

STOWE FREE LIBRARY

LONG RANGE PLAN

FISCAL YEARS 2005-2009

The Stowe Free Library Long Range Planning Committee

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June 4, 2004

Table of Contents

I.	Introduction & Acknowledgments	1
II.	Community Profile	1
III.	Stowe Free Library Profile	2
A.	Overview	2
B.	Statistics and Graphs	3
C.	Commentary	5
IV.	The Planning Process	5
A.	Community Survey: Lessons Learned	6
B.	Parents' Focus Group: Lessons Learned	7
V.	Mission Statement	8
VI.	Service Responses	8
VII.	Goals, Objectives & Activities	8
A.	Service Response: Current Topics and Titles	8
B.	Service Response: Life-long Learning	9
C.	Service Response: Information Literacy	11
D.	Service Response: Commons	12
E.	Service Response: Cultural Awareness	13
VIII.	Staffing Plan	14
A.	Current Positions	14
B.	Anticipated New Positions	14
C.	Library Volunteers	15
IX.	Capital Plan	16
X.	Assessment & Update Process	17

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Long Range Plan

Fiscal Years 2005-2009

I. Introduction & Acknowledgments

Throughout this past year Stowe Free Library (SFL) undertook the task of generating a Long Range Plan (LRP) to set goals and objectives as well as guide library activities through the fiscal years 2005 through 2009. Once in place, the LRP will assist in the identification of unmet community needs and utilization of library resources. This endeavor was conducted by a committee consisting of the Board of Trustees and Library Director, and it drew significant input from the Library Staff and many Library Volunteers and members of the community. Various committee members attended monthly sessions of a seminar based on the American Library Association's publication "The New Planning for Results," which was led by Marianne Kotch, Director of Public Library Support Services in the Vermont Department of Libraries. Lessons learned from the seminar provided an essential focus and overall structure to our planning efforts.

The committee would like to thank the generous professionals, volunteers and community members who provided so much useful guidance in so candid a fashion.

It should also be noted that the current exercise was preceded by intense planning over the past two years by the same committee members as we formulated plans to invest over \$200,000 in SFL under the auspices of the Freeman Foundation through the Vermont Public Library Foundation Incentive Grant. We are grateful to the Freeman Foundation for its generous support, which has resulted in a much improved, more active, modern library well positioned to meet the needs of the burgeoning Stowe community.

II. Community Profile

Stowe is a dynamic residential and resort community with a rich history and a profound sense of place. Its roots, based in farming and lumbering trades and also, beginning in the 1850's, tourism, have intertwined to shape a community which remains rural in identity but offers sophisticated opportunities and amenities. Maintaining this balance is an on-going concern of its residents and their governing and cultural institutions, including the Stowe Free Library.

Stowe has experienced an unprecedented 2.6% annual population growth in recent years, a growth rate that has far exceeded state projections. It now has 4,339 year-round residents. Second home residents, many of whom are Canadian, raise the effective population to 6,000. During peak times the population swells to about 11,000 including tourists and seasonal employees. The tourist industry brings a work force from surrounding towns as well as all over the U.S, the Caribbean, South America, and both Western and Eastern Europe. Experience has shown that Stowe's effective population rate provides a more practical basis for planning for

services and facilities. Residents, neighbors, visitors and employees all draw upon our cultural and leisure activities.

Recent demographic trends show an increasing number of both young families and active retirees relocating in Stowe, attracted by the beauty and lifestyle of a premier outdoor recreation area.

By Vermont standards, Stowe is comparatively well educated and affluent. Statistics gathered in 2000 show 94% of residents over 25 had graduated from high schools and 54% from college. 93% of Stowe High School's class of 2002 were college bound, as were 77% of the 2003 class of 55 students. According to the 2000 Census, Stowe's per capita median income of \$35,474 was 172% that of the state, and the median household income of \$52,378 was 128% that of the state. 3.7% of Stowe residents live below the poverty line.

