
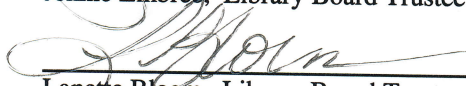
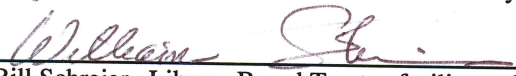
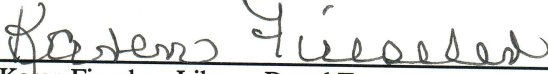
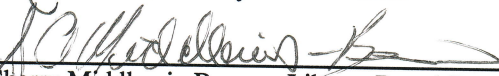
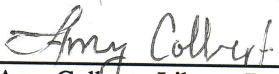
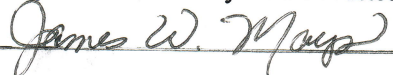


West Branch Public Library Long-range Plan

June 12, 2008

Approved by the West Branch Library Board of Trustees:

 Jennie Embree, Library Board Trustee president	6-30-08 Date
 Lanette Bloem, Library Board Trustee secretary	7-1-08 Date
 Bill Schreier, Library Board Trustee facilitator for planning	8-14-08 Date
 Karen Fieseler, Library Board Trustee	9/9/08 Date
 Sherry Middlemis-Brown, Library Board Trustee	6-24-08 Date
 Amy Colbert, Library Board Trustee	6/21/2008 Date
 James W. Mays	6-26-2008

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Executive Summary

Long-range planning recommends library direction for 10 to 20 years. It provides results oriented goals and objectives for a 10 year period with greater detail within the proximal years than in later years. The plan considers the needs of the public and the manner by which the library facility and staff can provide for those needs. It is developed by the Library Board of Trustees (Board) with input from the Director, staff, stakeholders, and community which it serves. The Board approves the plan and the Director implements the plan with the support of the Board.

The Long-range Plan is based on the mission of the Library:

“The West Branch Public Library welcomes and provides equal access and service to all patrons; encourages and nurtures a literate and informed community; is committed to intellectual freedom, continuous learning, and enrichment programs; and provides a community gathering place.”

Areas of concern for the Long-range Plan include, but are not limited to

- Facilities (library size/structure; physical organization; accommodations for targeted activities; building and grounds upkeep, etc.)
- Personnel (number of personnel and their position description)
- Programming (focus groups, amount of formal and informal programming, and similar policy-level decisions)
- Public relations (development of strategies to engage the public in library activities, discover and meet community needs, and convey information about library services and facilities)

The public completed a survey about Library conditions and services from which the Board documented these areas of concern.

Facilities inadequately meet the needs of a growing community. The Space Needs Assessment 2005 and the Library Survey 2008 both make this observation. The Board recommends that the Library alter the allocation of space to accommodate small meeting and quiet space, increase work and storage area, and add lending materials. The large group meeting area will provide this expansion area. This interim mitigation of the immediate space needs will continue until the Library can construct an addition onto the existing building within the next 10 years.

Current staffing will rise from 2.8 Full Time Equivalents (FTE) to 3.2 FTE in May 2008. The needs of a growing community increase the demands on staff. The Board expects that at least 4.0 FTE will be needed within the next five years. The Board must reevaluate personnel levels annually.

Programming is excellent for the younger children, but little programming exists for adults and young adults. This is expected to change with the addition of the 0.4 FTE in May 2008. Further increases in programming for both target groups will continue. Combined programming, involving youth in volunteer service to senior adults will be considered.

The Board and Director will support an active and effective Friends group with a healthy membership as one of the important public relations liaisons. The key to public relations is good communication. The Director will continue the current communication through media and will investigate the use of a list-serve as a message board to patrons, stakeholders, Friends, and the Board.

Executive Summary: timetable of recommendations from West Branch Public Library Long-range Plan

Year	Facility	Personnel	Programming	Public Relations
1	Communication with public; encourage Friends group participation with facility; move cable and large meetings to City offices; redesign large group space for small group areas; improve landscape	Communicate with public; announce increase in FTE with fulltime Asst. Director/Children's Librarian	Communicate with public; establish partnership with City and Schools; add adult programming in Library	Continue column in WB Times as one public communication effort; assist Friends in membership drive
2	Communication with public; Determine funding source for renovation; renovate; improve landscape	Reevaluate needs	Add adult programming expanded to include workshops; add youth program that is unique to the Library	Continue to assist Friends and provide tangible needs with which they can assist; establish list-serve and advertise its availability
3	Determine space needs from preliminary specifications; Communication with public; Plan funding efforts	Reevaluate needs	Involve youth in adult programming in technology; establish outreach program targeting seniors; involve youth in outreach	Develop outreach programs to familiarize organizations with the Library services
4	Fund raising	Increase to 4 FTE		
5	Fund raising			
6	Design addition; Fund raising			
7	Initiate contracting for construction			
8	Construct addition			
9				

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I) Introduction

A) Long-range Plan Purpose and Scope¹

The West Branch Library (Library) Board of Trustees (Board) continuously guides, shapes, and builds library services for the community as it makes decisions about money, buildings, programs, and staff. The challenge is to make these decisions based on a carefully considered written plan. Planning is one of the five major roles of the Board. A good plan becomes a road map for the Library. It assists the Board and the Director in making decisions that are the best ones for the West Branch community. It also publicizes the Library's priorities and vision of the future.

