

Lavenia McCoy Public Library

Pine River Public Library District

Bayfield, Colorado

Long-Range Plan

2009 - 2014

Adopted by the Board of Directors May 8, 2007

Revised January 17, 2009

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LIBRARY HISTORY AND OVERVIEW:

The roots of what is now the Lavenia McCoy Public Library can be traced back over 75 years. In 1930 the Bayfield Study Club was founded by a group of Bayfield women who wanted to have a wider range of reading material available. Six of these women formed the first Board of Directors of the Bayfield Public Library when it was approved by the Bayfield Town Board in 1934. The Board purchased the old Farmers and Merchants Bank building on Mill Street for \$1,500 and set themselves to work raising money to furnish the building and buy books. The Library ran solely on the efforts of volunteers until 1941 when the Town Clerk was given a pay increase of five dollars per month to also act as Town Librarian. This arrangement lasted until 1976 when a full-time librarian was hired. The Pine River Public Library District was formed in 1972, empowering the library to use tax money to fund operations and services.

The Library continued to operate in downtown Bayfield in the old bank building. Gradually, as Bayfield's population increased, so did its need for a larger and more modern building. A mill levy increase passed November 1999, and funding for new facilities became available. Construction started in 2001 and completed at the beginning of 2004. The Library began moving from its Mill Street location into the brand new facility on March 25, 2004.

In 2005, the Bayfield Public Library was renamed the Lavenia McCoy Public Library to honor the service of a woman who volunteered her time and skills over a sixty-year period. Today, Mrs. McCoy acts as the Library's Treasurer.

The Lavenia McCoy Public Library is located in the heart of the expanded business district on the north side of Highway 160. The 8,200 square foot Library includes 15 public computers, a large public meeting room with the capacity to seat 50, two smaller conference rooms, a children's area, comfortable chairs for reading, and a growing selection of books, magazines, audio, and video materials. Over 200 patrons, representing between 28 and 35 different groups, use the public meeting room each month. In addition to residents of the Pine River Library District, residents of Durango, Ignacio, and Pagosa Springs patronize the Library also.

In March of 2007, the Library's collection size was 21,237. This includes books, audio, visual media, and periodicals. Also, as of March 2007, the patron count was 6,555.

A lot has changed in two years. In March of 2009, the Library's collection size was 24,120. At the end of last year, the patron count was 8,560. Meanwhile, the total number of items circulated for 2008 was 78,784, which is a 34% increase over 2007. This means the Library has increased the collection by 12%, the number of patrons by 15%, and the circulation of items by 34%, with only a 20% increase in budget.

Aside from regular services, the library continues to offer a variety of programs for adults, children and teenagers. The number of programs has more than tripled, and the number of program participants continues to increase. Throughout the year, the library held special community events including the first-ever Wii Tournament that brought in 44 participants, a Fire Truck Storytime with 67 attendees, a unique Summer Music Celebration, an Educator Luncheon

for the entire Bayfield School District staff, and the most-popular Summer Reading Program ever!

In 2008, patrons used several new services offered by the library. More computers were added to reduce the wait time for patrons. New features were added to the library's website. In the past, patrons were always asking what new books, audio books and movies were coming. Now, they can visit the website and look on our "On Order" list to see what is about to be added to the collection. Patrons are also able to put books on hold through the website, a feature that was not available in 2007. Also, the library began offering access to a number of online databases in 2008.

INTRODUCTION:

The Board of Directors of the Pine River Library District sought to take definitive action to develop a long-range plan for the Lavenia McCoy Public Library in the spring of 2006. The Board called in professional library development consultants from the Colorado Library Consortium (CLiC) to determine how to approach the plan.

A patron survey was developed by a board member and volunteer patron. The purpose of the survey was to receive public input on patrons':

- opinions about the current state of Library service
- desires for the Library's future

Approximately 5,000 surveys were mailed to patrons December 2006. No control was placed on the number of surveys that could be completed per household. One-hundred eighty-eight (188) surveys were completed and returned.

Public input was additionally sought through two public meetings held in January 2007. Each meeting drew eight to ten participants. Survey results are compiled into a chart found in the Appendix.

In February, 2007 Peak Partners Consulting Group, principled by Beth Walker and Teresa Malone, was contracted to compile the Library's Long-Range Plan based on direction from the Board of Directors and public input. This Plan is intended to establish the Library's strategies for achieving its goals in the next five years.

In January, 2009, library staff and board members reviewed and updated the Long-Range Plan.

