilities that accommodate Library needs.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
There are no fund-raising activities since needs are being determined during this period			

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years three through five: 2018-2020

**Goal 1. Provide residents with access to information that educates, inspires, and entertains.**

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.1** Provide programs that foster literacy and lifelong learning.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.1.1.1 Organize a tutoring program that provides library space and volunteer tutors	Recruit tutors by end of first quarter 2018	Director	Advertise in library, website, social media
1.1.1.2 Purchase home school lesson supplements to support home school students	Make purchase of supplements in one subject area in 2018, 2019, 2020	Director	Catalog, Signage in library
1.1.1.3 Sponsor writing contest for middle school students	Contest runs first quarter 2018	Program Director	Published Library calendar
1.1.1.4 Develop a storytelling program to teach local 5 <sup>th</sup> grade students storytelling skills	5 <sup>th</sup> grade storytelling program begins third quarter 2018	Program Director	Published Library calendar
1.1.1.5 Organize a quarterly book club for adults	Meetings once/quarter in 2018	Program Director	Published Library calendar
1.1.1.6 Develop a storytelling program to teach local 6 <sup>th</sup> grade students storytelling skills	6 <sup>th</sup> grade storytelling program begins third quarter 2019	Program Director	Published Library calendar
1.1.1.7 Organize a quarterly book club for middle school students	Meetings once/quarter in 2019	Program Director	Published Library calendar
1.1.1.8 Provide series of parenting classes	5 classes taught during 2019	Program Director	Published Library calendar

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years three through five: 2018-2020

<b>1.1.1.9</b> Provide series of Shakespeare workshops for high school students	4 classes taught during 2019	Program Director	Published Library calendar
<b>1.1.1.10</b> Develop a storytelling program to teach local middle school students storytelling skills	Middle school storytelling program begins third quarter 2020	Program Director	Published Library calendar
<b>1.1.1.11</b> Organize a quarterly book club for 4 <sup>th</sup> -6 <sup>th</sup> grade students	Meetings once/quarter in 2020	Program Director	Published Library calendar
<b>1.1.1.12</b> Sponsor art contest for high school students	Contest runs first quarter 2020	Program Director	Published Library calendar
<b>1.1.1.13</b> Provide series of family history classes	6 classes taught during 2020	Program Director	Published Library calendar
<b>1.1.1.14</b> Present book reviews for YA books	3 times/year during 2020	Program Director	Published Library calendar
<b>1.1.1.15</b> Present book reviews for adult fiction	3 times/year during 2020	Program Director	Published Library calendar

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years three through five: 2018-2020

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.2** Provide a center for unique learning opportunities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.1.2.1 Organize a Literacy Center for early childhood literacy	Resource material purchased by end of second quarter 2018	Director	Resource material in library
1.1.2.2 Organize a Senior recipe sharing club	Club meets once/month beginning 2018	Program Director	Published Library calendar
1.1.2.3 Develop “danger camps” that use STEM educational resources	One camp begins third quarter 2018	Program Director	Program materials
1.1.2.4 Start a LEGO club for ages 10-14	Club meets once/month beginning 2019	Program Director	Published Library calendar
1.1.2.5 Organize Battle of the Bands event for high school students	Event occurs by end of 2019	Program Director	Published Library calendar
1.1.2.6 Provide series of nutrition/health classes	4 class series presented by end of 2020	Program Director	Published Library calendar

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.3** Provide electronic resources to enhance continuing education.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.1.3.1 Acquire test preparation materials for a variety of tests from high school through graduate school	Purchase made for 2 unique tests by end of 2019	Director	Catalog; Advertise in library, website, social media
1.1.3.2 Start a Computer Coding Club for ages 12-16	Club meets once/month beginning 2019	Program Director	Published Library calendar

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years three through five: 2018-2020

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.1** Enforce Library policies and practices consistently.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.1.1 Review & adjust the Strategic Long-Range Plan quarterly	Library Board agenda item Jan, April, July, October 2018, 2019, 2020	Board Chair	Board minutes
1.2.1.2 Library Board appoint sub-committee to thoroughly review Strategic Long-Range Plan and make recommendations	Recommendations to Library Board by end of 2019	Board Chair	Board minutes
1.2.1.3 Review all Library policies	Library Board agenda item each month 2018 and completed by end of 2018	Board Chair	Board minutes
1.2.1.4 Review Open Meetings Act annually to ensure compliance	Library Board agenda item January 2018, 2019, 2020	Board Chair	Board minutes

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.2** Provide professional development opportunities for the Library staff.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.2.1 Evaluate Library staff to determine needed trainings	Provide one professional development opportunity to each staff member in 2018, 2019, 2020	Director	Training attendance log
1.2.2.2 Develop training modules to allow cross-training of staff	Modules developed by end of 2019	Director	Training schedule
1.2.2.3 Implement cross-training modules	Schedule staff throughout 2020	Director	Training schedule

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years three through five: 2018-2020

