

Areas of Organizational Health

Goals & Objectives 2017—with updates

Strategic Plan

2017 Activities	Target Date	Responsible Manager/Team	Status
Implement Communications Plan	February, 2017	COMM, ED FI	Released Winter, 2017. Will also seek to invest more dollars for strategically placed advertising. In progress
Roll-out marketing campaign to Community	April, 2017	ED and COMM	In Progress
Continuous platform of learning	December, 2017	ED, DD, LLT	Determine external and internal customer service needs. Hire outside firm to conduct training
Cultivate Target Audiences	December, 2017	ED, LLT, COLL	Audit programs, services and collections related to target audiences
Seamless Virtual Presence	December, 2017	ED, IT, Media Mentors, COLL, LLT	Evaluate current digital collections, explore new trends. Now offering BiblioBoard for creative users to share their works. New and improved FC History website now available, a collaboration of Library and FCMoD
Caregiver Cultural Awareness/World Language Story times	December, 2017	ED, Children's, OU	25% of story times have a cultural awareness component
Train Staff and All Board members on Advocacy Toolkit	December, 2017	ED and COMM	Complete by end of year. Hope to introduce to board at retreat or later Autumn board meeting
Clarify, enhance and communicate the value of the Library to the community- Impact Team	December, 2017	ED	Ensure Impact Team has a copy of all logic models related to programming
Evaluate Current Leadership Structure	February, 2017	ED	All public service managers report to Deputy Director
Engage Staff In Facilities Plan Process and integrate staff ideas, where appropriate, in the plan. Present plan to Library Board in June or July	July, 2017	ED	Cancelled Dennis Humphries will present at All Staff Day. ED is creating a feedback loop for all staff who wished to communicate on the plan. Plan is on track to be shared in

SLIVKEN GOALS AND OBJECTIVES

August 1, 2017

Increase library cardholder penetration in library district.	Autumn, 2017	ED, FI, COMM	Currently looking for additional funds to increase marketing campaign. Having difficulty finding staff to assist with project. Looking for possible CSU student when school resumes in August
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Communication Adequacy

2017 Activities	Target Date	Responsible Manager/Team	Status
Open Office door/welcoming	current	ED	Door is only closed when there is a confidential meeting
Distortion Free communication	current	ED, LLT	Information is distortion free and travels horizontally and vertically across the boundaries of the organization. Have requested staff to voluntarily refrain from using "Library-All, as it clogs up our email boxes. Response has been better though some still use it too often.
Anonymous Email Account for Staff to Communicate with Executive Director	Spring, 2017	ED, IT	Conceptual, plan to announce at May 2017 staff day to allow more freedom to communicate Have received 19 emails, most anonymous. Some good feedback mixed with general unhappiness about some policies and procedures....it is good to have the information to reflect on

Optimal Power Equalization—Organization Chart

2017 Activities	Target Date	Responsible Manager/Team	Status
Restructuring of Staff Reporting System. All public service managers report to Deputy Director	March 2017	ED	Completed

Resource Utilization

2017 Activities	Target Date	Responsible Manager/Team	Status
Revamp Security program-Better trained guards, revamped post orders. Revised behavioral policy	May, 2017	ED, DD, Branch Managers	In process—higher level guards in place. Revised post orders and revised behavior policy currently in place
Reduce Service Points @ OTL	Autumn, 2017	ED, DD, OTL Manager	To finish by 12/2017—in progress. Front entrance more inviting
Collection Space/De-selection—improve appearance of book stacks and investigate ways to better use library spaces	Dec, 2017	ED, COLL, Branch managers	De-selection Plan to begin May 1 for a 32 week project. In progress with goal to finish by December, 2017. Each shelf ¾ full with top shelves empty, particularly at locations with high shelves (Harmony and OTL). Council Tree does not really have tall shelves.
Manage the PRPLD email migration	Dec, 2017	ED, IT, HR	PRPLD will evaluate hosted email solutions, select a solution and plan for the migration and staff training. Will migrate in late fall, 2017. Beta testing 150 FC staffers currently
Wireless Upgrade at Harmony Library	Dec, 2017	ED, IT	Address speed and signal strength. Apply for E-rate for funding assistance completed. Will be checking into upgrades at Council Tree as their wireless equipment is nearing its end
Review services with City of FC IT Department regarding network changes	On-going	ED, IT	Insure we have the proper IT resources and services at the correct price point The City of Fort Collins IT Department has a full plate and it will be addresses at a future date

Cohesiveness/Morale/Adaptation

2017 Activities	Target Date	Responsible Manager/team	Status
Library leadership meetings—more structured. Stay on time. Address fissures separately		ED	Meetings run on time and follow agenda.

[SLIVKEN GOALS AND OBJECTIVES]

August 1, 2017

	December, 2017	ED	At least one per month per location. Had the privilege to attend many SRC programs at all three locations. Great programming and appreciative audiences
Regularly attend library programs	December, 2017	ED	First three Wednesday afternoons reserved from 1-3 for staff interaction and conversation. May adjust afternoon time as many staff are not scheduled at these times. Want to be as available as possible
Maintain monthly open hours to meet with library staff at all locations			
Open sessions with library staff to discuss and receive feedback on Master Facilities Plan	April, 2017	ED	Coordinate at least 6 meetings for library staff to attend completed Cancelled

Innovativeness

2017 Activities	Target Date	Responsible Manager/Team	Status
Innovation Contest for Library Staff	Summer, 2017	ED, DD, LLT	Ideas due on 4/15. Winners have been selected and will be announced on 5/12/17. Communications Dept "Video Booth" announced as winner. Hoping to unveil at FoCo Book Festival October 21st
Review and propose changes to circulation policies causing barriers of use			Current draft under review. Will propose eliminating fines for all children's materials. Will review after one year. Hoping to present for first reading at August, 2017 Board meeting
Book Bike	December, 2017	ED, DD, COMM	Committee formed, and work in progress. Many libraries have been disappointed in the lack of maneuverability of their book bike, which gave us pause. Found a vendor and purchased their specs. Will work with local bike shop to build. Will be easier to use.