DEMOGRAPHIC SUMMARY of the PINE RIVER PUBLIC LIBRARY DISTRICT

Approximately 7,400 people were living in the Pine River Public Library District at the beginning of 2007. The demographic breakdown of the district is approximated as follows:

- 65% are adults age 18-64
- 18% are school age children
- 9% are children under age 5
- 8% are seniors age 65 and over

Source: Data extracted and approximated from U.S. Census Bureau website

POPULATION DATA AND GROWTH PROJECTIONS:

| Area | 2005 Census | 2005 Census Estimate | % Growth over 5 years | % Growth per year | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|-------------------|-------------|----------------------|-----------------------|-------------------|--------|--------|--------|--------|--------|--------|
| Bayfield Town | 1,549 | 1,728 | 11.56% | 2.31% | 1,768 | 1,809 | 1,851 | 1,894 | 1,938 | 1,983 |
| Bayfield District | 5,503 | 6,750 | 22.66% | 4.53% | 7,056 | 7,376 | 7,710 | 8,059 | 8,424 | 8,806 |
| Ignacio District | 4,832 | 5,876 | 21.61% | 4.32% | 6,130 | 6,395 | 6,671 | 6,959 | 7,260 | 7,574 |
| Durango District | 31,754 | 47,173 | 48.56% | 9.71% | 51,754 | 56,780 | 62,294 | 68,344 | 74,981 | 82,263 |
| Pagosa District | 9,412 | 11,716 | 24.48% | 4.90% | 12,290 | 12,892 | 13,523 | 14,185 | 14,879 | 15,607 |

| Bayfield School District | Fall 2002 | 2003 | 2004 | 2005 | 2006 | Count Change 2002-2006 | % Change 2002-2006 |
|--------------------------|-----------|-------|-------|-------|-------|------------------------|--------------------|
| TOTAL | 1,175 | 1,204 | 1,246 | 1,192 | 1,311 | 136 | 11.57% |

Sources:

- U.S. Census Bureau website
- Colorado Dept. of Local Affairs, State Demographer's Office
- Colorado Department of Education website

MISSION, GOALS, OBJECTIVES AND TASKS: An Overview

The Library's mission statement is a broad, general description of its highest aspirations in public service. As the Library grows, the mission statement is used to provide strategic vision and direction to its evolution. The mission statement defines which goals the Library sets or what direction it might take in providing the best service to its patrons.

In 2007, the Library used its mission statement to establish six fundamental *goals* – areas to improve or expand – in the next five years. They are:

- Human Relationships
- Collection Enrichment
- Program and Service Development
- Marketing and Promotion
- Facility Planning
- Evaluation
- Technology

Objectives are the short-term measures used to accomplish goals. Therefore, under each of the Library's goals are two or three objectives. Objectives are tangible outcomes that can be measured.

Tasks are the steps taken to fulfill each objective. Tasks are the means to an end; they are the work done to ultimately reach a goal.

The tables on the following pages give specific detail for each Goal, the Objectives, and resulting Tasks.

LIBRARY MISSION STATEMENT:

The mission of the Lavenia McCoy Public Library is to enrich our community by encouraging lifelong learning and providing free and equal access to a diverse and expansive body of information.

STATEMENT OF THE LIBRARY'S VALUES:

People come first. We place the highest priority on providing excellent service to the patrons of the Pine River Library District. We treat all people with respect. We value every request equally.

We are open to change. We thoughtfully explore new ideas and ways of doing things which support the Library as a dynamic, growing organization.

We are stewards of community resources. We respect the contributions of the community to the Library. We hold ourselves accountable for the efficient and effective use of all resources you committed to us.

We value our nation's diversity. We strive to reflect that diversity by providing a full spectrum of resources and services for our community's use.

We uphold the principles of intellectual freedom. Intellectual Freedom is the right of every individual to both seek and receive information from all points of view without restriction. It provides for free access to all expressions of ideas through which any and all sides of a question, cause, or movement may be explored. Intellectual freedom encompasses the freedom to hold, receive, and disseminate ideas. We uphold the principles of intellectual freedom and resist all efforts to censor Library resources. We protect each Library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted within applicable current laws.