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.3** Provide current technology training to staff.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.3.1 Train staff to use library digital resources for all devices	Hold quarterly training meetings for staff members in 2018	Director	Track training hours for staff
1.2.3.2 Send a staff member to outside technology training	Training completed by end of 2019	Director	Training schedule
1.2.3.3 Staff member trained in 1.2.3.2 present in-service training to Library staff on technology training attended	In-service training completed by end of 2020	Director	Training schedule

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.1** Seek public input to provide patron-driven collections, programs and services.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.1.1 Distribute surveys for patron input regarding programming	Two times each year via email system in 2018, 2019, 2020	Program Director	Reports on file

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.2** Maintain good relationships with other libraries in the area and across the state to share resources and maximize networking.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.2.1 Continue to participate with other libraries in the area, state and nation	Attend conferences, summits, trainings and workshops as budget allows	Director	Attendance hours, monthly statistics

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years three through five: 2018-2020

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.3** Work with the Highland City Council, Library Foundation, Friends of the Library, donors, grant makers, and others to ensure adequate revenues to increase Library services.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.3.1 Replace printer/copier with a color copier	Purchase by end of first quarter 2018	Library Foundation	Library Foundation minutes
1.3.3.2 Replace two computers	Purchase by end of first quarter 2018	Friends of the Library	Friends of the Library minutes
1.3.3.3 Replace another two computers	Purchase by end of first quarter 2019	Friends of the Library	Friends of the Library minutes
1.3.3.4 Replace an additional two computers	Purchase by end of first quarter 2020	Friends of the Library	Friends of the Library minutes

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.4** Prepare a fiscally responsible annual budget.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.4.1 Develop annual budget	Budget submitted on time 2018, 2019, 2020	Director	Budget

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.5** Prepare all required reports.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.5.1 Run monthly reports and have spreadsheet of information available	Monthly reports submitted on time	Director	Reports on file

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years three through five: 2018-2020

**Goal 2. Involve the community through outreach programs to help residents understand the benefits of a community library.**

**Strategy 2.1** Create and maintain relationships with local businesses, cities, & NGO's.

**Objective 2.1.1** Create positive relationships with local businesses.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.1.1.1 Recruit local businesses to offer free classes in their area of expertise	One more unique class scheduled by end of 2018, 2019, 2020	Program Director	Published Library calendar

**Strategy 2.1** Create and maintain relationships with local businesses, cities, & NGO's.

**Objective 2.1.2** Create positive relationships with local cities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.1.2.1 Have a presence at Highland Fling, Cedar Hills Family Festival, and Alpine Days through Friends of Library used book sale (Strategy 3.3)	Annual booths 2018, 2019, 2020	Library Board	Library Board minutes
2.1.2.2 Hold an Open House for city leaders from Highland, Alpine, and Cedar Hills to tour Library and ask questions	Open House held in first quarter 2019	Board Chair, Director	Library Board minutes

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years three through five: 2018-2020

**Strategy 2.2** Create and maintain relationships with local educational institutions.

**Objective 2.2.1** Create positive relationships with local educational institutions.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.2.1.1 Expand partnership with Alpine School District by sharing curriculum and providing curriculum supports	Provide curriculum supports by end of first quarter 2018	Director	Material available in library
2.2.1.2 Host an after-school program in partnership with Alpine School District	Begin program third quarter 2019	Director	Students enrolled in program
2.2.1.3 Partner with local school writing, art, and music contests, like Reflections program	Make contacts with local school chairpersons by end of third quarter 2018	Program Director	Reports on file

**Strategy 2.3** Create and maintain relationships with community members.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.3.1 Recruit community members to host and teach programs	2 new program hosts by end of 2019	Program Director	Reports on file
2.3.2 Increase resident card holders	10% increase by end of 2019	Director	Reports on file
2.3.3 Increase non-resident card holders	5% increase by end of 2019	Director	Reports on file
2.3.4 Organize an annual toy exchange for families	Hold exchange in third quarter of 2018, 2019, 2020	Program Director	Published Library calendar
2.3.5 Hold Pizza and Movie Night for upper elementary students	Two activities by end of year 2018	Program Director	Published Library calendar
2.3.6 Hold a Library Comic Convention event	Event held by end of 2019	Program Director	Published Library calendar

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years three through five: 2018-2020

**Goal 3.** Provide residents with a gathering place that creates a sense of community and enhances the quality of life while preparing for future growth.

**Strategy 3.1** Continue to improve the existing Library space to promote gathering and facilitate learning.

**Objective 3.1.1** Better signage to promote gathering.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.1.1.1 Street signage identifying the Library	Completed in 2017		

**Strategy 3.1** Continue to improve the existing Library space to promote gathering and facilitate learning.

**Objective 3.1.2** Additional spaces in Library to facilitate learning.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.1.2.1 Make a dedicated space for the Literacy Center materials acquired in 1.1.2.1	Space created by end of third quarter 2018	Director	Visual confirmation
3.1.2.2 Create a Homework Zone with tables and supplies to facilitate successful homework completion and collaboration	Space created with appropriate signage by end of 2019	Director	Visual confirmation

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years three through five, 2018-2020