Stowe's working population in 2000 numbered 2,565. According to commuter data gathered in 1990, 69% worked in town (including 10% who worked at home) and 21% worked out of the county. Of the latter, most traveled to jobs in Waterbury, Montpelier, and Burlington; 6% traveled to jobs out of state. 48% of the work force were executives and professionals. 5% of local residents were employed in the service industry and 7% in manufacturing.

III. Stowe Free Library Profile

A. Overview

The Stowe Free Library (SFL) is a heavily used, rapidly growing cultural institution with a long history. Established in 1866 as a successor to the town's first public library (1829-1849), SFL was the first library in the state to receive a town appropriation under 1865 enabling legislation. SFL took quarters in the Akeley Memorial Building when it was built in 1902, occupying what was essentially one-room shared quarters until 1981. At that time, with funding from the Montanari Trust, the former Stowe High School was renovated to house SFL on the first floor and the newly formed Helen Day Art Center on the second level. This new location conveniently places the Library directly next to Stowe Elementary School. In 1993-94 the town enlarged the entire building, doubling the space available. Additional renovations of the first floor library were completed in 2002 under funding by the Freeman Foundation through the Vermont Public Library Foundation Incentive Grant.

The library provides public information, educational, recreational, and cultural resources, and, most recently, Internet services to the Stowe community, neighboring areas and visitors. The demand for library materials and services has grown significantly in recent years. Circulation levels now exceed 66,700 checkouts annually and have begun to increase at double-digit levels. In addition, about 2,000 people come through the doors for purposes other than checking out materials. They may do homework or research, read magazines and newspapers, use the Internet, meet tutors or attend programs. Over 3000 adults and children attended library programs during the most recent fiscal year. Currently, there are 6,539 registered borrowers, 1,042 of whom are children under the age of 14. SFL's collection exceeds 25,000 items, including books, books on tape and CD, videos, music CDs and periodicals. On average over

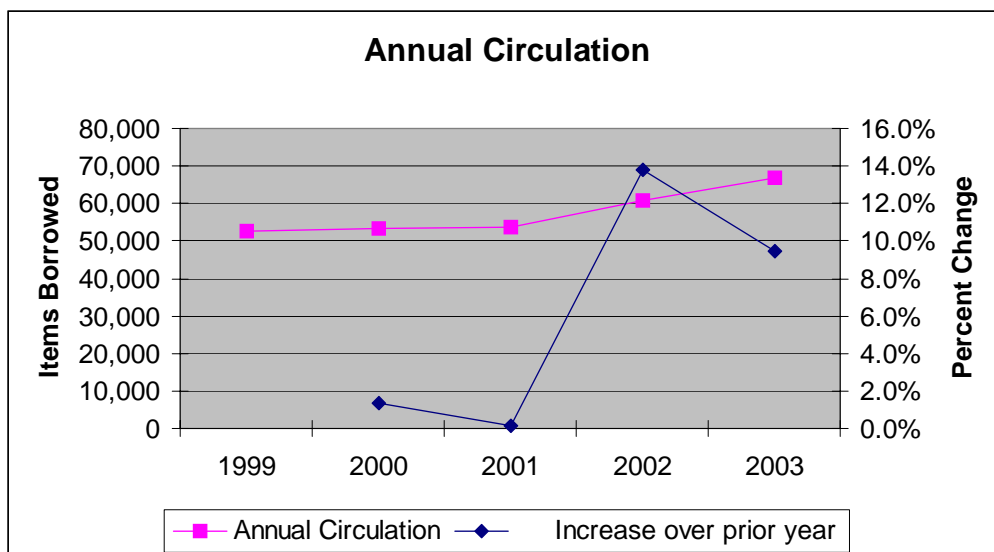
1,000 titles are added each year. The library is now fully automated, having three computers available for public access to the collection, five computers dedicated to providing public Internet access for adults and three more for children. In a typical week, more than 250 people use the library's computers and usage continues to escalate monthly. Library facilities include the Community Meeting Room, which is available for use by local groups, and the Vermont Room, which archives local and state historical resources.