GOAL 1: HUMAN RELATIONSHIP

| To treat all people – patrons, staff, and members of the greater community – as our most valuable asset | | | | | | |
|---|-----------------|------------|-----------|------------|----------------------|------------------------------|
| | Who | Begin Date | End Date | Evaluation | | |
| | | | | Freq. | Who | Tool |
| Objective A. Increase patron satisfaction to 100% through a helpful, knowledgeable, and available staff. | | | | | | |
| 1. Establish a Patron Service Policy making patron satisfaction the Library's first priority. | Dir | 1/1/2009 | 9/1/2009 | Annually | Board | Patron Service Policy Review |
| 2. Provide staff development and training in patron service. | Dir & Lib | On-going | On-going | Annually | Board | Director Review |
| 3. Implement policy | Librarian | On-going | On-going | | | |
| 4. Have a staff person available solely responsible for children's checkouts and assistance at a new kid-sized desk. | Director | 1/1/2009 | 7/1/2009 | | | |
| 5. Respond to community requests and desires in a thoughtful, receptive, and timely manner. | Staff | On-going | On-going | | | |
| Objective B. Improve staff satisfaction, internal communication, and employee effectiveness. | | | | | | |
| 6. Identify, budget, and fill all staff positions. | Director | On-going | On-going | Annually | Board | Library Plan Progress Report |
| 7. Have two staff available for patron assistance at all times. | Dir & Lib | On-going | On-going | Bi-weekly | Dir & Lib | Staff Meeting |
| 8. Create a Staff Development Plan. | Librarian | On-going | On-going | Annually | Board | Director Review |
| 9. Provide for staff development and training programs and require all staff to complete three trainings annually: one in-house, one online, and one outside. | Librarian | On-going | On-going | Annually | Immediate Supervisor | Employee Review |
| 10. Revise and implement the Library's Personnel Policy including review procedures. | Dir & Lib | 1/1/2009 | 7/1/2009 | Annually | Board | Personnel Policy Review |
| 11. Develop concise, clear job descriptions for each position. Board to approve. | Dir & Lib | 1/1/2009 | 1/15/2010 | Annually | Board | Job Description Review |
| 12. Conduct annual staff review based on job description. Review to be done between November and December of each year. | Immediate Supv. | On-going | On-going | Annually | Dir & Lib | Monitor Staff Review results |

GOAL 1: HUMAN RELATIONSHIP (continued)

| To treat all people – patrons, staff, and members of the greater community – as our most valuable asset | | | | | | |
|--|------------|-------------------|-----------------|-------------------|--------------------------|------------------------------|
| | Who | Begin Date | End Date | Evaluation | | |
| | | | | Freq. | Who | Tool |
| 12. Create more functional staff workspace. | Librarian | 1/1/2009 | 7/31/2010 | Monthly | Staff | Staff Review |
| 13. Hold bi-weekly staff meetings to set and review monthly goals. | Librarian | On-going | On-going | Quarterly | Board | Library Plan Progress Report |
| 14. Review and act on staff feedback quarterly. | Board | On-going | On-going | Board | Report to Board | |
| 15. Ensure that the salaries, wages, and benefits of all staff are competitive with similar-sized districts in Colorado. Report actual results to Board. | Director | On-going | On-going | Director | CliC and Report to Board | |
| 16. Review compensation information annually. Report to Board. | Board | On-going | On-going | Board | Executive Session | |
| Objective C. Support the Friends and their projects, including the Volunteer Program. | Director | On-going | On-going | Director | Director | |

GOAL 2: COLLECTION ENRICHMENT

To develop and maintain an up-to-date collection that informs, entertains, challenges, and responds to the needs and interests of a dynamic community of patrons

| | Who | Begin Date | End Date | Evaluation | | |
|--|-----------|------------|----------|------------|----------------------|------------------------------|
| | | | | Freq. | Who | Tool |
| Objective D. Create a Collection Development and Management Policy. | | | | | | |
| 1. Hire Librarian- MLS preferred | Director | 1/1/2009 | 3/1/2010 | Monthly | Board | Library Plan Progress Report |
| 2. Determine evaluation criteria for removing and adding materials. | Librarian | 9/1/2008 | Done | Annually | Board | Patron Survey and Feedback |
| 3. Train appropriate staff members in these procedures. | Librarian | 10/1/2008 | On-going | Annually | Immediate Supervisor | Librarian Review |
| 4. Implement policy. | Librarian | On-going | On-going | Annually | Immediate Supervisor | Librarian Review |
| Objective E. Increase collection size by 25% annually for next three years. Increase to include electronic resources. | | | | | | |
| 5. Determine cost to acquire new materials. | Librarian | On-going | On-going | Annually | Dir & Lib | Budget Prep. Process |
| 6. Include in annual budget. | Director | On-going | On-going | Annually | Board | Budget Approval |
| 7. Acquire new materials, based on Collection Development Policy, including e-books, downloadable audio/video, and more music. | Librarian | On-going | On-going | Annually | Board | Budget Approval |
| 8. Provide electronic reference and databases, as well as age-appropriate software for school-age children | | On-going | On-going | | | |
| Objective F. Provide access to materials from other Colorado libraries. | | | | | | |
| 9. Maintain membership in SWIFT. | Librarian | On-going | On-going | Annually | Dir & Lib | Librarian Review |
| 10. Provide on-going SWIFT training for staff and patrons. | Librarian | On-going | On-going | Quarterly | Dir & Lib | Staff Meetings |
| Objective G. Provide access to electronic information, including reference. | | | | | | |
| 11. Maintain subscription to online information resources. | Librarian | On-going | On-going | Annually | Dir & Lib | Patron Survey Report |