### Phase II Defining the Scope

**Strategy 3.2** Provide a facility that will meet current and future Library operations.

**Objective 3.2.1** Work with the communities of Alpine, Cedar Hills, and Highland, and other partners, to provide a facility that serves all participating communities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<p><b>3.2.1.1</b> Decision by the participating City Councils as to which option to pursue</p> <p><i>This decision would trigger the fund-raising activities outlined in Objective 3.3.2. As a part of this activity, we need to seek the approval of the participating City Councils to: 1) seek grants; 2) seek donors; and 3) seek bonds.</i></p>	Decision on expansion options and plans by November 2018	Participating City Councils	Minutes of the participating City Councils
<p><b>3.2.1.2</b> Complete environmental, architectural, and traffic studies, etc.</p>	Studies completed by March 2019	Community Needs Committee	Studies on file in the participating City offices
<p><b>3.2.1.3</b> Hire a specialized building consultant, solicit applications, and rank the applicants</p>	Job opening announcement by June 2019	Community Needs Committee	Job announcement on file with the City
<p><b>3.2.1.4</b> Hire a building consultant to review space needs and recommend a layout for the purposes envisioned by the Board</p> <p><i>At a minimum, the consultant will look at the community data, consult with the Community Needs Committee and apply data to recommendations including location and size of the building, as well as provide general guidance to the architect.</i></p>	Decision to hire a building consultant by August 2019	Community Needs Committee	Contract with the building consultant

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years three through five: 2018-2020

<b>3.2.1.5</b> Building consultant makes recommendations to the Community Needs Committee	Decision by the Community Needs Committee of recommendations to the participating City Councils by January 2020	Building consultant	Minutes of the Community Needs Committee
<b>3.2.1.6</b> Present initial expansion plan to participating City Councils	Expansion plan approved by the participating City Councils by May 2020	Community Needs Committee	Minutes of the respective City Council meetings
<b>3.2.1.7</b> Establish a Community Center Committee to oversee the building process  <i>This could be a continuation of the Community Needs Committee or a new skill set may be advisable.</i>	Committee approved by the city councils of the participating cities by June 2020	Participating City Councils	Minutes of the participating City Councils

**Strategy 3.3** Develop a viable financial strategy for future growth.

**Objective 3.3.1** Develop a financial plan for programs.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>3.3.1.1</b> Friends of the Library organize an annual book drive for used books using community help, such as Eagle Scout candidates	Book drive finished by May 2018, 2019, 2020	Library Board	Library Board minutes
<b>3.3.1.2</b> Friends of the Library sell used books annually in booth at Cedar Hills Family Festival	Booth set up and manned at Festival in June 2018, 2019, 2020	Library Board	Library Board minutes
<b>3.3.1.3</b> Friends of the Library sell used books annually in booth at Highland Fling	Booth set up and manned at Fling in August 2018, 2019, 2020	Library Board	Library Board minutes

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years three through five: 2018-2020

<b>3.3.1.4</b> Friends of the Library sell used books annually in booth at Alpine Days	Booth set up and manned at Alpine Days in August 2018, 2019, 2020	Library Board	Library Board minutes
<b>3.3.1.5</b> Friends of the Library hold a silent auction	Auction held by end of 2019	Library Board	Library Board minutes

**Strategy 3.3** Develop a viable financial strategy for future growth.

**Objective 3.3.2** Develop a financial plan for facilities that accommodate Library needs.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>3.3.2.1</b> Begin grant seeking activities once the cities have determined which expansion option to follow (See Objective 3.2.1.1, November 2018)	Grants for expansion are approved by other entities. Deadline for grants May 2020  (See 3.2.1.5 Building consultant makes recommendations to the Community Needs Committee)	Library Board and other participating cities	Grants received
<b>3.3.2.2</b> Begin donor seeking activities. Once the cities have determined which expansion option to follow (See Objective 3.2.1.1, November 2018)  <i>Approval needed by the participating City Councils to name rooms within the Library after donors per the amount of their donation. Criteria to be determined.</i>	Donations for expansion are approved by other entities. Deadline for donations May 2020  (See 3.2.2.5 Building consultant makes recommendations to the Community Needs Committee.)	Library Foundation, Friends of the Library, Arts Council; participating cities	Donations received

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years three through five: 2018-2020

<p><b>3.3.2.3</b> Begin bond seeking activities once the cities have determined which expansion option to follow (See Objective 3.2.1.1, November 2018)</p>	<p>Bonds for expansion approved by other entities. Deadline for bonds May 2020  (See 3.2.1.5 Building consultant makes recommendations to the Community Needs Committee.)</p>	<p>Highland City Administration; Administrations of other participating cities</p>	<p>Bonds approved</p>
<p><b>3.3.2.4</b> Seek to sell surplus city-owned property once the cities have determined which expansion option to follow (See Objective 3.2.1.1, November 2018)</p>	<p>Properties are sold by May 2020  (See 3.2.1.5 Building consultant makes recommendations to the Community Needs Committee.)</p>	<p>Highland City Administration</p>	<p>Funds on hand</p>
<p><b>3.3.2.5</b> Arts Council actively raising funds for the expansion project once the cities have determined which option to follow (See Objective 3.2.1.1, November 2018)</p>	<p>Arts Council raises a proportional amount by May 2020</p>	<p>Arts Council</p>	<p>Arts Council meeting minutes</p>