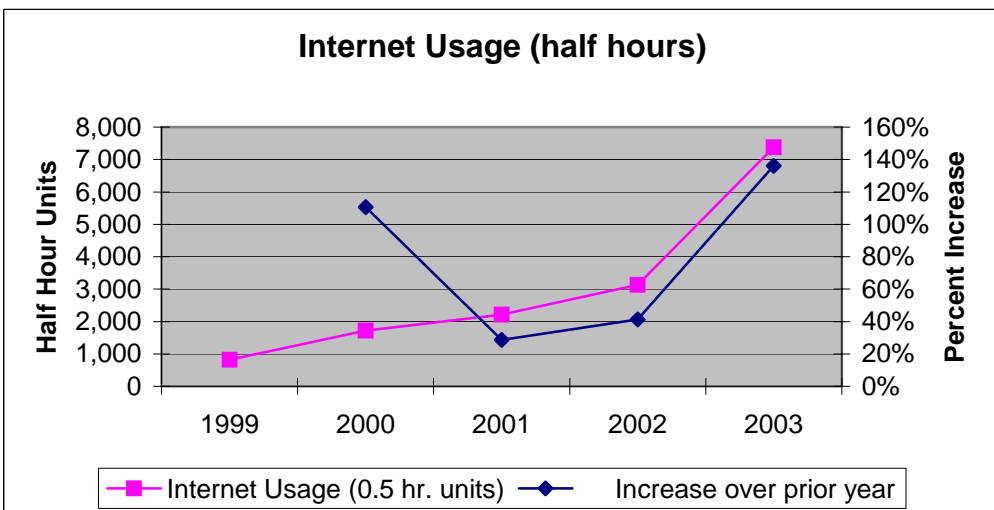
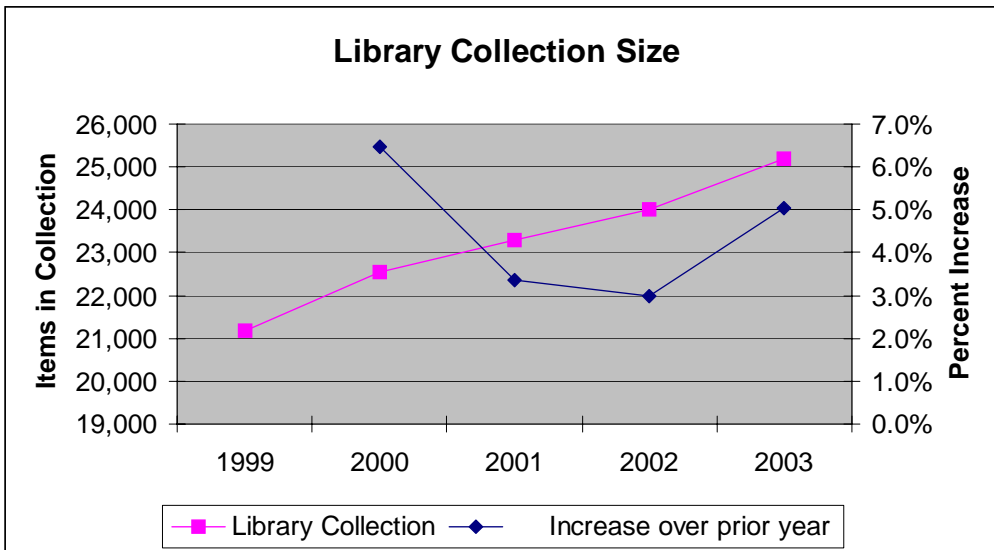
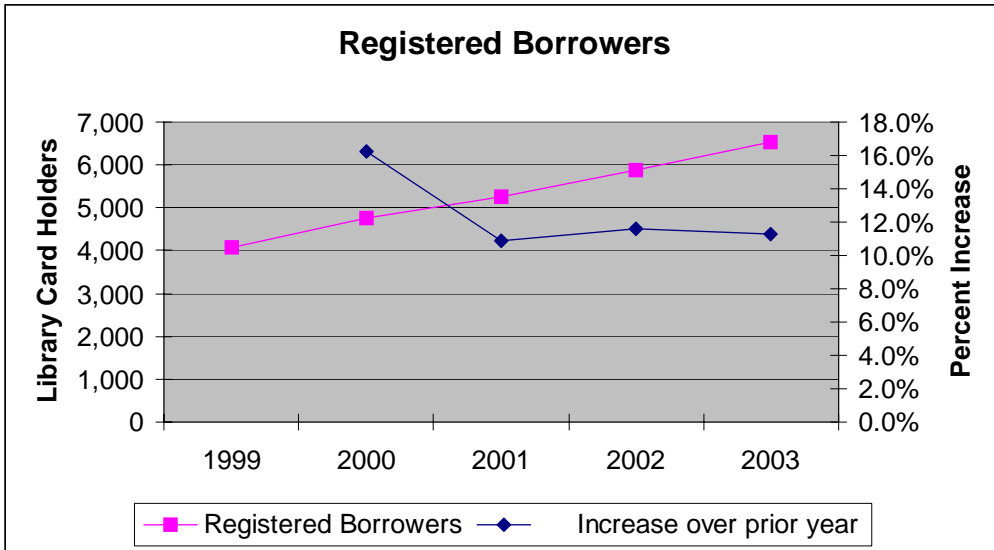
SFL is overseen by a seven-member Board of Trustees, appointed by the Select Board. The current library staff numbers three full-time and three part-time employees, including the Director and one building custodian. Twenty-five dedicated volunteers provide additional support for library activities. The annual budget is approximately \$375,000. The town funds approximately 90% of all SFL expenses and operating costs, such as salaries, materials, building maintenance and automation expenses. Around 10% of SFL funding results from income derived from its several endowments and proceeds from the annual book sale, fees and fines. The total value of all SFL endowments exceeds \$425,000.