| | | | | | | |
|--|-----------|----------|----------|-----------|-----------|----------------|
| 12. Provide on-going staff and patron training in accessing electronic information, including reference. | Librarian | On-going | On-going | Quarterly | Dir & Lib | Staff Meetings |
|--|-----------|----------|----------|-----------|-----------|----------------|

GOAL 3: PROGRAM PLANNING & SERVICE DEVELOPMENT

To increase community participation in the Library through fun, interesting, and useful programs which encourage patrons to develop an interest in reading and lifelong learning.

| | Who | Begin Date | End Date | Evaluation | | |
|---|------------|------------|----------|---------------|-------------------|-------------------------------|
| | | | | Freq. | Who | Tool |
| Objective H: Maintain current level of program and class offerings. | | | | | | |
| 1. Respond to patron requests and needs for programs & classes by providing them. | Librarian | On-going | On-going | Monthly | Board | Library Plan Progress Report |
| Objective I: Determine and respond to the program, materials, and informational needs of local schools and education groups. | | | | | | |
| 2. Meet with schools, education groups, and agencies to determine community needs the Library could meet. | Librarian | On-going | On-going | Semi-Annually | Board | Library Plan Progress Reports |
| 3. Create Program Development Procedures. | Librarian | 6/1/2008 | Done | Semi-annually | Librarian & Staff | Results of Program Surveys |
| Objective J. Offer at least two user-specific programs per quarter. | | | | | | |
| 4. Define users (audience). | Librarian | On-going | On-going | Monthly | Board | Plan Progress Report |
| 5. Define community needs to meet. | Librarian | On-going | On-going | Monthly | Board | Plan Progress Report |
| 6. Define the user's needs. | Librarian | On-going | On-going | Monthly | Board | Plan Progress Report |
| 7. Define the library goal based on community and user needs. | Librarian | On-going | On-going | Monthly | Board | Plan Progress Report |
| 8. Determine if program will be created in-house or procured from an outside source. | Librarian | On-going | On-going | Monthly | Board | Plan Progress Report |
| 9. If in-house, assign program development duties to staff. | Librarian | On-going | On-going | Monthly | Board | Plan Progress Report |
| 10. If out-sourced, assign staff liaison duties. | Librarian | On-going | On-going | Monthly | Board | Plan Progress Report |
| 11. Determine costs and add to budget. | Dir & Lib | On-going | On-going | Monthly | Board | Plan Progress Report |
| 12. Create or procure a program which will satisfy needs. | Librarian | On-going | On-going | Monthly | Board | Plan Progress Report |
| 13. Present programs to users. | Lib+ Staff | On-going | On-going | Monthly | Board | Plan Progress Report |

GOAL 3: PROGRAM PLANNING & SERVICE DEVELOPMENT (cont.'d)

| To increase community participation in the Library through fun, interesting, and useful programs which encourage patrons to develop an interest in reading and lifelong learning. | | | | | | |
|--|------------|-------------------|-----------------|-------------------|------------|----------------------------|
| | Who | Begin Date | End Date | Evaluation | | |
| | | | | Freq. | Who | Tool |
| Objective K. At the completion of each program or class offered by the Library, evaluate the overall quality. | | | | | | |
| 14. Develop a specific, easily scored program survey. | Lib+Staff | 6/1/2008 | Done | Quarterly | Lib+Staff | Results of Program Surveys |
| 15. Conduct survey at the completion of each program. | Lib+Staff | On-going | On-going | Quarterly | Lib+Staff | Results of Program Surveys |
| 16. Use patron survey results in future planning. | Lib+Staff | On-going | On-going | Quarterly | Lib+Staff | Results of Program Surveys |

