

Highland City Library: Long-Range Strategic Plan 2024-2029

Introduction

Public libraries have long been an important aspect of American life. From the early days of the Republic, libraries were valued by Americans. 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. From that time to the present, public libraries have been valued because they allow equal access to information and educational resources regardless of social or economic status.

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 relocated 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, and the current Highland City Library opened its doors that October of that year. In 2016, the Library received permission to convert a public meeting room into a Children's Room for the Library. The Children's Room was opened in spring of 2018.

The Library joined the North Utah County Library Cooperative (NUCLC) on 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. In 2018, the Library reached the required collection size and was accepted as a full NUCLC member.

The Library is supported by three constituent bodies: the Library Board, the Friends of the Library, and the Library Foundation.

1. **The Library Board** oversees the operation of the Library. It consists of seven people: six volunteers appointed for three-year terms, and a representative from the City Council. All meetings are held in the Highland City Hall or electronically using a video meeting platform. Records of the Library Board meetings are available on the Highland City website.
2. **The Friends of the Library** is an independent non-profit, tax exempt organization that supports the library in the following ways: raising funds through used book sales and other endeavors, creating community connections through programs and events, and increasing volunteerism to support and supplement Library resources.
3. **The Library Foundation** is a nonprofit, tax-exempt foundation dedicated to assisting the Highland City Library with fund-raising and additional support. The Foundation administers larger donations, particularly those targeted at capital improvement.

Vision Statement

The Highland City Library seeks to be a valued resource in the community that evolves with changes in society while meeting learning, information, and entertainment needs.

Mission Statement

The Highland City Library provides materials, programs, tools, and space that strengthen the community by informing, educating, and entertaining community members of all ages.

Long-Range Strategic Plan, 2024-2029

The elements of the Strategic Plan support the goals and values expressed in the Library Mission Statement. The Library is funded primarily through a designated portion of Highland property tax. Utah law establishes that property tax revenue only increases with growth of households or if an entity purposefully raises the rate. It does not have an automatic inflationary component or increase due to the increase in a home's valuation. Due to the recent growth in the City, the Library has seen a small increase in revenue, however, the designated tax rate has remained the same since the Library opened. Because of inflationary forces, the Library's budget has become more stretched and the Library will need to decrease its services to remain within budget if revenue growth remains as it has been in recent years. The Council, Library Board, and staff should analyze potential options for the Library to remain financially viable, including a potential tax rate increase before the end of the period represented in this strategic plan.

Materials

Plan	Value/Need	Metric	Date Initiated/Completed	Responsible Party
Grow physical collection back to 50,000 items	Provide Materials: <i>To meet the needs of a growing population.</i>	Simple count of physical materials	Ongoing/ December 2029	Collection Development Team
Increase digital materials budget as needed to keep up with demand.	Provide Materials: <i>eBook use continues to increase.</i>	Each year assess eBook use and adjust budget as needed.	Ongoing / December 2029	Library Director
Expand picture book section	Provide Materials: <i>Demand on Children's materials continues to increase.</i>	Add additional shelving to accommodate up to 7,000 picture books	Ongoing/ December 2029	Collection Development Team

Update Juvenile Nonfiction Section	Provide Materials: <i>To provide Highland's children with current and accurate information about the world.</i>	Purchase at least 200 books each year for four years.	Fall 2024-Fall 2027	Collection Development
Join the Timpanogos Library Consortium to provide courier service between local libraries.	Provide Materials: <i>This would expand the number of books people could get at Highland by 141,000 items.</i>	Enter the Timpanogos Library Consortium	April 2025	Library Director and Board with City Council Approval
Eliminate overdue fines to decrease barriers to library materials	Provide Materials: <i>This is required to join the Timpanogos Library Consortium.</i>	Eliminate overdue fines when the Consortium begins.	April 2025	Library Director and Board with City Council Approval