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years six through eight: 2021-2023

**Goal 1. Provide residents with access to information that educates, inspires, and entertains.**

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.1** Provide programs that foster literacy and lifelong learning.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.1.1.1 Develop adult literacy tutoring program	Program begins first quarter 2021	Director	Program enrolls students
1.1.1.2 Provide classes to teach resume building, interview tips, and job searching skills	One class in each topic provided in 2021	Program Director	Published Library calendar
1.1.1.3 Provide series of parenting classes	5 classes taught during 2021	Program Director	Published Library calendar
1.1.1.4 Present book reviews for YA books	3 times/year during 2021	Program Director	Published Library calendar
1.1.1.5 Present book reviews for adult fiction	3 times/year during 2021	Program Director	Published Library calendar
1.1.1.6 Expand writing contest for middle school students to include high school students	Contest runs first quarter 2021	Program Director	Published Library calendar
1.1.1.7 Organize a quarterly book club for seniors	Meetings once/quarter in 2021	Program Director	Published Library calendar
1.1.1.8 Provide series of family history classes	6 classes taught during 2022	Program Director	Published Library calendar
1.1.1.9 Expand series of Shakespeare workshops for high school students to include series for middle school students	4 classes taught during 2021 and 2023	Program Director	Published Library calendar

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years six through eight: 2021-2023

<b>1.1.1.10</b> Expand art contest for high school students to include middle school students	Contest runs first quarter 2022	Program Director	Published Library calendar
<b>1.1.1.11</b> Provide series of local hiking information	5 class series by end of 2022	Program Director	Published Library calendar
<b>1.1.1.12</b> Provide series of classes on stress management and time management	4 class series by end of 2023	Program Director	Published Library calendar

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.2** Provide a center for unique learning opportunities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>1.1.2.1</b> Expand storytelling program to include more students in grades 5-9	Expansion begins third quarter 2021	Program Director	Published Library calendar
<b>1.1.2.2</b> Expand “danger camps” that use STEM educational resources	Second camp begins third quarter 2021; third camp begins third quarter 2023	Program Director	Program materials
<b>1.1.2.3</b> Organize a comic book club for middle school students	Group meets monthly beginning 2022	Program Director	Published Library calendar
<b>1.1.2.4</b> Organize yoga or other similar class	Begin one class by first quarter 2022	Program Director	Published Library calendar
<b>1.1.2.5</b> Organize knit/crochet group in which seniors teach younger generations	Group meets monthly beginning 2023	Program Director	Published Library calendar
<b>1.1.2.6</b> Organize a Skit Night event for families	Event held in 2023	Program Director	Published Library calendar

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years six through eight: 2021-2023

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.3** Provide electronic resources to enhance continuing education.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>1.1.3.1</b> Purchase language learning program supplements	Purchase of one program supplement by end of 2021	Director	Catalog
<b>1.1.3.2</b> Acquire test preparation materials for a variety of tests from high school through graduate school	Purchase of 2 additional unique tests by end of 2022	Director	Catalog; Advertise in library, website, social media
<b>1.1.3.3</b> Provide a 3D printing program for high school students	4 classes taught during 2022	Program Director	Published Library calendar
<b>1.1.3.4</b> Expand 3D printing program for high school students to include middle school students	4 additional classes taught during 2023	Program Director	Published Library calendar

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years six through eight: 2021-2023

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.1** Enforce Library policies and practices consistently.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.1.1 Review & adjust the Strategic Long-Range Plan quarterly	Library Board agenda item Jan, April, July, October 2021 and 2023	Board Chair	Board minutes
1.2.1.2 Review all Library policies	Library Board agenda item each month 2021 and 2023 and completed by end of 2021 and 2023	Board Chair	Board minutes
1.2.1.3 Library Board appoints sub-committee to thoroughly review Strategic Long-Range Plan and make recommendations	Recommendations to Library Board by end of 2022	Board Chair	Board minutes
1.2.1.4 Review Open Meetings Act annually to ensure compliance	Library Board agenda item January 2018, 2019, 2020	Board Chair	Board minutes

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.2** Provide professional development opportunities for the Library staff.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.2.1 Evaluate Library staff to determine needed trainings	Provide one professional development opportunity to each staff member in 2021, 2022, 2023	Director	Training attendance log
1.2.2.2 Continue cross-training modules for staff	Schedule staff throughout 2021 and 2023	Director	Training schedule

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years six through eight: 2021-2023

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.3** Provide current technology training to staff.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.3.1 Train staff to use library digital resources for all devices	Hold quarterly training meetings for staff members in 2021	Director	Track training hours for staff
1.2.3.2 Send a staff member to outside technology training	Training completed by end of 2021	Director	Training schedule
1.2.3.3 Staff member trained in 1.2.3.2 present in-service training to Library staff on technology training attended	In-service training completed by end of 2022	Director	Training schedule