Organizational Growth

2017 Activities	Target Date	Responsible Manager/Team	Status
Incorporating Logic Model as a standard instrument in library programming	December, 2017	ED, Impact Team. Programming team	Programming initiatives are using the logic model to determine the need and eventual outcomes of potential programs
Materials delivered to homebound seniors by staff and/or volunteers	Autumn, 2017	OU, ED	It has been moribund for some time. Working with several local non-profits Seeking volunteers and potential clients. Many new volunteers who wish to be part of program. New clients very appreciative.
Materials dispenser-Senior Center	Spring 2018	ED	Have begun talks with FC Senior Center staff and believe a location has been agreed upon, depending on size of the unit. Met with vendors in 2017 at ALA. Gathering information now for a joint RFP with the City of Fort Collins. Have requested the Trust to assist with additional funds—in the range of \$45,000-\$60,000
Increase Market share of active users	December, 2017	ED, LLT, COMM	Currently at 41%, increase to 44%. We have found additional funds to assist with the marketing campaign. Working with Orange Boy for a new email initiative. Having trouble finding staff to assist with this project and hope to find a CSU student this fall to help part-time. Unfortunately The Library was sending incorrect data to Orange Boy and our market share with inflated from the moment we partnered with Orange Boy. Our market share is 37%, not 41%. I am attending an Orange Boy conference in August and hope to find ways to use this service for the betterment of the Library

Administrative and Human Resource Management

2017 Activities	Target Date	Responsible Manager/Team	Status
Successful Migration to new HR software	Summer, 2017	ED, HR	Training to begin soon. Due to technical issues, the new performance review software with FC Career Connect got off to a rocky start the first quarter of the year, but the 2 nd quarter went much smoother
Better tracking of training for all staff. Increase training opportunities for all library staff	December, 2017	ED, HR, LLT	Log all training of staff, including free seminars and all webinars. Communicate training opportunities to staff. Want managers to promote during quarterly performance reviews. Hoping to use the new software to keep track of all training
Fill three vacant manager positions	March, 2017	ED, HR, DD	. Completed , March 2017
Roll out SHRM diversity program	December, 2017	ED, HR	In process, much to cover

Community Relations

2017 Activities	Target Date	Responsible Manager/Team	Status
Community Engagement-Volunteer to serve on 3-5 boards/entities	December, 2017	ED	Currently, FC Broadband Technical Group, Friends of the Morgan Library and TIF Core Group....looking for 2 more opportunities. New associate member of Larimer County Workforce Development Board. Presenting with Molly Thompson at their September, 2017 board meeting. Regularly attend community meeting of County Commissioners Gaitner, Johnson and Donnelly
Directing Change/United Way/ County Commissioners	December, 2017	ED	Attend non-profit meetings as much as possible, attend commissioner meetings—at least one per month

DBA, DDA, FC Police, CSU/PRPLD Author Series, FoCo Book Fest, Innosphere & other community events	December, 2017	ED	Attend as many events as possible with the organizations mentioned, plus many more
Attend meetings and initiatives recommended by staff	December, 2017	ED, LLT, All Staff	Try to attend as many as I can

Board of Trustees/FOL/Library Trust Relationships

2017 Activities	Target Date	Responsible Manager/Team	Status
Communication Transparency	current	ED	Always open and transparent COMM
Timely response to Inquiries	current	ED	Respond to all inquiries same or next day
Attend monthly FOL and Trust meetings	current	ED	Have attended all meetings

Financial Management/Legal Compliance/Fundraising

2017 Activities	Target Date	Responsible Manager/Team	Status
Work with FOL, Trust and IT manager to investigate jointly shared foundation software	September, 2017	ED, IT	First meeting of IT, FOL, and Trust happening soon. Trust official recently met with IT manager, with hopes of finding useable software for FOL and Trust
Prepare in advance of TABOR/Gallagher potential cuts in funding	September, 2017	FI, ED, DD	Residential assessment rate may be dropped to 7.2% for 2017-18, not as severe of a drop as previously thought. More information will be available by the end of May, 2017. After all the dust settled, looking for a 6%-8% increase in funding for the next two year cycle
Seek legal advice when recommending revisions in library policies and procedures	Typically once or twice a month	ED	Typically contact Jacqueline Murphy at State Library when an issue question arises. If not available, contact Kim Seter

Personal Professional Development

2017 Activities	Target Date	Responsible Manager/Team	Status
Meet with Executive Coach	2x a month	ED	Meet with Chris Arnold of Trebuchet Group.
ALA, PLA, CAL	October, 2017	ED	Will attend ALA in June. CAL in October. Attending Orange Boy/Savannah Conference in mid-August
Front Range & Metro Directors	Monthly	ED	Attend and/or host Front Range and Metro Directors,
State Library Legislative Day	Annually	ED	Attended March Legislative Day, meet local legislators Ginal and Kefalas