Some important reasons for planning are to:

- Improve service to Library customers
- Respond to changes in the community
- Reallocate resources to meet the greatest needs
- Anticipate opportunities and problems
- Provide direction for the Library
- Make a difference in the community
- Enhance the image of the Library within the community
- Be accountable

Planning involves looking at needs and potential, and considering a wide range of alternatives. Open-mindedness and creativity are paramount in developing a plan which will direct the most effective use of library resources. Board members keep in mind the present and future needs of the entire community served by the Library. Planning will be most effective when it involves a partnership between the Board, Director, and other stakeholders in the city and community. Obtaining input from the members of the public, as well as from staff, is critical.

The Long-range Plan was developed to recommend Library direction for 10 to 20 years with the primary focus on the first 10 years. It cites a logical sequence of achievements over the course of the plan. It is not detailed and its core purpose is to set goals. The Long-range Plan should be reviewed annually and accomplishments should be recorded. The impact of those accomplishments, or lack of accomplishments, will inform strategies to achieve goals based on foreseeable financial and human resources. This, in turn, allows the Director to submit well informed, credible, and justifiable budget requests. The Long-range Plan must be critically assessed and updated every five years to meet the accreditation standards for the state of Iowa.

The West Branch Public Library, Board, and community stakeholders engaged in the planning process on April 26, 2008. The plan was written, reviewed, and approved by the Board.

B) Planning for Results¹

The New Planning for Results is a planning approach that focuses on outcomes that meet the community needs. It is built on three basic assumptions:

¹ As paraphrased from Wegner, Mary and Sandy Dixon. 2003. Iowa Library Trustee's Handbook. Library Development, State Library of Iowa. 102pp.

1. Excellence must be defined locally—it results when library services match community needs, interests, and priorities.
2. Excellence is possible for both small and large libraries—it rests more on commitment than on unlimited resources.
3. Excellence is a moving target—even when achieved, excellence must be continually maintained.

Planning based on results has several distinct characteristics:

- It emphasizes the connection between community needs and library services and the difference the library makes in the community.
- There is attention to measuring how well library services are meeting the needs of the people served.
- There is emphasis on results. Taxpayers, looking for results, are willing to pay for services that have a positive impact. They will not support those that do not.
- It encourages libraries to strive for excellence in a few areas that address real community needs.
- It stresses the importance of how the library uses its human and financial resources.
- It helps library directors and boards recognize developing trends and what they may mean for the library.

C) Relationship to Other Plans

The Long-range Plan establishes the preferred future outcomes (goals) and recommends a series of actions intended to meet the needs and desires of the community. It serves as the cornerstone from which all other plans and strategies develop. The Long-range Plan does not contain the details of how actions will be accomplished, but rather recommends the objectives to be achieved under each goal. Other plans and strategies can be identified or recommended within the Long-range Plan and they represent the implementation level of planning. Implementation plans should be consistent with the future outcomes established in the Long-range Plan.

In summary: the Long-range Plan identifies what the Library intends to achieve; implementation plans are mid-range procedures on how to achieve those goals by effectively meeting objectives, such as in the technology plan; and strategies are short-term devices to determine when projects will be implemented to achieve the objectives, given budgetary, human resources, and other practical constraints.

In providing direction for the West Branch Public Library, the Long-range Plan becomes the pivotal point for all other planning processes. Other plans will remain consistent with the goals of the Long-range Plan and will attempt to accomplish objectives of those goals. Table 1 (Appendix A) shows other implementation level plans which the Library has undertaken or plans to undertake.

II) Origin of Planning Goals and Objectives

Planning must ask the community what should be provided by its library, and begs several key questions:²

- What are the needs in the community?
- What is the purpose of the library related to community needs?
- Where are we now?
- Where do we want to go?
- How will we get there?
- How will we know what we accomplished?

A survey of the community is an advisable first step in identifying the community's expectations and where the community feels that the library falls short of expectations. This information can be brought forward to a scoping session, where specific stakeholders and experts can hear the needs and discuss options for meeting those needs.

It is the role of the Board and Director to establish the actual role that the Library can fill within the community of West Branch. The Board will establish policies that define and place limits on the Library's function and role in the community. The Board and Director will determine the core operations of the Library and prioritize actions to achieve the preferred outcomes articulated in the scoping process. The Long-range Plan will reflect a logical course of action based on priorities set during planning. The Board has the authority to finalize and approve the plan.

The Library compared facilities, services, and income to those of nearby public libraries (Table 2, Appendix A). Areas where the Library deviated from the norm became issues of concern that the Board wished to bring before the community. Other topics of concern came from public sentiment expressed to the Library staff or the Board.

The Library completed a community survey to establish priorities for the issues of concern and for perceived needs of the public during the February and March of 2008 ([Appendix B](#)). The results of this survey fed directly into Board planning for the scoping session held on April 26, 2008. The recommendations from the scoping session informed the development of the Long-range Plan.

The Board reviewed the Long-range Plan in June 2008. It was approved and adopted by the Board on June 12, 2008.

