

	Start up	Adolescent	Mature/ Sustainability	Stagnation & Renewal	Decline
<b>Programs and Services</b>	<ul style="list-style-type: none"> <li>Simple programs are initiated or a mix of diverse and non-integrated activities</li> <li>Strong commitment to delivering services</li> <li>Small collection</li> </ul>	<ul style="list-style-type: none"> <li>Programs begin to establish themselves in the market and with patrons</li> <li>Often demand is greater than capacity</li> <li>More consistent program delivery exists</li> <li>More focus on community needs is exhibited</li> <li>Collection is growing and diversifying</li> </ul>	<ul style="list-style-type: none"> <li>Core programs are established and recognized in the community</li> <li>Long range program planning taking place</li> <li>New programs are added and deleted as market and patrons dictate</li> <li>Maker Space is available</li> <li>Programs functioning well</li> <li>Diversified and growing collection</li> </ul>	<ul style="list-style-type: none"> <li>Library loses sight of market and patron needs</li> <li>Programs developed primarily to attract funding or as “pet” projects</li> <li>Difficulty in delivering services and reaching goals</li> <li>Inconsistent program attendance</li> <li>Collection has become stagnant</li> </ul>	<ul style="list-style-type: none"> <li>No longer meeting market or patron needs</li> <li>Loss of credibility with funders and patrons</li> <li>Decline in product quality or availability</li> <li>Major reduction in patron traffic</li> <li>Accreditation in jeopardy</li> </ul>
<b>Leadership Management</b>	<ul style="list-style-type: none"> <li>Single-minded library director who guides the organization</li> <li>Sole decision making – little or no hierarchy</li> <li>Informal management structure</li> </ul>	<ul style="list-style-type: none"> <li>Beginning strategic division of labor</li> <li>Library director is still primary decision-maker and is less accessible to staff due to growing role</li> <li>Feeling both external and internal demands</li> </ul>	<ul style="list-style-type: none"> <li>Need for well-rounded library director</li> <li>Delegation of authority and clear accountability exists</li> <li>“<b>Founder’s Syndrome</b>” is encountered at times</li> </ul>	<ul style="list-style-type: none"> <li>Founder library director is in transition</li> <li><b>Change agent</b> is needed</li> <li>Ego-driven actions and decisions taking place</li> <li>Conflict between Board/Friends/Foundation arises</li> <li>Consortium attendance is limited</li> </ul>	<ul style="list-style-type: none"> <li>Major conflict between library director and Board and/or Friends Group</li> <li>Library director makes decisions without Board or others</li> <li>Library director is inaccessible and unable to meet deadlines</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>Most work completed by volunteers</li> <li>Small (if any), enthusiastic and eager staff</li> <li>Sense of “family” and “community” cooperation among staff and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Staff size increases and are still excited about their mission</li> <li>Deepening organizational chart, with more centralized management</li> </ul>	<ul style="list-style-type: none"> <li>Larger and more culturally diverse and specialized staff</li> <li>Professional management is hired</li> <li>Vertical, hierarchical organization chart – clear delineation of duties</li> </ul>	<ul style="list-style-type: none"> <li>Low staff morale and higher turnover</li> <li>Lack of focus on and accountability on individual performance</li> <li><b>Siloed</b> library staff</li> <li>Volunteers turn over high</li> </ul>	<ul style="list-style-type: none"> <li>Departure of key staff</li> <li>Key positions difficult to fill</li> <li>Staff grievances bypass library director and go to City/County and/or Board</li> <li>High conflict among staff</li> </ul>

		<ul style="list-style-type: none"> <li>No job descriptions or HR Management practices in place (at library level)</li> </ul>	<ul style="list-style-type: none"> <li>Staff and volunteers show high degree of engagement</li> <li>Job descriptions and HR policies and Management systems in place</li> </ul>		<ul style="list-style-type: none"> <li>Low number of or no volunteers</li> </ul>
<b>Governance/ Boards/ Friends of Library/ Consortium</b>	<ul style="list-style-type: none"> <li>Governance structure in place, but is loosely followed</li> <li>Small, passionate, and homogenous Board</li> <li>Board members tend to be hand-chosen by founding library director</li> <li><b>Working Board</b></li> <li>Strong support and commitment to get library started and/or established</li> <li>No Friends group yet</li> <li>Consortium is important for networking and help in obtaining resources</li> </ul>	<ul style="list-style-type: none"> <li>Board expansion taking place</li> <li>New Board members are added with expertise/skills in needed areas</li> <li>Transitioning from working to Governance or divisions to establish true Advisory Board</li> <li>More reactive than strategic in policies</li> <li>Friends Group is starting to form or is in its infancy</li> <li>Consistent attendance and participation in Consortium</li> </ul>	<ul style="list-style-type: none"> <li>Board size and diversity increases</li> <li>Board (Governing or Advisory) is fully functioning and has clear understanding of its role; they are effective. Frequently selected by support entity</li> <li>Good committee structure – most work done in committee</li> <li>The Board engages in fundraising along with the Friends Group</li> <li>Better Board accountability</li> <li>Board focuses on library sustainability</li> <li>Friends Group is active and works in alignment with library goals and strategy</li> <li>May serve as leadership in Consortium</li> </ul>	<ul style="list-style-type: none"> <li>Board is disengaged, turnover is high, job focus is lost</li> <li>Friends Groups/Foundation are not as involved, and begin to develop fundraising focus not in alignment with library's needs</li> <li>Bogged down in structures that may be outdated</li> </ul>	<ul style="list-style-type: none"> <li>Very low Board attendance/engagement. Place holder mentality</li> <li>No new Board members</li> <li>Key Board and Friends Group members may leave</li> <li>Major disagreements among Board on Library's future</li> <li>Board/Friends members making derogatory comments in public</li> <li>Eventually Board/Friends dissolve</li> </ul>
<b>Administrative Systems/</b>	<ul style="list-style-type: none"> <li>Few formal systems in place</li> </ul>	<ul style="list-style-type: none"> <li>Unsophisticated <b>operational systems</b></li> <li>Unstable operations</li> </ul>	<ul style="list-style-type: none"> <li>Program and operational</li> </ul>	<ul style="list-style-type: none"> <li>Well-developed systems become "red tape"</li> <li>Poor planning</li> </ul>	<ul style="list-style-type: none"> <li>Departure from systems to crisis management</li> </ul>