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.1** Seek public input to provide patron-driven collections, programs and services.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.1.1 Distribute surveys for patron input regarding programming	Two times each year via email system in 2021, 2022, 2023	Program Director	Reports on file

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.2** Maintain good relationships with other libraries in the area and across the state to share resources and maximize networking.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.2.1 Continue to participate with other libraries in the area, state and nation	Attend conferences, summits, trainings and workshops as budget allows	Director	Attendance hours, monthly statistics

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years six through eight: 2021-2023

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.3** Work with the Highland City Council, Library Foundation, Friends of the Library, donors, grant makers, and others to ensure adequate revenues to increase Library services.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.3.1 Purchase a 3D printer for program activities	Purchase by end of first quarter 2021	Friends of the Library	Friends of the Library minutes
1.3.3.2 Replace an additional two computers	Purchase by end of first quarter 2022	Friends of the Library	Friends of the Library minutes
1.3.3.3 Replace an additional two computers	Purchase by end of first quarter 2023	Friends of the Library	Friends of the Library minutes

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.4** Prepare a fiscally responsible annual budget.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.4.1 Develop annual budget	Budget submitted on time 2021, 2022, 2023	Director	Budget

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.5** Prepare all required reports.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.5.1 Run monthly reports and have spreadsheet of information available	Monthly reports submitted on time	Director	Reports on file

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years six through eight: 2021-2023

**Goal 2.** Involve the community through outreach programs to help residents understand the benefits of a community library.

**Strategy 2.1** Create and maintain relationships with local businesses, cities, & NGO's.

**Objective 2.1.1** Create positive relationships with local businesses.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.1.1.1 Recruit local businesses to offer free classes in their area of expertise	One more unique class scheduled by end of 2021, 2022, 2023	Program Director	Advertise in library, website, social media

**Strategy 2.1** Create and maintain relationships with local businesses, cities, & NGO's.

**Objective 2.1.2** Create positive relationships with local cities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.1.2.1 Have a presence at Highland Fling, Cedar Hills Family Festival, and Alpine Days through Friends of Library used book sale (Strategy 3.3)	Annual booths 2021, 2022, 2023	Library Board	Library Board minutes
2.1.2.2 Hold an Open House for city leaders from Highland, Alpine, and Cedar Hills to tour Library and ask questions	Open House held in first quarter 2021, 2023	Board Chair, Director	Library Board minutes

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years six through eight: 2021-2023

**Strategy 2.2** Create and maintain relationships with local educational institutions.

**Objective 2.2.1** Create positive relationships with local educational institutions.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.2.1.1 Organize a meeting of local school media specialists to explore ways to collaborate	Meeting held by end of 2021	Director	Library Board minutes
2.2.1.2 Implement collaboration ideas from meeting with media specialists	One new collaboration implemented by end of 2022, 2023	Director	Library Board minutes

**Strategy 2.3** Create and maintain relationships with community members.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.3.1 Recruit community members to host and teach programs	2 new program hosts by end of 2021	Program Director	Reports on file
2.3.2 Increase resident card holders	10% increase by end of 2021	Director	Reports on file
2.3.3 Increase non-resident card holders	5% increase by end of 2021	Director	Reports on file
2.3.4 Organize an annual toy exchange for families	Hold exchange in third quarter of 2021, 2022, 2023	Program Director	Published Library calendar
2.3.5 Hold Gaming Night for middle school students	2 activities by end of year 2021	Program Director	Published Library calendar
2.3.6 Organize duct tape craft contests	2 activities by end of year 2022	Program Director	Published Library calendar
2.3.7 Organize Senior Game Night	6 activities by end of year 2023	Program Director	Published Library calendar

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years six through eight: 2021-2023

**Goal 3.** Provide residents with a gathering place that creates a sense of community and enhances the quality of life while preparing for future growth.

**Strategy 3.1** Continue to improve the existing Library space to promote gathering and facilitate learning.

**Objective 3.1.1** Better signage to promote gathering.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.1.1.1 Street signage identifying the Library	Completed in 2017		

**Strategy 3.1** Continue to improve the existing Library space to promote gathering and facilitate learning.

**Objective 3.1.2** Additional spaces in Library to facilitate learning.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.1.2.1 Create a computer literacy center to promote computing skills	Space created with appropriate signage by end of 2022	Director	Visual confirmation

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years six through eight: 2021-2023

### Phase III Begin Construction

**Strategy 3.2** Provide a facility that will meet current and future Library operations.

**Objective 3.2.1** Work with the communities of Alpine, Cedar Hills, and Highland, and other partners, to provide a facility that serves all participating communities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.2.1.1 Hire an architect, solicit applications, rank the applicants	Invitation to bid sent out. Decision announced by January 2021	Community Center Committee	Bid notice on file with the City
3.2.1.2 Enter negotiations with the top choice, conduct personal interviews with the person or firm that interests the Library Board, and check references  <i>Legal counsel should be sought on an appropriate contract.</i>	Decision on architect made by March 2021	Community Center Committee	Contract with architect
3.2.1.3 Architectural plans prepared and submitted to the Community Center Committee	Review and approval of architectural plan by September 2021	Community Center Committee	Minutes of the Community Center Committee
3.2.1.4 Architectural plans prepared and submitted to the participating City Councils	Review and approval of architectural plan by December 2021	Participating City Councils	Minutes of the participating City Councils
3.2.1.5 Begin process to select a contractor	Invitation to bid sent out by January 2022	Community Center Committee	Bid notice on file with the participating cities