² As paraphrased from Wegner, Mary and Sandy Dixon. 2003. Iowa Library Trustee's Handbook. Library Development, State Library of Iowa. 102pp.

III) Context of Library Mission

A discussion of the Library's role in the community is paramount to placing side-boards on the planning process. This was first accomplished through discussion by the Board, a community survey, and further discussion within a scoping session for this plan. The Board has taken all of this input into account in developing the Long-range Plan.

The Board established a mission statement as the basis for determining the Library's role and function in the community by stating the services and facilities that it will provide to Library users.

"The West Branch Public Library welcomes and provides equal access and service to all patrons; encourages and nurtures a literate and informed community; is committed to intellectual freedom, continuous learning, and enrichment programs; and provides a community gathering place."

A) Principle areas of concern

A distinct difference exists between the subjects to be covered in a Long-range Plan and the subjects that belong to implementation and operations. The Director, under the guidance of policies set by the Board, deals with implementation procedures. Although the Director is responsible for the management of the library, the Board retains ultimate responsibility for policies, guidance, and approval of budgets and plans. This system is effective because the Board represents the interests of the community, and the Director uses special skills to make the Library run efficiently within parameters set by the Board.

Areas of concern for the Long-range Plan include, but are not limited to

- Facilities (library size/structure; physical organization; accommodations for targeted activities; building and grounds upkeep, etc.)
- Personnel (number of personnel and their position description)
- Programming (focus groups, amount of formal and informal³ programming, and similar policy-level decisions)
- Public relations (development of strategies to engage the public in library activities, discover and meet community needs, and convey information about library services and facilities)

Analysis of the intensity of use by patrons and human and fiscal resources available reveals the priorities for the Library. [Table 2](#) compares West Branch Public Library's use and resources, relative to those of nearby public libraries.

B) Survey results

A copy of the community survey and findings is in [Appendix B](#).

³ Informal programming may be formal learning support, basic literacy services, general information references, and other opportunities that centers attention and assistance on the short-term to a focus group.

IV) Library resources and services addressed in this plan

Operations are not a part of this plan. The subjects covered are those that guide operations, are the result of operational needs, and complement operations. Policies are not a part of this plan, although policies may result from the efforts to attain goals and objectives within this plan.

A) Facilities

1. Deficits determined through scoping and survey

The library is unable to meet its current programming and facility responsibilities, because of the increasing demands of a growing community. The increase in Library use necessitates more space and changes in organization. The Space Needs Assessment 2005 shows that the population of West Branch has doubled since 1960 and is expected to have tripled by 2030.

The Assessment suggests that there needs to be a programming area that will seat at least 75 people. The main Library requires an additional 48 seats at 30 square feet per seat. There is a need for at least two additional work stations. Minimum space needs for the Library by 2030 is 11,520 square feet. This estimate was made before the increase in city growth that has occurred in the last three years and is believed to be conservative. Current space is 5,000 square feet.

The Library must at very least double its space to attain acceptable facility conditions. The needs not currently met include:

- Quiet reading and computing space
- Small group areas for multiple purposes
- Adequate storage
- Community meeting rooms
- Staff work areas and adequate office space
- Space to house lending material (lending materials have an 81% satisfaction rate)
- Adult programming space

2. Solution

The principal goal that would alleviate the problems and demands relative to space for the long-term is to build an addition onto the current building. This is a long-term goal with an estimate of 10 years to completion.

In the interim, mitigation of the space problem can be accomplished by changing the use of current space. Some of these changes may require renovation, and may have to wait until the City of West Branch (City) Council Chambers is completed and the cable access equipment moved to the City office space. Objectives under this mid-term mitigation include:

- Announce changes and the reason for them to the public
- Move Cable Access equipment at the earliest possible time
- Move large meetings to the Council Chambers or Town Hall
- Redesign the current meeting space to become an integral part of library services

- Make Library accommodation for accessibility
- Provide space for additional lending materials