B. Statistics and Graphs

Key Library Statistics: 1999 - 2003

	1999	2000	2001	2002	2003	4 Year Increase
Annual Circulation	52,768	53,464	53,535	60,936	66,707	26%
Increase over prior year		1.3%	0.1%	13.8%	9.5%	
Registered Borrowers	4,085	4,750	5,267	5,877	6,539	60%
Increase over prior year		16.3%	10.9%	11.6%	11.3%	
Library Collection	21,174	22,544	23,299	23,997	25,205	19%
Increase over prior year		6.5%	3.3%	3.0%	5.0%	
Internet Usage (0.5 hr. units)	817	1,721	2,213	3,126	7,378	803%
Increase over prior year		110.6%	28.6%	41.3%	136.0%	





C. Commentary

Since 1999 the size of the Library Collection in total units has grown 19% or about 4000 units to the level of 25,205 items in the Library. This is a net total, as every year a significant number of worn-out and out-of-date items are pruned from the collection. Annual library materials increases have ranged from 3.5% to 6.5%, dependent upon available funding in the budget.

The size of the Collection has lagged behind Annual Circulation, which has grown 26% in the same time frame. Circulation growth was nearly stagnant in 2000 and 2001, but increase leaped to an average of around 12% over the past two years. We believe that recent Circulation increases have been positively impacted by greater Library usage emerging from recent facility, collection and program improvements made under the Vermont Public Library Foundation Incentive Grant, which was made available from the Freeman Foundation and under the aegis the state Department of Libraries.

Another factor behind recent Circulation growth has been a 60% growth in Registered Borrowers (library card holders) since 1999, growing from 4,085 borrowers to over 6,500 at a steady pace of around 11% per year the past three years. Those same improvements made possible under the Freeman Grant coupled with the steady growth of new families relocating to Stowe have resulted in a much larger pool of regular Library users. We anticipate that the continuing increase in Library cardholders will drive increased demand for a larger Library collection with a greater breadth of choices and services.