GOAL 4: MARKETING AND PROMOTION

| To promote the Library's resources to the community | | | | | | |
|---|------------------|------------|----------|---------------|-----------|------------------------------|
| | Who | Begin Date | End Date | Evaluation | | |
| | | | | Freq. | Who | Tool |
| Objective L. Increase the public's awareness of the Library's available resources for adults, teens and children. | | | | | | |
| 1. Create an overall marketing plan for the Library. | Publicity Staff | 6/1/2008 | 3/1/2009 | Monthly | Board | Library Plan Progress Report |
| 2. Develop a library website that is interesting, informative, and easy to use. Update monthly. | Tech | 1/1/2008 | Done | Monthly | Librarian | Website review |
| 3. Publish a quarterly newsletter to be given to patrons at check-out. | Publicity Staff | 12/1/2007 | Done | Annually | Director | Librarian Review |
| 4. Publish a monthly newspaper announcement in the Bayfield and Durango newspapers which showcases the Library's new books and programs. | Publicity Staff | On-going | On-going | Monthly | Director | Staff Meetings |
| 5. Maintain the slat-wall kiosk featuring current Library offerings or new materials. Position in entry area. | Publicity Staff | On-going | On-going | Twice a month | Librarian | Staff Meetings |
| 6. Review marketing plan annually. | Lib & Staff | On-going | On-going | Annually | Board | Librarian Review |
| Objective M. Establish on-going relationships with local schools, governments, and other organizations. | | | | | | |
| 8. Communicate newsworthy information about the Library to community organizations and receive informal feedback about Library's operations and quality of service. | Board & Director | On-going | On-going | Monthly | Board | Library Plan Progress Report |
| 9. Listen for community needs that the Library could meet. | Bd & Dir | On-going | On-going | Monthly | Board | Library Plan Progress Report |
| 10. Pass information on to Librarian & Program Staff | Bd & Dir | On-going | On-going | Monthly | Dir & Lib | Staff Meetings |

GOAL 5: FACILITY PLANNING

| To provide an attractive, comfortable, highly-functional Library facility large enough to accommodate Bayfield's growing population | | | | | | |
|---|----------------------|------------|-----------|-------------------------|-------|------------------------------|
| | Who | Begin Date | End Date | Evaluation | | |
| | | | | Freq. | Who | Tool |
| Objective N. Consider and evaluate the possibility of the development of various types of expansion. | | | | | | |
| 1. Separate space for teens | Board | 6/1/2010 | 6/1/2011 | Quarterly | Board | Executive Session |
| 2. Children's space | Board | 6/1/2010 | 6/1/2011 | Quarterly | Board | Executive Session |
| 3. Auditorium | Board | 6/1/2010 | 6/1/2011 | Quarterly | Board | Executive Session |
| 4. Computer space (lab as separate room, with visibility) | Board | 6/1/2010 | 6/1/2011 | Quarterly | Board | Executive Session |
| 5. Larger community meeting space | Board | 6/1/2010 | 6/1/2011 | Quarterly | Board | Executive Session |
| 6. Other – to be determined from survey | Board | 6/1/2010 | 6/1/2011 | Quarterly | Board | Executive Session |
| Objective O. Plan for future expansion based on projected population growth and patron feedback. | | | | | | |
| 7. Investigate possible expansion sites. | Board | On-going | On-going | As needed | Board | Executive Session |
| 8. Investigate costs. | Board | On-going | On-going | As needed | Board | Executive Session |
| Objective P. Ensure adequate parking for current and projected use. | | | | | | |
| 9. Investigate possible expansion sites. | Board | On-going | On-going | As needed | Board | Executive Session |
| 10. Develop a specific, easily scored patron and staff survey based specifically on the community's desires and needs for expanding the Library facility. | Director & Librarian | 11/1/2009 | 12/1/2009 | Jan. 2010 Board Meeting | Board | Library Plan Progress Report |
| 11. Conduct patron and staff survey. Compile and analyze results. | Dir & Lib | 2/1/2010 | 6/1/2010 | Mar-10 | Board | Results review |