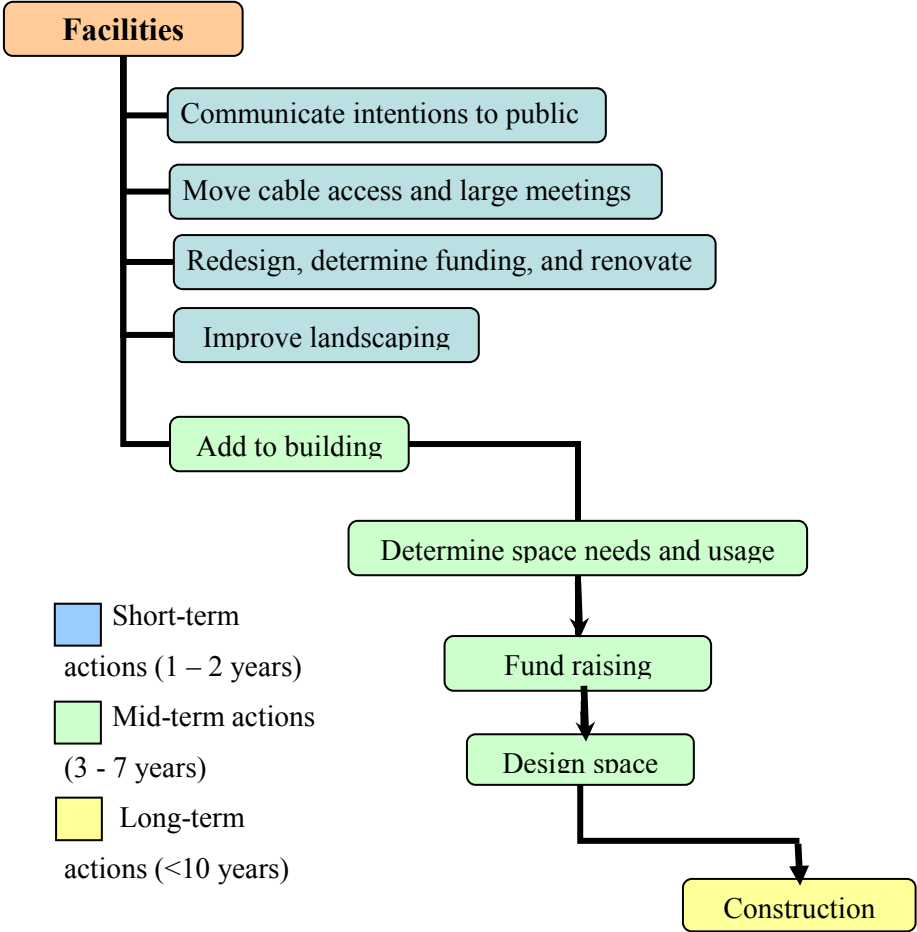
The Board acknowledges that meeting space is needed in the Library to satisfy the Board's and the community's needs. The proposed interim arrangement would mean that meeting space would not accommodate large groups. Both the Town Hall and the Council Chambers can be available to large, not-for-profit groups at no charge. Several local businesses are providing meeting and banquet space as well. Providing a small meeting room for small groups would benefit the library in that it

- Provides a needed service to the community, satisfying the mission statement, "provides a community gathering place."
- Can be used by the Board as a meeting area
- May double as a quiet room or accommodate some other activity at times when it is not in use for meetings
- Will provide an opportunity for community members attending meetings to become familiar with the library facilities

This is only an interim solution to the space problem. Therefore, efforts must get underway immediately to plan for construction of added space within the next 10 years. The City would be supportive of this approach to solving the library space needs.

3. Principle goals and objectives

Figure 1: Stratagem for achieving facility needs



B) Personnel

Current staffing is at 2.8 Full Time Equivalent (FTE). The Board approved the addition of one Children’s Librarian/Assistant Director at fulltime concurrent with dropping one part time children’s librarian, bringing the staffing to 3.2 FTE. The library is open 43 hours a week and has considered adding hours. The Board has recommended that two librarians (Director and clerk; or two clerks) be working in the library at all times for safety reasons. This requires approximately 100 staffing hours (2.5 FTE) devoted to operations.

The staff has done a superb job in meeting their responsibilities in providing a quality atmosphere and excellent service to patrons. The survey indicated public satisfaction with the knowledge and helpfulness of staff.

1. Deficiencies

More staff is required to increase programming as the community suggested in the survey. Adult programming was requested. The addition the .4 FTE in the new position will allow some added programming, but not enough to accommodate the need for “tween-years” youth

programming. This was identified in the survey as a need (programming for Middle School ages). It is also observed in the current issues with youth behavior, particularly in the after-school hours. The problems with large numbers of unfocused youth using the library during those hours have inconvenienced other patrons.

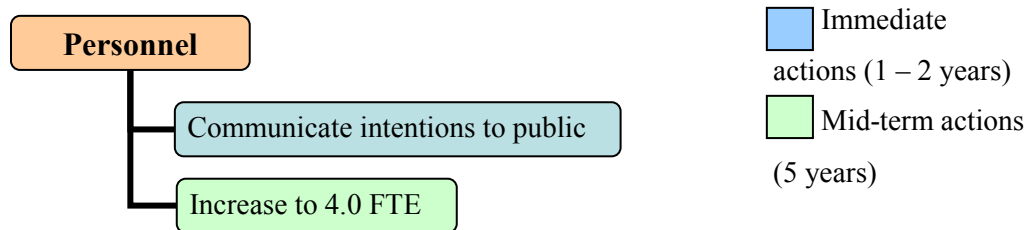
2. Solutions

Providing programming may give youth activities to fill their time at the library. Programming will be further discussed, but the main consideration in this section is that programming requires staff.

Two librarians will be assigned during all hours of open operation. The recently created Assistant Director position will alleviate some of the staffing problems, but the Board needs to address adequate staffing annually. The goal would be to increase staffing, at least by the time additional space is added to the library. Volunteers will be utilized as non-paid staff, but they will supplement and not replace paid staff.

3. Principle goals and objectives

Figure 2: Stratagem for personnel



C) Programming

The Board commends the Library Staff for the excellent children's program that is currently provided. This program received high accolades from survey respondents and it will continue.