The greatest example of new Library usage may be found in the rapid uptake of Computer and Internet Services. A public access Internet Computer was first made available in 1999. In that first year, the Computer was reserved to be used for at least 817 half-hour segments. Usage on that single computer grew to 3,126 reserved segments in 2002. In response to the growth in demand, during the year 2003 the Library offered additional Internet Computers to the adult public, resulting in 7,378 reserved bookings, or a growth of 136%. Adult Computer usage has grown over 800% since the Library first offered public access to the Internet. Moreover, three additional Computers have been installed and reserved for children's public access use. We have noted a significant amount of spillover from the use of public access Computers to usage of more traditional Library materials and services and to the size of our roll of Registered Borrowers.

IV. The Planning Process

As noted above, this plan was developed over the past year by a committee consisting of the Board of Trustees and Library Director, drawing support from the Library Staff, Library Volunteers and various other community members. The overall guide was the American Library Association's publication "The New Planning for Results," which was the core text used in the Vermont Department of Libraries' planning seminar.

In an effort to understand the community's perceptions of strengths, areas for improvement, and areas of opportunity for SFL, the committee conducted a written community survey of 110 selected and self-selected library patrons. We also held a focus group aimed at gathering specific

input from parents of school-aged children. The learnings from these efforts (see results below) were incorporated in the final plan.

In addition to including a Long Range Plan segment in our regular monthly meetings, the committee also conducted ad hoc meetings to focus on various aspects of the process. We met for a full day off-site to debrief the survey results, focus on our Mission Statement and to define the Service Responses (areas of service on which the library will focus). From there we defined smaller working groups to flesh out Goals and Objectives related to each Service Response. Finally, incorporating significant input from the Library Staff's off-site retreat, we settled on Activities in support of our planning objectives.

A. Community Survey: Lessons Learned

1) Use of Library materials and services ranked by percent of responders using is as follows:

- | | |
|--------------------------|-------------------|
| a) Books - 94% | e) Research - 29% |
| b) Videos - 52% | f) Programs - 24% |
| c) Periodicals - 48% | g) Internet - 8%* |
| d) Audio materials - 43% | |

*Low Internet usage probably reflects low sampling of predominantly Internet using patrons.

2) 85% of responders indicated satisfaction with current Library hours. Those who offered suggested changes indicated an interest in a) longer hours, b) Sunday hours, c) earlier opening, and/or d) day-to-day consistency of hours.

3) 100% of responders indicated that they were satisfied with the Library, with 79% indicating they were "very satisfied." No responders indicated they were "unsatisfied."

4) In response to the query "What is the Library Doing Well?"

- 80% of responders identified Customer Service and Personnel to be Library Strengths, accounting for one-third of all mentions.
- Approximately one-half of all responders identified both the Library Facility and its Atmosphere as well as the Collections as areas in which the Library performs well.
- Other areas of significant strength were Children's Elements and Programs.

5) In response to the query "What Should be Improved at the Library"

- 65% of responders identified Library Collections as an area for improvement, accounting for 40% of all mentions.
- Approximately 20% of all responders identified Children's Elements, Programs and Customer Service/Personnel each as areas for specific improvement.
- 16% of responders felt the Facility or its Atmosphere should be improved.

6) In response to the request for "Recommended Library Priorities in the Next 5 Years?"

- Nearly 40% of responders identified Library Collections as a priority area for the coming five years.

- b) Approximately 20% of all responders identified each of the following areas as priorities: Programs, Technology, and Facility/Atmosphere.
- c) 20% of responders felt priority should focus on maintaining the Status Quo.
- d) About 15% indicated priority should be placed on Children's Elements, Community Orientation and Customer Service.

NB: Items 4 through 6 represent summaries of comments. In fact highly specific remarks and recommendations were offered by the responders and considered by the committee.