GOAL 6: EVALUATION

| To ensure the goals and objectives of the Library are being met | | | | | | |
|---|----------------------------|------------|----------|------------|-------|----------------------------------|
| | Who | Begin Date | End Date | Evaluation | | |
| | | | | Freq. | Who | Tool |
| Objective Q. Evaluate the overall quality of experience the Library provides to its patrons. | | | | | | |
| 1. Expand the on-going patron feedback procedures by creating and offering three tools patrons can use to give feedback, including a mechanism for online participation. | Director & Librarian | 12/31/2007 | On-going | Annually | Board | Library Plan Progress Report |
| 2. Evaluate overall quality of experience for children and teens. | Staff | On-going | On-going | Annually | Board | Library Plan Progress Report |
| 3. Review and act on patron feedback weekly. | Librarian | On-going | On-going | Quarterly | Board | Library Plan Progress Report |
| 4. Publicly post patron feedback and Library response. | Dir & Lib | On-going | On-going | Quarterly | Board | Library Plan Progress Report |
| 5. Use patron survey results and on-going patron feedback in future program & collections planning and budgeting each yr. | Dir & Lib | On-going | On-going | Annually | Board | Director Review Librarian Review |
| 6. Periodically evaluate the plan | | On-going | On-going | | | |
| 7. Develop a specific, easily ratable patron satisfaction survey based on the 5 areas of Library operation (Staff Helpfulness, Collections, Programs, Communication with Larger Community, Facility) | Director & Librarian | 1/1/2009 | 7/1/2009 | Annually | Board | Library Plan Progress Report |
| 8. Conduct patron survey annually between January and February of each year. Compile and analyze results. | Dir & Lib | On-going | On-going | Annually | Board | Results review |
| Objective R. Evaluate overall employee satisfaction. | | | | | | |
| 9. Develop a specific, easily ratable staff satisfaction survey based on the 5 areas affecting staff (Job Description, Staff Meetings, Feedback and Communication with Supervisors, Training & Education Opportunities, Compensation) | Director, Librarian, Staff | 1/1/2009 | 7/1/2009 | Annually | Board | Library Plan Progress Report |
| 10. Conduct staff survey annually between Oct. and Nov. of each year. Compile and analyze results. Report to Board. | Dir & Lib | On-going | On-going | Annually | Board | Staff Satisfaction Report |
| 11. Use staff survey results in future planning of staff benefits, compensation, training programs, etc. | Dir & Lib | On-going | On-going | Annually | Board | Director Review Librarian Review |
| Objective S. Monitor the implementation of this plan. | | | | | | |

| | | | | | | |
|--|-----------|----------|-----------|---------|-------|------------------------------|
| 12. Develop a standard format for a monthly progress report. | Dir & Bd | 1/1/2009 | 7/31/2009 | Monthly | Board | Aug Board Meeting |
| 13. Prepare monthly progress reports and present at Board Mtg. | Dir & Lib | 1/1/2009 | On-going | Monthly | Board | Library Plan Progress Report |

GOAL 7: TECHNOLOGY

To develop and maintain state-of-the-art technology

| | Who | Begin Date | End Date | Evaluation | | |
|---|-------|------------|----------|------------|-------|-----------------|
| | | | | Freq. | Who | Tool |
| Objective T. Provide continued and enhanced access to the internet, commonly used software, and hardware to patrons and staff. | | | | | | |
| 1. Replace older computers and add new, when needed. | Staff | On-going | On-going | Annually | Staff | Technology plan |
| 2. Maintain up-to-date software, including operating systems. | Staff | On-going | On-going | Annually | Staff | Technology plan |
| 3. Provide adequate equipment such as phones, copiers, etc. | Staff | On-going | On-going | Annually | Staff | Technology plan |
| Objective U. Provide access to new and upcoming technology to patrons and staff. | | | | | | |
| 4. Research and discover new technologies. | Staff | On-going | On-going | Annually | Staff | Technology plan |
| 5. Evaluate and provide chosen technologies. | Staff | On-going | On-going | Annually | Staff | Technology plan |
| Objective V. Provide training using electronic resources and developed materials for public and staff. | | | | | | |
| 6. Develop a staff training plan. | Staff | On-going | On-going | Annually | Staff | Technology plan |
| 7. Develop public technology training. | Staff | On-going | On-going | Annually | Staff | Technology plan |
| Objective W. Install and maintain a state-of-the-art library materials security system. | | | | | | |
| 8. Maintain and upgrade video camera system as needed. | Staff | On-going | On-going | Annually | Staff | Technology plan |
| 9. Evaluate need for self-check/ RFID system. | Staff | On-going | On-going | Annually | Staff | Technology plan |