1. Deficiencies

The adults currently have minimal programming options. Adults have requested computer access and education. The Library also has a large population, whose needs may not be met with the current operations. This group is made up of senior citizens and others whose mobility is impaired, making them unable to come to the Library. Youth are also underserved in the current programming.

2. Solutions

Adult programming will increase with the addition of the .4 FTE, which reduces the administrative responsibilities for the Director. The Director has many ideas for adult programming. Additional ideas were suggested during scoping:

- Book clubs
- Continuing education classes; workshops on basics of computer use and other subjects

- Author readings
- Guest instructors
- Workshops and classes offered through Kirkwood Community College
- Recreational workshops (wine education, trivia games, board/card game tournaments were suggested)
- Practical application workshops, such as tax preparation, supplemental insurance selection (Medicare)
- Better use of ICN, cable access, Youtube, and Satellite Station educational programs or informational sessions.

Patronage by senior citizens is very high, but not all senior citizens are mobile and able to come to the Library. Outreach to this under-served sector of the public would broaden the Library's scope of services. Suggestions for outreach included:

- Rotating collections at the local senior citizen facilities (offered in the past, but not accepted)
- Book delivery to homebound (currently offered, but rarely used; advertising of service is needed)
- Reading to the homebound (this may coordinate with youth programming and volunteer time)
- Programs for senior citizen meetings (Mainstreet would like to partner in this)
- Playaways (book on a miniature MP3-type player) as lending material for patrons who are visually impaired

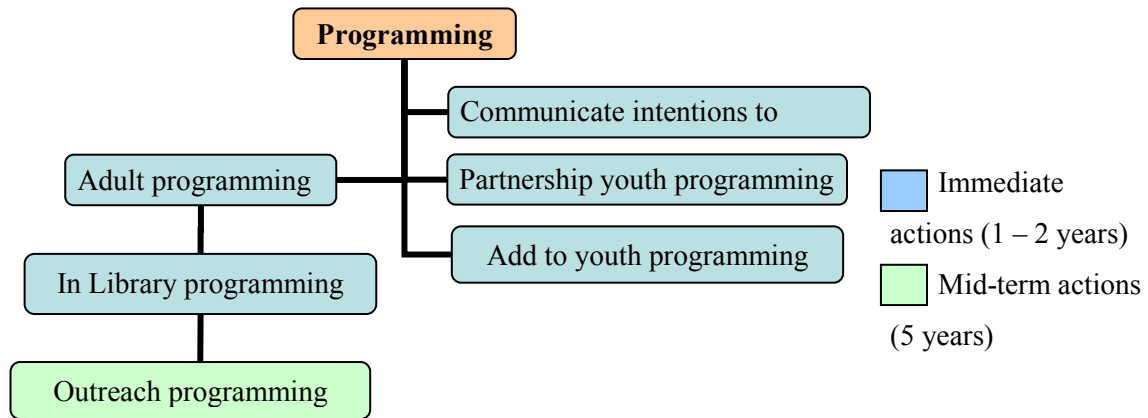
The Board acknowledges that adult programming is a direct way to make decision makers aware of the quality of service being provided by the public's Library.

The City and Library recognize the complexity of providing adequate programming for youth. Therefore, it is recommended that the West Branch Community Schools, City, and Library work together to provide programming that will address the needs of youth immediately after school. Additional programming should be added by the Library, once a strategy is in place for programming through the three-way partnership. Some suggestions for youth included:

- Have youth pair with a homebound patrons for reading aloud or book delivery (on foot)
- Have youth become involved in programming for adults, particularly through electronic media that captures the interest of youth
- Provide writing workshops and opportunities for Middle School ages
- Expand the movies outdoors summer series

3. Principle goals and objectives

Figure 3: Stratagem for programming



D) Public relations

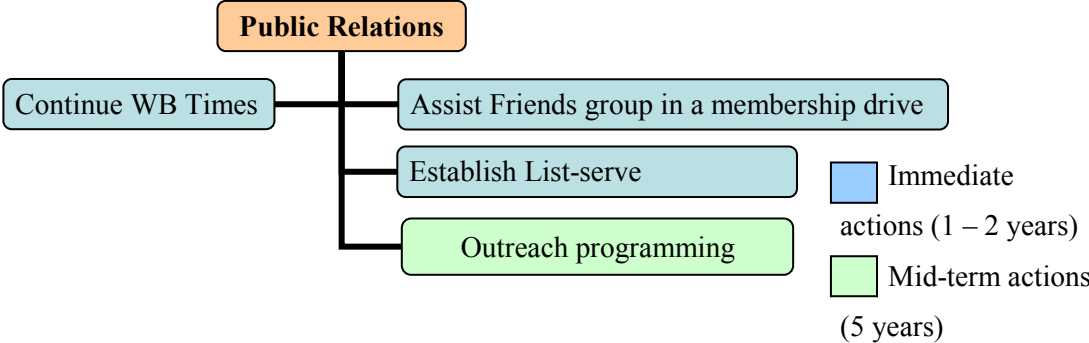
Public Relations are critical to long-term support of a public library. It includes significant outreach by the Library staff and by the Friends of the Library. The Board also carries the public relations into the community by being the representatives of the community and providing feedback to the community.