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years six through eight: 2021-2023

<p><b>3.2.1.6</b> Select a contractor for expansion project</p> <p><i>Specifications by an architect will be submitted to contractors for bids. It is wise for the Community Center Committee to have the specifications include several options so that it can add or subtract as cost is known. Multiple bids are needed, but an overly long list may not add to the Committee's ability to make the decision. Low bid is one factor, probably the most important, but value and evidence of good work elsewhere are additional considerations.</i></p>	<p>Bid awarded by April 2022</p>	<p>Community Center Committee</p>	<p>Duly signed contract on file with the participating cities</p>
<p><b>3.2.1.7</b> Begin construction</p> <p><i>The Community Center Committee is the link between the architect and builder to bring decisions on changes as well as regular progress reports to the participating City Councils. The better the original plans and more precise the specifications, the more likely construction will run smoothly.</i></p>	<p>Construction begun by June 2022</p>	<p>Community Center Committee monitors construction and files reports</p>	<p>Progress reports on file with the participating cities</p>
<p><b>3.2.1.8</b> Hold special events to maintain public interest such as groundbreaking, cornerstone laying (perhaps with a time capsule), setting the first brick, and topping off. Issue regular press releases, and identify times during the process when special events can be held</p>	<p>Special progress events are announced as appropriate</p>	<p>Community Center Committee</p>	<p>Copies of press releases and press coverage of events on file in the Library</p>
<p><b>3.2.1.9</b> Issue press releases on a regular basis that notify the public of special events and general progress on the expansion project</p>	<p>Regular press releases at least bimonthly</p>	<p>Community Center Committee</p>	<p>Copies of press releases and press coverage of events on file in the Library</p>

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years six through eight: 2021-2023

**Strategy 3.3** Develop a viable financial strategy for future growth.

**Objective 3.3.1** Develop a financial plan for programs.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>3.3.1.1</b> Friends of the Library organize an annual book drive for used books using community help, such as Eagle Scout candidates	Book drive finished by May 2021, 2022, 2023	Library Board	Library Board minutes
<b>3.3.1.2</b> Friends of the Library sell used books annually in booth at Cedar Hills Family Festival	Booth set up and manned at Festival in June 2021, 2022, 2023	Library Board	Library Board minutes
<b>3.3.1.3</b> Friends of the Library sell used books annually in booth at Highland Fling	Booth set up and manned at Fling in August 2021, 2022, 2023	Library Board	Library Board minutes
<b>3.3.1.4</b> Friends of the Library sell used books annually in booth at Alpine Days	Booth set up and manned at Alpine Days in August 2021, 2022, 2023	Library Board	Library Board minutes
<b>3.3.1.5</b> Friends of the Library hold a Dinner Theatre	Production held by end of 2022	Library Board	Library Board minutes

**Strategy 3.3** Develop a viable financial strategy for future growth.

**Objective 3.3.2** Develop a financial plan for facilities that accommodate Library needs.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>3.3.2.1</b> Funds are disbursed for construction	Invoices submitted to Community Center Committee	Community Center Committee	Paid invoices on file

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years nine and ten: 2024-2025

**Goal 1.** Provide residents with access to information that educates, inspires, and entertains.

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.1** Provide programs that foster literacy and lifelong learning.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.1.1.1 Provide class series in public speaking skills	Class series occurs during 2024	Program Director	Published Library calendar
1.1.1.2 Organize an Author Camp	Camp runs third quarter 2024	Program Director	Published Library calendar
1.1.1.3 Expand writing contest for middle school & high school students to include adults	Contest runs first quarter 2024	Program Director	Published Library calendar
1.1.1.4 Expand storytelling program to include more students in grades 10-12	Expansion begins third quarter 2024	Program Director	Published Library calendar
1.1.1.5 Expand storytelling program to include Senior Storytelling	Expansion begins third quarter 2025	Program Director	Published Library calendar
1.1.1.6 Provide class series in helps and tips for popular business software programs	5 class series by end of 2025	Program Director	Published Library calendar
1.1.1.7 Expand series of Shakespeare workshops for high school & middle school students to include series for 5 <sup>th</sup> & 6 <sup>th</sup> grade students	4 classes taught by end of first quarter 2025	Program Director	Published Library calendar
1.1.1.8 Expand art contest for high school & middle school students to include adults	Contest runs first quarter 2025	Program Director	Published Library calendar
1.1.1.9 Provide class series on home organization tips	3 class series by end of 2025	Program Director	Published Library calendar

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years nine and ten: 2024-2025