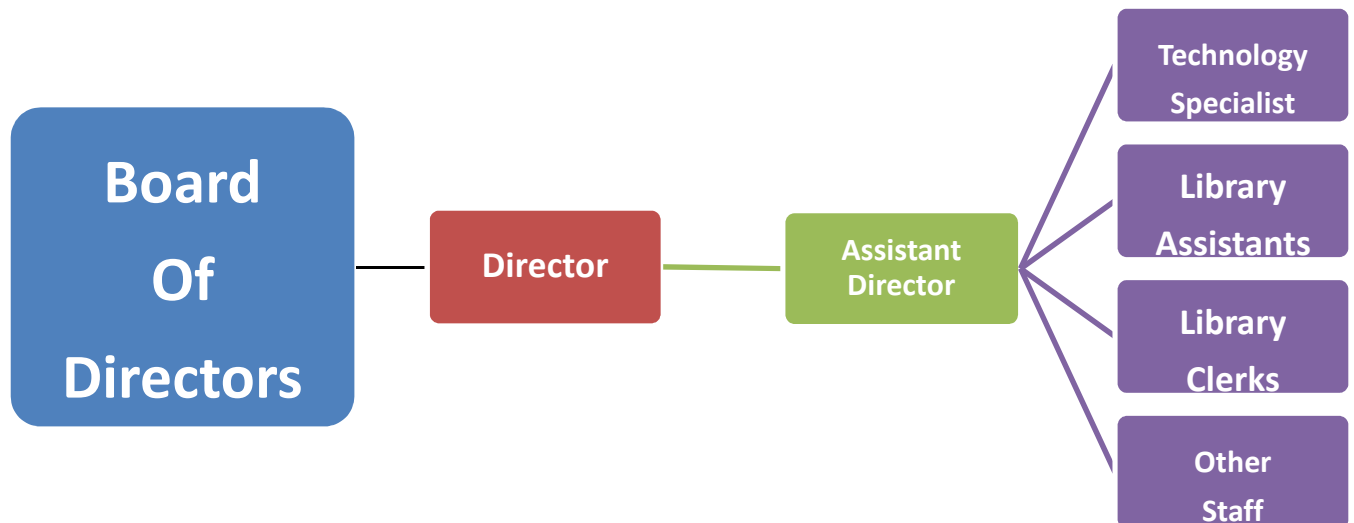
ORGANIZATIONAL STRUCTURE:

The Library is led by a volunteer Board of Directors, consisting of a minimum of five members and a maximum of seven. Members of the Board bring a broad range of social service and business expertise to the Library leadership.

The Library Director reports directly to the Board. The primary responsibilities are:

| Director | Assistant Director |
|--|---|
| Financial management including annual budget | Collection development and maintenance |
| Facility management | Patron and staff satisfaction programs |
| Facility planning | Compiles library information |
| Overall library administration | Program and class development |
| Assisting the Board of Directors | Develop volunteer program |
| Interfacing with other local organizations | Interfacing with patrons and staff |
| Staff Management and training | Evaluation of Library's programs & services |
| | Keeps abreast of current trends |
| | Assists Library Director as needed |

The organizational chart is shown below:



FINANCIAL PLAN:

The Lavenia McCoy Public Library finds itself in a uniquely healthy financial position in 2009. Approximately 98% of its funding comes from tax revenue. Property tax revenues increased substantially from the previous year due to increased assessed valuation in mineral values. Tax revenues in 2009 will be significantly more than the 2008 amount because of increased assessed value.

In the past 10 years, assessed values have increased, along with the Library’s revenues. However, values are expected to decrease in 2010, and the library’s revenue is expected to decrease accordingly.

The financial plan depends on important three-year assumptions, which are:

- moderate growth of assessed values, and thus, property tax revenue
- no substantial changes in the availability of fossil fuels.

The Library’s fiscal year begins January 1st and ends December 31st of each year. The budget process for each year begins in October with the Director preparing next year’s preliminary budget. The Board works the budget over the next three months and approves it at the January Board Meeting each year.

| Pine River Public Library District Budget Box 227 Bayfield, CO 81122-0227 January 1, 2009 to December 31, 2009 | | | | | | |
|---|-----------------------------------|------------------------|--|------------------------|--|------------------------|
| REVENUES | | Actual 2007 | | Budget 2008 | | Budget 2009 |
| | Beginning Fund Balance, January 1 | 1,318,919 | | 1,610,772 | | 1,506,684 |
| | Property tax | 906,869 | | 905,442 | | 926,058 |
| | Special Ownership Tax | 82,055 | | 55,000 | | 60,000 |
| | Service Charges & Fees | 21,688 | | 30,000 | | 13,000 |
| | Interest | 31,519 | | 27,000 | | 70,000 |
| | Donations/grants | 6,853 | | 5,000 | | 1,500 |
| | County Treasurer Fee | 28,078 | | 28,100 | | 28,650 |
| ANNUAL AVAILABLE RESOURCES: | | 1,077,062 | | 1,050,542 | | 1,099,208 |
| TOTAL AVAILABLE RESOURCES: | | 2,395,981 | | 2,661,314 | | 2,605,892 |