B. Parents' Focus Group: Lessons Learned

- 1) The Focus Group was comprised of regular Library users with school aged children.
- 2) In general, all participants were very positive about the Library, including how it meets their family's needs.
- 3) The group also made useful constructive comments regarding many aspects of the library, as seen in the following representative examples:
 - a) Facility
 - i) Wish for more separation between younger and older children
 - ii) More room for books
 - iii) Better visual displays
 - b) Collections
 - i) More books on CD
 - ii) Need newer books in subject areas
 - iii) Not enough Classics in books and tapes
 - c) Equipment
 - i) Coat racks
 - ii) Personnel to troubleshoot computers
 - iii) Scanner
 - d) Services and Programs
 - i) Middle school writing course wanted
 - ii) More special events with coordinated book displays
 - iii) Programs for Preschool children
 - e) Staffing
 - i) Service mentality
 - ii) Name tags help identify staff
 - iii) Need a dedicated children's librarian
 - f) Unmet Needs
 - i) Computer training
 - ii) Need a park or a common
 - iii) More welcoming atmosphere

V. Mission Statement

Our mission is to meet the reading and informational needs of the community in a creative, professional and welcoming manner. The Library, a community meeting place, will offer diverse resources and life-long learning experiences to people of all ages.

VI. Service Responses

There are many areas of potential service ("Service Responses") that may be provided by a Library. After careful consideration of the possibilities and cross-checking them against the perceived priorities and recommendations for SFL, the committee decided that the following 5 Service Responses would receive primary focus in the coming planning period:

1. **Current Topics and Titles:** helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.
2. **Lifelong Learning:** addresses the desire for self-directed personal growth and development opportunities.
3. **Information Literacy:** addresses the need for skills related to finding, evaluating, and using information effectively.
4. **Commons:** addresses the need of people to meet and interact with others in their community and to participate in public discourse about community issues.
5. **Cultural Awareness:** helps satisfy the desire of community residents to gain an understanding of their own cultural heritage and the cultural heritage of others.

VII. Goals, Objectives & Activities

For each of the priority Service Responses the committee identified Goals to be pursued, Objectives to be achieved in support of the Goals, and relevant specific Activities. Within the Library planning process the concepts of Goals, Objectives, and Activities carry specific meaning as they pertain to the plan. These meanings are defined in "The New Planning for Results" as follows:

- | | |
|-------------|--|
| Goal: | The outcome the community receives because the Library provides programs and services related to a specific service response |
| Objective: | The way the Library measures its progress toward reaching a goal |
| Activities: | The strategies or groupings of specific actions that the Library carries out to achieve its goals and objectives |

A. Service Response: Current Topics and Titles

Goal 1. Library users of all ages will find appropriate assistance and up-to-date dependable resources (print, multimedia and electronic) to satisfy their information needs.

Objectives:

- The number of items borrowed by library users will increase 15% in FY 05, and by 10% thereafter.
- The number of reference transactions will increase by 5% each year.

Activities:

- Develop the visual arts sections of the collection with some attention to HDAC exhibit topics.
- Develop the theater arts section of the collection.
- Continue to update and expand the travel collection.
- Make sure the periodicals subscriptions reflect the interests of the community.
- Define and improve the reference collection for adults and children including electronic media.
- Support high school research topics with assistance from school librarian.
- Buy children's books on individual sports figures, the individual U.S. states, historic periods, and, in general, support research topics for elementary school children.
- Purchase a children's dictionary and stand.

Goal 2. Library users of all ages will have access to popular recreational reading for pleasure as well as to resources concerning topics and titles of current interest to stimulate their thinking and support life-long learning.

Objectives:

- Fiction circulation statistics will increase by 10% each year.
- Audiovisual circulation statistics will increase by 20% each year.

Activities:

- Replace or add new print editions and audio versions of adult classic fiction.
- Continue to buy children's classics in book and audio formats.
- Add board books and other books for the youngest children.
- Experiment with placement of mass-market paperback fiction and decide how to keep this collection current.
- Increase budget for books, audio, and videos.
- Add a DVD collection.
- Continue expanding audio and video "courses."
- Purchase multiple copies of popular titles.

B. Service Response: Life-long Learning

Goal 1. Library users will have an array of program offerings that nurture and encourage lifelong reading and learning.

Objectives:

- Annual program attendance will increase by 25% each year.