<b>Operations</b>	<ul style="list-style-type: none"> <li>Library operations are beginning to become established and are flexible</li> <li>Few operational routines or systems in place</li> <li>Frequent informal communication regarding operational needs and resources</li> </ul>	<ul style="list-style-type: none"> <li>Begin development of operational systems</li> <li>Internal communications is challenging</li> <li>Technology is not fully leveraged</li> <li>Planning begins to take place</li> </ul>	<ul style="list-style-type: none"> <li>coordination through formal planning</li> <li>Systems, policies and procedures in place</li> <li>Standardized and efficient operations</li> <li>Better integration of technology</li> <li>More data management</li> <li>Formal communications in place</li> <li>Strategic planning is undertaken</li> </ul>		<ul style="list-style-type: none"> <li>(the tyranny of the urgent is norm)</li> <li>Poor internal controls or too much red tape</li> <li>Cannot provide accurate picture of financial situation</li> </ul>
<b>Finances and Fundraising</b>	<ul style="list-style-type: none"> <li>Focus on gathering resources</li> <li>Limited financial resources</li> <li>Small budget with limited to no financial accounting systems</li> <li>Overly dependent on a few funding sources and in-kind donations of expertise</li> <li>Hand-to-mouth</li> </ul>	<ul style="list-style-type: none"> <li>Established relations with key funders but still unpredictable funding resources</li> <li>Efficient at in-kind and volunteer resources</li> <li>Cash flow problems – organization is undercapitalized</li> <li>Cost considerations are important</li> <li>Revenue generation options considered</li> </ul>	<ul style="list-style-type: none"> <li>Reliable and diverse funding streams</li> <li>Significant cash reserves</li> <li>Expanded major giving program</li> <li>Have, or are considering, planned giving or endowment</li> <li>Separate Library Foundation is considered/created as fundraising mechanism</li> <li>Additional fundraising staff support needed</li> <li>Revenue generation</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient cash reserves</li> <li>Falling behind on financial obligations</li> <li>Loss of financial support or cuts from City/County</li> <li>Not bringing in new funding sources</li> <li>Friends and Foundation silo funds and reduce distribution</li> </ul>	<ul style="list-style-type: none"> <li>Unable to meet payroll and behind on payables</li> <li>Relies on lines of credit for basic bills</li> <li>Possible bankruptcy</li> <li>Major funders withdrawing or threatening</li> <li>Foundation withholds funds</li> <li>City/County drastic cuts</li> <li>High % of funds from only a few sources</li> </ul>
<b>Marketing and Community Awareness</b>	<ul style="list-style-type: none"> <li>Poor external communication</li> <li>Word of mouth referrals and marketing</li> <li>No formal public relations</li> </ul>	<ul style="list-style-type: none"> <li>First official promotional materials</li> <li>Word of mouth still primary marketing channel</li> </ul>	<ul style="list-style-type: none"> <li>Marketing plan developed</li> <li>Professional image and promotional material</li> <li>In-house communication and marketing expertise</li> </ul>	<ul style="list-style-type: none"> <li>Reactive to each crisis</li> <li>No real proactive marketing and community relations building</li> <li>Spending less on marketing</li> </ul>	<ul style="list-style-type: none"> <li>Negative rumors in the community and/or bad press</li> <li>Key stakeholders cannot clearly define mission and purpose</li> <li>No marketing</li> </ul>
<p>Adapted From: "Non Profit Lifecycles: Stage-Based Wisdom for Non Profit Capacity" by Susan Kenny Stevens; The 5 Life Stages of Nonprofits, Judith Sharken Simon, 2002; and The Conservation Company, 1997.</p>					

## Definitions:

- **Board** – refers to Governing and/or Advisory Board
- **Working Board** – generally refers to Boards at small nonprofits that have minimal if any staff other than the Executive Director (or Library Director, in this case). A working Board is one that acts as “staff” to help out the start-up or very young nonprofit that does not have the budget to pay staff beyond the ED and very limited staff.
- **Governing Board** – generally focus is on building policies, procedures and organizational structure.
- **Founder’s syndrome** – a term used to describe a founder’s resistance to change or deviate from his/her original vision in light of a changing and evolving nonprofit. If unchecked or left unaddressed, it can cause severe operational issues for a nonprofit.
- **Change Agent** – an individual, traditionally in a leadership position, who can cause positive organizational and cultural change in an organization. A change agent promotes and supports a new, different, or transformational way of doing things.
- **Silo** – organizational siloes occur when groups of employees act within the interest of their own group instead of the best interest of the organization. Silos want to hold information rather than sharing it for the greater good. Lack of leadership can cause or exacerbate a siloed organization.
- **Organizational System** – denotes how an organization is set up, the ease of & communication, and the existence of set processes that enhance efficiencies. & Organizational systems refers to all operational areas such as Human Resources, & Technology, Governance, programs, collections, Marketing, Finance, etc. &