

Our vision

Rutland Free Library: the community heart, hub, and hope for the future

Our mission

The Rutland Free Library welcomes all to discover knowledge, learning, activities, and resources

We value:

- Intellectual freedom
- Free access
- Diversity
- Respect
- Responsiveness
- Joy

Goals

1. Establish a 21st Century library offering diverse and needed materials, programs, services, and community spaces
2. Secure sustainable finances
3. Create greater community awareness, engagement and partnerships
4. Strengthen a well-supported, engaged, cohesive library team
5. Ensure a respectful trusting culture with open two-way communication

Goals and Related Action Plans (Vital Few are in bold)

1. Establish a 21st Century library offering diverse and needed materials, programs, services, and community spaces
 - a. Identify and acquire appropriate site (Chair 21st Century Library)**
 - i. Build community support plan by Q3 2026**
 - ii. Determine appropriate site by Q3 2026**
 - iii. Planning and permitting – 6 months after site control**
 - iv. Build a budget – 6 months after site control**
 - v. Pass a bond or other needed financing – 1 year after site control**
 - vi. Build – Start building 6-18 months after bond**
 - b. Continue to keep collections up-to-date and responsive to community needs (measurement TBD by ED by Q2 2026) – ongoing (ED/Librarians for each section)
 - c. Create a plan for expanding adult programming by Q1 2027 (ED/AD)
 - d. Continue excellent children's programming – measurement TBD by Q2 2026 (ED/ Children's Librarian)
 - e. Continue excellent teen programming – measurement TBD by Q2 2026 (ED/ Teen Librarian)
 - f. Pursue and market additional individual and group meeting spaces - Post construction (Chair 21st Century Library)

2. Secure sustainable finances

- a. Conduct fundraising events annually raising \$15,000 in 2026 increasing by at least 5% a year by documenting procedures and lessons learned (Chair Development Committee)
- b. Continue to increase the effectiveness of annual appeal raising \$53,000 in 2026, at least \$55,000 in future years (Chair Development Committee)
- c. Continue to win community support for annual budgets with the city and other towns (ED)**
- d. Maintain cost-effective fiscal controls by establishing and enforcing internal control policies and procedures that are in reasonable conformity with the Uniform Guidance for federal awards established by the Office of Management and Budget of the United States. Q2 2027 (Chair Finance Committee/Chief Financial Officer)
- e. Develop annual budget (approved by BOA in December and passes on Town Meeting Day) and manage expenditures within \$2500 of budget (ED)
- f. Develop a plan with measurements for cultivating major and legacy donors Q4 2026 (Chair of Development Committee)
- g. Keep building needs at a high ranking on the city capital improvement plan (ED)
- h. Develop a plan with measurements to pursue appropriate grants Q4 2026 (AD)
- i. Lobby for mandated state financial support of libraries (AD)
- j. Prudently manage and grow investments (Chair Finance Committee)

3. Create stronger community awareness, engagement and partnerships
 - a. Create a public relations & marketing plan with measurements, including social media by Q1 2027 and implement (Chair 21st Century Library)**
 - b. Finish by Q2 2026 and maintain new website (ED)**
 - c. Expand partnerships with additional schools beyond RCPS Q2 2027 (ED)
 - d. Strengthen relationship with city and town governments by providing quarterly updates (attend City Board of Aldermen meetings quarterly) (Chair Board)
 - e. Continue 10 social media posts a week (until marketing plan, 3.a.) (ED)
 - f. Continue annual usage of library until increase when 21st Century Library (circulation of 140,000, 750 programs, 14,000 people attending programs, 8800 public computer sessions) (ED)
 - g. Develop prioritized plan Q1 2027 for enhancing relationships with key organizations and implement (Chair Board)

4. Strengthen a well-supported, engaged, cohesive library team
 - a. Recruit board members with defined necessary skill sets - including marketing, fundraising, human resources, and finance (Chair Governance Committee)
 - b. Identify appropriate roles for volunteers, and then recruit to fill the roles Q2 2027 with clear reporting relationships and accountability (AD)
 - c. Employ at least one intern each summer (ED)
 - d. Identify staff training needs and meet that need Q3 2026 (ED)
 - e. Develop succession development plans for administrative positions Q2 2027 (Chair Executive Committee)**
 - f. Develop succession development plan for Board leadership Q3 2026 (Chair Governance Committee)
 - g. Have a staff development day at least annually with annual report in Q2 (AD)
 - h. Help the Friends of the Library maintain active 501(c)(3) nonprofit status and support their activities (ED)
 - i. Continue to partner with the Dolly Parton Imagination Library at the RFL (Chief Financial Officer)
 - j. Identify technology needs that require training or financial support and provide that support Q1 2027 (ED)
 - k. Develop a plan for leadership training for administrative positions Q4 2026 and implement (Chair Board)
 - l. Renegotiate union contract Q2 2028 (Chair Personnel Committee)
 - m. Develop a plan to increase board and staff engagement and joy Q1 2027 (Chair Board)

5. Ensure a respectful trusting culture with open two-way communication
 - a. Continue monthly staff and department meetings (ED)
 - b. Split staff communication based on importance into email, separate communication vehicle, or in-person discussions Q2 2026 (ED)
 - c. Designate staff time for reading and responding to internal emails Q3 2026 (ED)
 - d. Follow up decisions with communication and implement (ED)
 - e. Give the staff more opportunities to provide feedback and assure timely response (ED)
 - f. Conduct an anonymous survey at least annually for staff to provide feedback about engagement and trust Q2 2026 and annually (Chair Executive Committee)
 - g. Hold labor management meetings at least twice a year per contract (ED)