The Board endorses the Director's column in the paper. This requires a commitment in time and creativity, which should continue. Cable access could be used to a greater extent for announcements and for programming.

Scoping produced the idea of a list-serve to make announcements that may not be seen in the newspaper or other media. A list-serve would give participants a heads-up on new releases obtained by the library, programs being offered, even volunteer assistance needed. It would provide a forum by which the Library remains an active part of community life.

The greatest need in Public Relations is to support active and effective Friends of the West Branch Public Library group (Friends). The Friends group membership has dwindled and the remaining members bare the burden of the work. The Board offers its thanks for all of the support that this organization provides, but the Library is underutilizing the potential of the Friends. The Library should provide opportunities for prospective new members to meet the group. The Board will consider requesting a de facto representative from the Friends to attend Board meetings. This would improve communications between the Friends and the Board.

Figure 4: Stratagem for Public Relations



E) Stratagem for achieving sequential goals

A stratagem is a logical sequence of events to achieve a goal. Some of the steps towards a goal depend on the completion of prior steps. Objectives are met over time. Goals set in this document should be achievable within a 10 year time frame, if all things go as planned. In a real world, the Board and Director must be flexible in achieving goals. This stratagem will show the sequence of events and the interdependence of steps to reach the goals.

Table 5: Stratagem to achieve goals

Year	Facility	Personnel	Programming	Public Relations
1	Communication with public; encourage Friends group participation with facility; move cable and large meetings to City offices; redesign large group space for small group areas; improve landscape	Communicate with public; announce increase in FTE with fulltime Asst. Director/Children's Librarian	Communicate with public; establish partnership with City and Schools; add adult programming in Library	Continue column in WB Times as one public communication effort; assist Friends in membership drive
2	Communication with public; Determine funding source for renovation; renovate; improve landscape	Reevaluate needs	Add adult programming expanded to include workshops; add youth program that is unique to the Library	Continue to assist Friends and provide tangible needs with which they can assist; establish list-serve and advertise its availability
3	Determine space needs from preliminary specifications; Communication with public; Plan funding efforts	Reevaluate needs	Involve youth in adult programming in technology; establish outreach program targeting seniors; involve youth in outreach	Develop outreach programs to familiarize organizations with the Library services
4	Fund raising	Increase to 4 FTE		
5	Fund raising			
6	Design addition; Fund raising			
7	Initiate contracting for construction			
8	Construct addition			
9				

V) Finalization and Implementation

A) Finalization

It is the Board's responsibility to approve this plan.

B) Projected Funding Needs to Implement the Long-range Plan

In this time of high costs, government shortfalls, and reductions in tax revenue, funding for the future is uncertain. Scoping introduced the possibility that a Library Levy of \$0.27 on \$1000 property value be put before the public. This would generate more than \$16,500 per year ear-marked for the Library. Several concerns were expressed about this income source. The principle ones include:

- With increased fund from a levy, there may be a tendency for the City support and community donations to shift to other priorities. It must be understood that the levy provides ADDITIONAL funding to the Library and that other means of support are still required to meet operational needs.
- Expert opinion is that cities such as West Branch rely too heavily on property tax. Adding a Library Levy will increase the property taxes further in support of a City service.

Scoping offered the idea of seeking philanthropic giving from large organizations and corporations. This should be examined more closely and perhaps used in partnership with other local organizations (e.g., Mainstreet).

The Friends group has been a wonderful source of income for the library. As stated before, the bulk of the work falls to a very few individuals. Increasing the membership of the Friends may increase the public's awareness of the Library's needs, increase income to the Friends group, and provide opportunities for the Friends to seek out funding sources.

The Board wishes to commend the Director for his effective pursuit of funding from grants. The Director has also mastered the art of administrating a library with low funding. [Table 2](#) shows the disparity in funding between the Library and other public libraries in the vicinity.

C) Implementation

The Director will implement the plan, as resources permit, with support and guidance of the Board.

D) Tracking and Evaluating Annual Progress

This Long-range Plan shall be reviewed annually to track and document progress. Additional information on resources, activities, and outcomes shall be entered into annual addenda. Stratagems within this document may have minor changes to accommodate unpredictable situations, but major change to the logical sequence and flow of activities may result in rewriting the Long-range Plan. The budget section shall be reviewed and updated annually with actual costs and estimates of future needs. All of these materials shall be filed in an annual addendum. Materials to include in addenda:

- Revised budget section
- Accomplishments from annual strategy
- Planned actions from annual strategy that are not accomplished and why
- A copy of the next year's strategy and budget
- General evaluation of progress toward attaining/maintaining goals

VI) Participants in the process

A) Director and Staff

Nick Shimmin, Director

Claudia Wallick, Librarian

B) Board of Trustees

Jennie Embree, president

Lanette Bloem, secretary

Karen Fieseler

Jim Mays

Sherry Middlemis-Brown

Bill Schreier

C) Scoping meeting participants

Lanette Bloem, Library Board Trustee secretary

Jennie Embree, Library Board Trustee president

Deb Federlein, City Clerk

Karen Fieseler, Library Board Trustee

Jacinta Hart, Community School Board

Sandy Hatfield, Mayor

Sherry Middlemis-Brown, Library Board Trustee

Ken Peplow, City Council

Bill Schreier, Library Board Trustee facilitator for planning

Nick Shimmin, Director

Kyle Soukup, City Administrator

Rebecca Turner, Main Street Program Director

Claudia Wallick, Librarian

VII) Appendices

Appendix A: Tables

Appendix B: Survey

Appendix C: Calculation of Expenditures for five years

A) Appendix A: Tables

Table 1: Summary of current and projected plans

Plans	Status	Notes
Long-term Planning (10-20 Years)		
Long-range Plan		
Mid-term implementation plans		
Technology Plan		
Integrated Pest Management Plan		
Building and Landscape Plan		
Equipment Replacement Plan		