Programs

Plan	Value	Metric	Date initiated/Completed	Responsible Party
Continue providing educational programs for every age.	Educate: <i>The programs are educational and build community.</i>	Offer weekly children's programs, and a monthly teen or adult program	Fall 2024-ongoing	Programming Team
Increase number of current library card holders to 50% of population of Highland	Inform: <i>To bring library services to a larger percent of the population.</i>	Number of card holders will increase 5% each year	August 2024-December 2029	Library Director/ Public Relations Team
Maintain Summer Reading participation and increase completion	Educate/ Entertain: <i>Summer Reading prevents educational loss for</i>	Have 1000+ participants and 35% completion each year	Summer 2025-Summer 2029	Library Director/ Programming Team

	<i>children over the summer.</i>			
Improve Adult Programing	<i>Educate/ Inform: To build community and encourage lifelong learning.</i>	Hold an in-person adult education program at least quarterly	Fall 2024-onward	Library Director/ Public Relations Team/
Continue programs for special needs.	<i>Educate/ Inform/ Entertain: The Library seeks to meet the needs of a diverse population.</i>	Hold monthly story time for HIVES	Fall 2024- onward	Library Director/ Programming Team

Training

Plan	Value	Measure	Date initiated/ Completed	Responsible Party
Meet state Quality Unit levels for staff training each year	<i>Train: Training vitalizes and improves staff performance.</i>	Reach the number of training hours required by the state's Quality Unit status annually	2024 and continuing forward	Library Director
Send at least three staff members to state training sessions	<i>Train: We have opted to send more staff to state trainings instead of sending one staff to a national training.</i>	At least three staff members attend a state training each year	2024, and continuing forward	Library Director

Space

Plan	Value	Measure	Date initiated/ Completed	Responsible Party
Replace Library upholstered furniture	<i>Community Space: Current furniture is</i>	Purchase 4 love seats, one couch, 4 benches and 6 chairs	Sept 2024/ Dec 2024	Library Director

	<i>old and stained.</i>			
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Financial Oversight

Plan	Value	Measure	Date initiated/Completed	Responsible Party
Conduct a financial audit of the Library Fund.	Community Resource: <i>To assess the continued financial viability of the Library</i>	Engage a professional financial audit of the Library Fund	Spring 2025	Library Director
Increase nonresident fee to \$90/year as part of agreement with Timpanogos Library Consortium.	Community Resource: <i>The other consortium members have established this as a requirement for joining.</i>	The Library will increase nonresident fees starting at the inception of the Consortium.	April 2025	Library Director and Board with City Council Approval

Technology

Plan	Value	Measure	Date initiated/Completed	Responsible Party
Create and maintain a technology inventory	Resource: <i>To enable the Library to plan to replace technology in a timely manner.</i>	Complete an inventory of all Library technology with expected replacement dates	Fall 2024 and ongoing.	Library Director
Conduct a technology community needs assessment	Community: <i>This is a new State Library requirement for certification.</i>	Conduct a community needs assessment and report findings to the Library Board	Spring 2025 and annually afterward	Library Director
Replace catalog computers with Raspberry Pi's	Resource: <i>This will decrease the cost of</i>	Replace the three library catalog computers	2025	Library Director

	<i>replacing catalog computers.</i>	with less expensive alternatives		
Using the Technology inventory, replace aging technology according to accepted replacement schedules	Resource: <i>To keep library technology up to date.</i>	Use grants and budget to replace items that are going past recommended age including items not covered by the city's IT contract.	2024 and going onward	Library Director

Community Assessment

Plan	Value	Measure	Date initiated/Completed	Responsible Party
Conduct surveys to inform programing and collection development decisions	Community: <i>To ensure that the Library is meeting community needs.</i>	Conduct at least two independent surveys each year about library programing and/or collection development	Fall 2024 and onward	Library Director/Program Team
Include questions in the annual city survey	Community: <i>To assess opinions of residents who might not be library patrons yet.</i>	Include questions about general library services in the annual city survey each year	Fall 2024 and onward	Library Director
Attend and participate in community committees.	Community: <i>Community participation makes the Library aware of community needs.</i>	Attend at least one PTA and one Arts Council meeting quarterly	Fall 2024 and onward	Library Director