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.2** Provide a center for unique learning opportunities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.1.2.1 Organize a summer camp for ages 8-10	Camp runs third quarter 2025	Program Director	Published Library calendar
1.1.2.2 Organize a summer camp for ages 11-12	Camp runs third quarter 2025	Program Director	Published Library calendar
1.1.2.3 Organize Senior Exercise class	Class runs weekly beginning 2025	Program Director	Published Library calendar

**Strategy 1.1** Promote lifelong learning in the community.

**Objective 1.1.3** Provide electronic resources to enhance continuing education.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.1.3.1 Acquire test preparation materials for a variety of tests from high school through graduate school	Purchase of 2 additional unique tests by end of 2024	Director	Catalog; Advertise in library, website, social media

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years nine and ten: 2024-2025

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.1** Enforce Library policies and practices consistently.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.1.1 Review all Library policies	Library Board agenda item each month 2025 and completed by end of 2025	Board Chair	Board minutes
1.2.1.2 Review Open Meetings Act annually to ensure compliance	Library Board agenda item January 2024, 2025	Board Chair	Board minutes
1.2.1.3 Library Board appoints sub-committee to thoroughly review Strategic Long-Range Plan and make recommendations	Recommendations to Library Board by end of 2024	Board Chair	Board minutes
1.2.1.4 Library Board write and approve new Strategic Long-Range Plan 2026-2035	Library Board approves new plan by end of third quarter 2025	Board Chair	Board minutes

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.2** Provide professional development opportunities for the Library staff.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.2.1 Evaluate Library staff to determine needed trainings	Provide one professional development opportunity to each staff member in 2024, 2025	Director	Training attendance log
1.2.2.2 Implement cross-training modules	Schedule staff throughout 2020	Director	Training schedule

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years nine and ten: 2024-2025

**Strategy 1.2** Deliver personalized, consistent, high-quality service to patrons while protecting their privacy.

**Objective 1.2.3** Provide current technology training to staff.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.2.3.1 Train staff to use library digital resources for all devices	Hold quarterly training meetings for staff members in 2024	Director	Track training hours for staff
1.2.3.2 Send a staff member to outside technology training	Training completed by end of 2024	Director	Training schedule
1.2.3.3 Staff member trained in 1.2.3.2 present in-service training to Library staff on technology training attended	In-service training completed by end of 2025	Director	Training schedule

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.1** Seek public input to provide patron-driven collections, programs and services.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.1.1 Distribute surveys for patron input regarding programming	Two times each year via email system in 2024, 2025	Program Director	Reports on file

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.2** Maintain good relationships with other libraries in the area and across the state to share resources and maximize networking.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.2.1 Continue to participate with other libraries in the area, state and nation	Attend conferences, summits, trainings and workshops as budget allows	Director	Attendance hours, monthly statistics

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years nine and ten: 2024-2025

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.3** Work with the Highland City Council, Library Foundation, Friends of the Library, donors, grant makers, and others to ensure adequate revenues to increase Library services.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.3.1 Replace an additional two computers	Purchase by end of first quarter 2024	Friends of the Library	Friends of the Library minutes
1.3.3.2 Replace an additional two computers	Purchase by end of first quarter 2025	Friends of the Library	Friends of the Library minutes

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.4** Prepare a fiscally responsible annual budget.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.4.1 Develop annual budget	Budget submitted on time 2024, 2025	Director	Budget

**Strategy 1.3** Maintain a well-operated library.

**Objective 1.3.5** Prepare all required reports.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
1.3.5.1 Run monthly reports and have spreadsheet of information available	Monthly reports submitted on time	Director	Reports on file

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years nine and ten: 2024-2025

**Goal 2.** Involve the community through outreach programs to help residents understand the benefits of a community library.

**Strategy 2.1** Create and maintain relationships with local businesses, cities, & NGO's.

**Objective 2.1.1** Create positive relationships with local businesses.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.1.1.1 Recruit local businesses to offer free classes in their area of expertise	One more unique class scheduled by end of 2024, 2025	Program Director	Published Library calendar

**Strategy 2.1** Create and maintain relationships with local businesses, cities, & NGO's.

**Objective 2.1.2** Create positive relationships with local cities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.1.2.1 Have a presence at Highland Fling, Cedar Hills Family Festival, and Alpine Days through Friends of Library used book sale (Strategy 3.3)	Annual booths 2024, 2025	Library Board	Library Board minutes
2.1.2.2 Hold an Open House for city leaders from Highland, Alpine, and Cedar Hills to tour Library and ask questions	Open House held in first quarter 2025	Board Chair, Director	Library Board minutes

**Strategy 2.2** Create and maintain relationships with local educational institutions.

**Objective 2.2.1** Create positive relationships with local educational institutions.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.2.1.1 Implement collaboration ideas from meeting with local school media specialists	One new collaboration implemented by end of 2024, 2025	Director	Library Board minutes

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Years nine and ten: 2024-2025