Table 2: Comparisons to other nearby libraries (2007 data)

Libraries	Total Operating Expenditures	Total Income from City	Paid Employees (FTE)	Total Circulation	Children's Program Attendance	Open Lending to Other Libraries
North Liberty Community Library	\$449,193	\$388,487	8.62	209,910	2,252	874
Solon Public Library	\$142,603	\$60,576	4.5	49,779	5,597	514
Tipton Public Library	\$171,072	\$158,519	4.45	37,463	2,801	147
West Branch Public Library	\$120,422	\$74,638	2.8	38,488	2,487	714
West Liberty Public Library	\$181,684	\$167,696	4.9	41,698	7,105	231

B) Appendix B: Public Survey

West Branch Public Library Survey 2008

The West Branch Public Library is evaluating its services to best serve the community. Please help the library by completing this brief survey and returning it to the library's drop box, located behind the library on Poplar Street. All individual responses will be kept confidential. Thank you for taking the time to complete this survey!

Q1 Do you live within the city limits of West Branch?
 Yes.....
 No

Q2 In which county do you live?
 Cedar.....
 Johnson.....
 Other.....

Q3 On average, about how many times do you visit the library in one month?
 Less than once per month
 1-2 times.....
 3-4 times.....
 5 or more times

Q4 Please check the three (3) times during the week that you would be most likely to visit the library, regardless of current operating hours.

	Mon	Tue	Wed	Thurs	Fri	Sat	Sun
8:00am - 12:00pm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12:00pm - 4:00pm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4:00pm - 8:00pm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q5 Are there any factors that either prevent you from visiting the library as frequently as you would like or make visiting the library uncomfortable for you? (For example: hours open, handicap accessibility, parking, availability of study or meeting space, customer service, etc.)



Q6 Please answer both a and b:
a) How valuable are the following library services to you? ("0" being "Not at all valuable" and "4" being "Extremely valuable").
b) What is your opinion of the current status of these services? ("0" being "Needs significant improvement" and "4" being "Excellent")

	a) How Valuable					b) Current Status				
	0	1	2	3	4	0	1	2	3	4
Knowledgeable Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lending Materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reference Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer Software Applications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Children's Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Study Space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting Space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q7 Are there any services or programs you would like to see offered at the library that are not offered now?

Q8 What is your opinion of the current status of the library's facilities (with "0" being "Needs significant improvement" and "4" being "Excellent")?

	0	1	2	3	4
Furnishings, paint, carpeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental controls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arrangement of materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Children's area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Landscaping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responses

Total Responses: 76

West Branch Residents: 61

Non-Resident: 15

Cedar County Residents: 72

Johnson County Residents: 4

Q5 Factors that prevent visit

Hours of operation 25 mentioned it

Hours open; expanded hours
Early morning
Hours open and I avoid Thurs afternoons
Fridays, hours after 5:30
Sundays -- 2
Weekend hours -- 5
Evening hours -- 2
Closures when school closes/early out -- 2

Need quiet space or more space -- 10

I would like more books. We seem to be out of shelf space.
Study/research/reading space -- 2
Meeting space -- 2
Quiet room -- 5
We basically need more space and programs for a growing community!
Parking
Need more reading spaces

Youth gathering -- 18

Unsupervised youth -- 18

Other

Lack of friendly staff
Work in Iowa City downtown so use of Iowa City library is more convenient.
Limited personal time
I would like more books.
It would be nice to see more children's DVDs

Q6 Services

Service	Importance	Current State (condition)	Percent current status/value
Knowledgeable Staff	3.6	3.5	98%
Materials Lending	3.8	3.0	81%
Reference Services	3.0	2.9	96%
Internet Service	2.4	2.3	97%
Computer Software	1.8	2.3	124%
Children's Programs	2.9	3.2	111%
Adult Programs	2.7	2.6	92%
Study Space	2.3	2.2	99%
Meeting Space	2.9	2.4	81%

Q7 Other programs or services

Adult programming

More programming! adult, author readings, historical programs, preschool, focus events

More book discussion options

More adult programs

Some gardening workshops and other issues

Adult summer reading program

Community meeting space.

Coffee shop

Computer Classes: more outlets for those with laptops; faster internet computer; laptop -- many respondents

Children's programming

After school programs for elementary and middle school age kid -- several

Summer reading programs for preschoolers (kids that are being read to)

Middle school and high school age students are unwelcome

Broader selection.

Other

More books, especially "classics" of American literature; more newspaper subscriptions; more interactive website; more audio books; more magazine; more book/children's

Summer movies outside

CD walkmans

Backgammon tournaments and other game nights.