Activities:

- Continue to produce author programs with consideration of topical series of current interest.
- Investigate offering enrichment “courses” for adults.
- Experiment with different types of book discussions: one-shot, parent/child, young adult, elderly, town-wide read, etc.
- Produce occasional “family” programs.
- Investigate after-school program possibilities for elementary and middle school children, including young adult swap and council.
- Develop baby/toddler story hours.
- Add story hours for parents and children only (no school groups).
- Plan programs specifically for seniors.
- Purchase audio-visual (video/DVD and CD) and projection equipment.

Goal 2. SFL staff will be proficient in determining and solving patron reference and recreational needs while providing quality customer service.

Objective:

- Each staff person will participate in two or more continuing-educational activities annually.

Activities:

- Regularly scheduled staff meetings will be planned to encourage communication.
- Library staff will be encouraged to attend 2 local and 2 statewide continuing-education activities each year.
- Occasional attendance at regional and national meetings will be encouraged.
- Staff will be asked to share relevant educational experiences at staff meetings.
- Excellence in customer service will be the focus of at least one all-staff workshop each year.
- Job descriptions will be reviewed for accuracy and efficiency every other year.
- Plan a “field trip” day to visit area libraries annually.

Goal 3. Stowe community and area residents will be aware of library resources and services to support lifelong learning and personal interests.

Objectives:

- The number of registered borrowers will increase by 5%.
- The library Web site will be accessed 250 times per year in FY 05 and will increase to 500 in FY 06 and 25% thereafter.

Activities:

- Create and maintain a Stowe Library Web site.
- Publish a quarterly print newsletter that includes items of interest for all age groups.
- Send at least one item for publication in every issue of the Stowe Reporter and the Stowe Guide.
- Develop programs that appeal to diverse parts of the library community.
- Rewrite pamphlet for new library cardholders.
- Create an annual schedule for the front foyer display case.
- Change book displays and bulletin boards in-house to reflect current topics of interest.
- Continue already established school visits by the children's librarian and publicize in the Stowe Reporter and the school newsletters.
- Add an account line for advertising in the operational budget.
- Investigate the use of radio and television public service advertising.
- Schedule two visits a year to speak to local groups about the library.
- Encourage all employees of the Town and neighboring businesses to sign up for library cards.
- Create print mailing and email list for promotional use.

C. Service Response: Information Literacy

Goal 1. Library users seeking information will be able to obtain improved assistance from SFL staff and collections, other Vermont library resources, and resources accessed through electronic media.

Objectives:

- The library Web site will be accessed 250 times per year in FY 05 and will increase to 500 in FY 06 and 25% thereafter.
- Reference questions will increase 20% each year.

Activities:

- The SFL Web site will allow users to ask and receive answers to reference questions.
- Add information services position to staff.
- Arrange for two technology training opportunities for each staff annually.

- Reassign Interlibrary Loan responsibility from the children's librarian to another staff person.
- Update and keep current the book section on the subject of computers and the Internet.
- Subscribe to two on-line databases.
- Plan for regular upgrades to Follett system.
- Develop a technology plan that includes computer equipment and space for adults and pre-school children.
- Pursue networking opportunities.

Goal 2. Library users will have the opportunity to learn how to access and utilize print and electronic media.

Objectives:

- The number of patrons participating in computer training programs will start at 25 in FY 05 and increase by 25% each year thereafter.
- The distribution number of bibliographies and new books lists will increase by 25% each year.

Activities:

- Plan and offer regular training sessions each year for adults on the use of the on-line public access computers, the Internet, and Vermont On-Line database.
- Investigate wireless technology in order to use in training sessions and also for patrons who wish to use their own laptops in the library.
- Install new library signage.
- Initiate staff-created bibliographies for patrons four times a year.
- Make new books lists available in selected town locations.

D. Service Response: Commons

Goal 1. The library, as an integral part of Stowe, enhances and promotes the quality of village life and, equally important, provides an attractive, safe, and comfortable common space for people of all ages.