| EXPENDITURES | | Actual 2007 | - | Budget 2008 | | Budget 2009 |
|---------------------|---------------------------------|------------------------|----------|------------------------|--|------------------------|
| | Emergency reserve | - | | 68,300 | | 78,177 |
| | Capital | 406,046 | | | | |
| | Equipment & furniture | | | 56,000 | | - |
| | Technology refresh | - | | 8,500 | | 14,100 |
| | Capital reserve | | | 432,130 | | 1,768,330 |
| | Capital replacement | | | 48,000 | | 60,000 |
| | Operations | | # | | | |
| | Books and Materials | 30,254 | | 39,500 | | 39,500 |
| | Continuing operational expenses | 27,949 | | 53,100 | | 54,900 |
| | Furniture & equipment | 60 | | 12,900 | | 22,200 |
| | Insurance | 2,411 | | 6,000 | | 5,100 |
| | Professional | 14,064 | | 15,000 | | 15,000 |
| | Public relations/ marketing | 8,663 | | 20,600 | | 27,375 |
| | Technology (new & upgrades) | 7,358 | | 29,000 | | 32,700 |
| | Utilities | 13,413 | | 20,000 | | 30,000 |
| | Salaries | 246,913 | | 282,000 | | 394,360 |
| | Staff development | | | 35,500 | | 35,500 |
| | County Treasurer Fee | 28,078 | | 28,100 | | 28,650 |
| | TOTAL EXPENDITURES | 785,209 | | 1,154,630 | | 2,605,892 |
| | FUND BALANCE | 1,610,772 | | 1,506,684 | | 0 |

Adopted December 9, 2008

| | | | | | | |
|--------------------|--|-----------|--|-----------|--|-----------|
| Assessed Valuation | | 373416860 | | 933542.15 | | 381883030 |
| Mill Levy | | 0.0025 | | | | 0.0025 |

NOTES FOR REVENUE AND EXPENDITURES STATEMENT:

Revenue:

1. **Service Charges & Fees** consist of money collected for fines, photocopies, and video cards.
2. **County Treasurer's Fees** are actually part of the property tax revenue. This line item also shows up as expenditure because the county charges a fee to collect property taxes on behalf of the Library. First the county collects the property tax, pays it to the Library, and then charges a fee for the collection.

Expenditures:

1. The Library is required by law to set aside 3% of the annual budget as **Emergency Reserve**. If the emergency reserve is not spent in a fiscal year, the amount shown goes to zero.
2. **Salaries & Benefits** will continue to increase.
3. **Collection Materials** track the purchase of new books, periodicals, audio, and visual materials.
4. **Operating Expense** is a large, catch-all category that includes such expenditures as advertising, cataloging, refreshments, continuing education for staff, courier fees, recording fees, postage, printing, building repairs, snow removal, and cleaning.
5. **County Treasurer's Fees** are the fees charged by the county to collect property taxes on Librarian of the Library.
6. **Computers & Other Equipment** includes the cost of internal and public-use computers, meeting room audio/visual equipment, software, and equipment repairs and maintenance.
7. **Capital** is the money set aside for improvements, with capital reserve to allow for building expansion, with technology refreshment for keeping computers updated, and capital replacement establishes a fund to repair roofs, carpets and other big-ticket items.

REVENUE FORECAST:

Table: Mill Levy Revenue

| Year | Amount | % Increase Over Previous Year |
|--------------------------|---------------|--------------------------------------|
| 2002 | 403,000 | |
| 2003 | 486,267 | 20.66% |
| 2004 | 386,424 | -20.53% |
| 2005 | 608,708 | 57.52% |
| 2006 | 702,151 | 15.35% |
| 2007 | 937,389 | 33.50% |
| 2008 | 1,006,990 | 6.91% |
| Average Increase: | | 18.90% |

Table: Revenue Forecast

| Revenue Source | Actual 2008 | Budget 2008 | Growth Rate % | Projected 2009 |
|-----------------------|--------------------|--------------------|----------------------|-----------------------|
| Property Tax | 928,777 | 933,542 | 6.91% | 926,058 |
| SOT | 78,213 | 55,000 | | 60,000 |

FUNDRAISING POTENTIAL:

The Friends of the Pine River Library, a 501c3 nonprofit organization, is in place if the need for fundraising arises in the future.