More Christian information

More western books

Q9 Library Facilities Current Status

Facility issue	Average Score from range 0 - 4
Furnishings	2.6
Environmental Controls	2.9
Arrangement	2.8
Children's Area	2.8
Landscaping	2.3
Parking	2.4
Other description	<i>See below</i>

Accessibility

Quiet space for adults -- 2

Overall amount of space

Middle school and high school age programs

Community meeting space (1); general size of facility (0)

Size of library, number of books

Signage

Space for materials (books)!

Q9 Comments

Youth gathering place

Noise, lack of respect for library, librarians, property. Concern for young children exposed to teen activities

Materials

More materials of higher quality. More space for books and displays. Need more books; buy complete sets

Please separate the children's and adult movies into two sections away from each other.

Too many VHS; thinning it could free up some additional space.

More movies

Get the Public Library sign back up!

Other

*Open more, more hours and more days; **Library closings-** base on weather conditions, not school closing.*

Children's area too large.

*Ensure no records are kept for **unconstitutional searches.***

***Ice and snow removal** can be a problem.*

***DVDs** need to be categorized by rating.*

*The **current library building** was constructed with Friends of the Library assistance. Expansion was included in the current building/lot. The **lower level could well be excavated** to provide more street access and space -- 2*

***Staff** is always helpful, courteous and professional, welcoming; Nick is outstanding! -- 5*

The library is a very important asset to the community -- 5

*I especially like the **intra-library** loan system and use it often*

*I enjoy the new **arrival section** in the West Branch Times.*

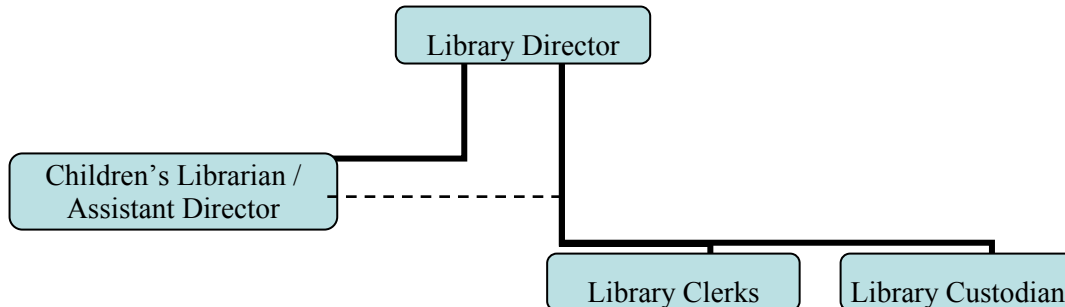
*Smaller preschool lounge-type chairs; wonderful **regular preschool and summer children's program***

*I wish our library were **bigger** and had more space for activities and better computers.*

***Thanks** for doing all you can for our community and I hope you receive more support from the City in the future!*

C) Appendix C: Calculation of Expenditures for 5 years

1. Staff Organizational Chart



2. Financial 5-Year Projection

The following figures are expenditure and income estimates using cost of living estimates (3.5% estimated rate), existing figures, and staffing increases outlined in the long range plan. Please note that the “staffing” expenditure category includes all staff costs and benefits including FICA, IPERS, group insurance, and liability insurance costs. These additional costs are taken from a different fund than other library expenses, hence the difference in expenditure and income totals. Also note that all FY2009 figures include a planned budget amendment which is not reflected in the approved budget as of this plan’s inception.

	Expenditures				
	FY2009	FY2010	FY2011	FY2012	FY2013
Staffing	\$ 96,586	\$ 99,966	\$103,465	\$132,775	\$137,422
Training and Continuing Education	\$ 1,150	\$ 1,190	\$ 1,232	\$ 1,275	\$ 1,320
Office Supplies, Equipment, and Postage	\$ 8,650	\$ 8,953	\$ 9,266	\$ 9,590	\$ 9,926
Building Supplies and Maintenance	\$ 3,000	\$ 3,105	\$ 3,214	\$ 3,326	\$ 3,443
Utilities	\$ 8,300	\$ 8,591	\$ 8,891	\$ 9,202	\$ 9,524
Circulating Materials	\$ 19,000	\$ 19,570	\$ 20,157	\$ 20,762	\$ 21,385
Miscellaneous	\$ 2,750	\$ 2,833	\$ 2,917	\$ 3,005	\$ 3,095
Total	\$139,436	\$144,207	\$149,143	\$179,936	\$186,115
	Income				
	FY2009	FY2010	FY2011	FY2012	FY2013
City of West Branch	\$ 84,000	\$ 87,676	\$ 88,414	\$117,881	\$122,601
Cedar County	\$ 10,960	\$ 12,056	\$ 13,262	\$ 14,588	\$ 16,047
State of Iowa	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Library Levy	\$ -	\$ -	\$ 16,000	\$ 16,000	\$ 16,000
Donations	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fines	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Miscellaneous Revenues	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Endowment Transfers	\$ 13,000	\$ 13,000	\$ -	\$ -	\$ -
Total	\$117,160	\$121,932	\$126,876	\$157,669	\$163,848