**Strategy 2.3** Create and maintain relationships with community members.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
2.3.1 Recruit community members to host and teach programs	2 new program hosts by end of 2024	Program Director	Published Library calendar
2.3.2 Increase resident card holders	10% increase by end of 2024	Director	Reports on file
2.3.3 Increase non-resident card holders	5% increase by end of 2024	Director	Reports on file
2.3.4 Organize an annual toy exchange for families	Hold exchange in third quarter of 2024, 2025	Program Director	Published Library calendar
2.3.5 Organize Senior Craft Day	6 events by end of 2024	Program Director	Published Library calendar
2.3.6 Provide animal care and wildlife programs	1 program by end of 2025	Program Director	Published Library calendar

**Goal 3. Provide residents with a gathering place that creates a sense of community and enhances the quality of life while preparing for future growth.**

**Strategy 3.1** Continue to improve the existing Library space to promote gathering and facilitate learning.

**Objective 3.1.1** Better signage to promote gathering.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.1.1.1 Street signage identifying the Library	Completed in 2017		

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years nine and ten: 2024-2025

**Strategy 3.1** Continue to improve the existing Library space to promote gathering and facilitate learning.

**Objective 3.1.2** Additional spaces in Library to facilitate learning.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.1.2.1 Create an enhanced children’s reading area	Space created by end of 2025	Director	Visual confirmation

### Phase IV Complete Construction

**Strategy 3.2** Provide a facility that will meet current and future Library operations.

**Objective 3.2.1** Work with the communities of Alpine, Cedar Hills, and Highland, and other partners, to provide a facility that serves all participating communities.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
3.2.1.1 Monitor construction until expansion is completed	Expansion project completed by February 2024	Community Center Committee	Final inspection documents are on file in the participating cities
3.2.1.2 Plan and announce an occupancy date when the public can view the completed project	Public invited to view the new facility March 2024	Community Center Committee	Invitation on file in the Library
3.2.1.3 Plan and announce an Open House and Dedication of the new facility	Public invited to Open House and Dedication April 2024	Community Center Committee	Invitation on file in the Library

## Highland City Library Strategic Long-Range Plan, 2016-2025

### Years nine and ten: 2024-2025

**Strategy 3.3** Develop a viable financial strategy for future growth.

**Objective 3.3.1** Develop a financial plan for programs.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>3.3.1.1</b> Friends of the Library organize an annual book drive for used books using community help, such as Eagle Scout candidates	Book drive finished by May 2024, 2025	Library Board	Library Board minutes
<b>3.3.1.2</b> Friends of the Library sell used books annually in booth at Cedar Hills Family Festival	Booth set up and manned at Festival in June 2024, 2025	Library Board	Library Board minutes
<b>3.3.1.3</b> Friends of the Library sell used books annually in booth at Highland Fling	Booth set up and manned at Fling in August 2024, 2025	Library Board	Library Board minutes
<b>3.3.1.4</b> Friends of the Library sell used books annually in booth at Alpine Days	Booth set up and manned at Alpine Days in August 2024, 2025	Library Board	Library Board minutes
<b>3.3.1.5</b> Friends of the Library hold a silent auction	Auction held by end of 2024	Library Board	Library Board minutes

**Strategy 3.3** Develop a viable financial strategy for future growth.

**Objective 3.3.2** Develop a financial plan for facilities that accommodate Library needs.

ACTIVITIES	INDICATORS OF SUCCESS	RESPONSIBLE PERSON	VERIFICATION
<b>3.3.2.1</b> Funds are disbursed for construction	Invoices submitted to Community Center Committee	Community Center Committee	Paid invoices on file

# Highland City Library Strategic Long-Range Plan, 2016-2025

## Narrative Summary of the Arts Council Activities

The Highland Arts Council was first organized in 1990 and is now a charitable 501(c)3 organization. Its mission is to bring the arts to the Highland community and surrounding cities through exhibits, education, art fairs, literary readings, theater, and music programs. The events sponsored by the Arts Council are family and community oriented.

The Arts Council's biggest events are the concerts presented by the Timpanogos Symphony Orchestra. Typically, 600 to 800 people attend each concert. The Children's Choir has 150 to 200 people attending each of its presentations, and other choirs and musical groups have been organized recently. The plays sponsored by the Arts Council usually attract about 100 people. The Shakespeare Workshops attract 80 to 100 people. Many other concerts and events attract about the same number of people as the Shakespeare Workshops.

Other events sponsored by the Arts Council include: Art in the Park (11th year), Art of Soul Workshops (2nd year), Street Art Festival's Art Expo (12th year), the Hard Road Theatre, the Highland Community Chorus, art exhibits in local historical buildings, and exhibits of local artists in local retail stores. The Council has also sponsored Craft Day with Santa, artisan classes, and guest artist presentations. The Arts Council sponsors an art show, which is a traditional feature of the annual Highland Fling and serves to showcase the work of artists in the community. The Council also sponsors art classes and music classes.

The Arts Council has also worked with Tom Holdman of Holdman Studios to display art from Highland Elementary students that was produced into stained glass sculptures. One of the Arts Council's biggest achievements was the purchase of a new Yamaha piano which allows the community to hold recitals, plays, and concerts.

Many high-quality events are planned and will be detailed in a Highland Arts Council long-range plan soon.