

Smart Growth For Your Library



2007 Advanced Trustee Education

Exercise 1: Current Conditions

1) Board

A	Involvement with day-to-day operations / some administrative functions
B	Plans on a month-to-month basis; Director takes on more administrative duties (except financial)
C	Committee structure becomes more developed. More focus on oversight. Working from a simple strategic plan.
D	Moving away from administrative role; more of a partnership with Director. Community involvement in planning.
E	Board functions as a policy, planning oversight group with strong committee structure within the context of their plan.

2) Management / Personnel

A	Director handles most tasks and supervises all. Director works less than 35/hrs/wk; volunteers work the desk. Few personnel issues.
B	Director and staff work together on day-to-day basis. Overlapping tasks; informal policies. Director works at least 35 hours/week; some part-time staff and volunteers; Director supervises all.
C	More delegation. Written procedures for time off, benefits. Simple job descriptions; some departments. Full time director + another professional; Several clerks; Director supervises all.
D	Written personnel manual; forms and tracking methods. More specialized job descriptions. Departments responsible for their areas. Supervisory department heads are established; Director supervises department heads.
E	Complete personnel manual. Formal job titles and descriptions. Extensive specialization even within departments. Director has administrative team of department heads.

3) Finances

A	Basic budget; Board handles finances; has large role in fundraising. Sporadic third-party audit by CPA.
B	Simple budget with few controls. Board treasurer administers budget and purchasing process. Still fundraising for part of operations budget; Occasional third-party audit by CPA.
C	Budget is tied to plan; Bookkeeper and director deal with finances along with board treasurer; standardized budget reports; Fundraising more for special projects. Have hired an audit firm.
D	Full time bookkeeper; finance/budget committee; Fundraising only for special projects; Control systems in place; Annual audit / review.
E	Fiscal Officer; Extensive planning; Fundraising turned over to the Friends and/or development staff person; Annual full audit.

4) Services

A	Some story hours; one-on-one help with technology; collection made up of popular fiction and children's
B	More children's programs; basic reference; wider range of fiction more format diversity (incl. AV and large-print)
C	Some adult programs as well as children's; technology training; Beyond the basic reference tools; non-fiction and teen collections expanded
D	Regular adult and teen programming; Separate staffed reference desk; systematic collection development
E	Ongoing events for all ages; Reference Department; Complete range of materials and regular collection analysis

5) Internal Controls

A	Few written policies and procedures; informal, face-to-face communication system
B	Internal policies and procedures begin to be documented; Written reports to board; formal communication on major issues.
C	Written policy manual; Begin a formal communication system: board packets and regular messages to staff.
D	Complete policy and procedure manual; written communication to staff on most issues.
E	Extensive procedure manual; Complex communication system based on organizational levels; Possible internal blog.

6) External Communications

A	Basic contact information is made available in print
B	Sporadic program flyers, press releases and possibly newsletter
C	Regular program announcements and calendar of events; Regular newsletter; Professionally designed logo
D	Identity package; Regular press releases; Annual report to the community
E	Professional marketing and PR plan; PR Staff or consultant

7) Facility

A	No offices; Maintained by Director.
B	Several rooms; staff maintained.
C	Director has office; PT building maintenance person.
D	Staff offices; regular building maintenance person.
E	Many rooms or even floors; Full time building maintenance.

8) Evaluation

A	Director provides circulation, card holders, program statistics periodically
B	Director provides more complete assessment / analysis
C	Development of measures tied to plan
D	Refinement including collection and user analysis
E	Ongoing analysis of all library programs and activities.

9) Technology

A	Small and simple public access network, stand alone staff computers. No regular tech support.
B	Build more stable public access network. More staff file sharing; Minimal tech support.
C	Expanded public network with better security. Staff machines networked with file sharing. Regular computer tech support
D	Public network with tight security and print controls. Staff internal network. Part time tech person.
E	Complicated public network and internal network. Regular full time tech employees.

10) Friends

A	Work as volunteers in library, assist in library events.
B	Build own identity, still under library's auspices.
C	Develop Friends board and some own activities
D	Separate organization with own identity. Larger scale events. Written agreement with board.
E	Fully developed organization with board and bylaws. Adjunct to library.

Smart Growth for Your Library: **Where is your library?**

↑ STAGES ↓

Complex **E**
 Expanding **D**
 2nd Generation **C**
 Extended Family **B**
 Mom and Pop **A**

1 Board
2 Management
3 Finances
4 Services
5 Internal Controls
6 External Communications
7 Facility
8 Evaluation
9 Technology
10 Friends

← CHARACTERISTICS →

Smart Growth for Your Library: **Where is your library?**

← STAGES →

Complex E										
Expanding D										
2 nd Generation C				X						
Extended Family B	X	X								
Mom and Pop A			X							
	1	2	3	4	5	6	7	8	9	10
	Board	Management	Finances	Services	Internal Controls	External Communications	Facility	Evaluation	Technology	Friends

← CHARACTERISTICS →

Exercise 2: Building Adaptive Capacity

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Part III: Building Adaptive Capacity

Question 1:

What flashpoint is your library facing?



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Part III: Building Adaptive Capacity

Question 2:

What characteristics will be impacted?

- Board
- Finances
- Internal Controls
- Facility
- Technology
- Management
- Services
- External Communications
- Evaluation
- Friends

How?



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Part III: Building Adaptive Capacity

Question 3:

What affect will the impacts listed above have on other characteristics?

- Board
- Finances
- Internal Controls
- Facility
- Technology
- Management
- Services
- External Communications
- Evaluation
- Friends



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Part III: Building Adaptive Capacity

Question 4:

What needs to happen to proactively deal with the changing characteristics?