Objectives:

- The total number of library cardholders will increase by 5% annually.
- The use of the Community Meeting Room will increase 5% annually by number of times used and 3% by number of local organizations.

Activities:

- Expand the number of tables and chairs in all areas of the library.
- Update/replace worn and outdated existing furniture and carpeting.
- Install a new water fountain.
- Install a public telephone for local calls only.
- Explore the idea of a café (possibly seasonal).

- Create summer porch seating (except for Book Sale month).
- Add outside benches and bike racks.
- Improve outside lighting near the rear entrance.
- Improve rear foyer, including storage of children's backpacks.
- Investigate and improve the efficiency of the HVAC system.
- Add bulletin boards.
- Review library parking annually.
- Continue effective and diverse programming.
- Send welcome letter and library card application to new residents.
- Revise library card application form.
- Rewrite meeting room use policy and application.
- Expand volunteer program.
- Consider establishing a Friends of the Library group.

Goal 2. The library will be convenient in times of operation, location, and physical accessibility as well as sufficient in terms of staffing and physical space.

Objectives:

- Total annual library visits will increase by 20% annually.
- Make full and appropriate use of all space available to the library.

Activities:

- Expand shelf space, storage space, workroom space, children's and young adult space, and computer use space.
- Set up circulation desk in children's area.
- Increase staff in circulation, children's, and community services.
- Upgrade copy machine.
- Upgrade phone system.
- Improve parking.
- Provide an indoor maintenance sink.
- Set up recycling system.
- Review and change hours where needed.
- Establish a "home-bound" delivery system.
- Review elevator needs of building.
- Set up a task force to study space and accessibility needs.

E. Service Response: Cultural Awareness

Goal. Year-round and seasonal residents, and visitors shall be able to access information through resources and programs about the history and culture of Vermont including Lamoille and Washington County areas, our Canadian neighbors, and international regions with particular timely response to relevant current events.

Objectives:

- The number of people attending multi-cultural program offerings will increase by 10% each year.
- The number of new cardholders from other countries will increase by 10% annually starting in 2005 after the addition of country of origin to the borrower's registration form in 2004.

Activities:

- Continue to add English as a Second Language materials to the collection.
- Develop a small French language book collection.
- Update travel guides and atlases in book form.
- Collect travel videos/DVDs.
- Continue to collect the study of languages on audiocassettes/CDs.
- Add two subscriptions to Canadian periodicals.
- Search and buy Canadian fiction writers.
- Invite one Canadian author per year to present a program.
- Search and buy Canadian films on video/DVD.
- Welcome banner in different languages.
- Add legal residence and country of origin to registration form.
- Design new "welcome" brochure for new cardholders.
- Offer a "Welcome to Stowe and the Library" program for foreign workers at the beginning of the winter season.
- Purchase a microfilm reader/printer.
- Designate duties and responsibilities regarding the Vermont Room to one staff person.
- Develop a Stowe Free Library archives.
- Establish regular communications with the Stowe Historical Society in order to develop plans for co-sponsored programs and activities, resource sharing, and information exchange related to local history.

VIII. Staffing Plan

The table on the next page identifies both current Library staff positions and anticipated new positions. Also indicated are the sources of funding for all staff and timing of new positions. Currently, employee costs are funded by either the town of Stowe budget or by funds available through the Vermont Public Library Foundation Incentive Grant (Freeman Grant). Other potential sources of funding have not yet been specifically identified.

A. Current Positions

At present the Library staff includes three full-time positions: Director; Children's Librarian/Assistant Director; and Systems and Program Supervisor. There are four part-time positions: Library Assistant – Circulation; Library Assistant – Technical Services; Custodian (Helen Day Building); and Program Assistant (a temporary position). All positions except the

Program Assistant have been in place for many years and are funded through the town budget. The Program Assistant was added to meet the needs required by our newly established author lecture series, Face to Face, and is funded through the Freeman Grant through FY 05.

B. Anticipated New Positions

In the coming five years the Library expects to add four part-time staff. In accordance with Freeman Grant plans, an Information Services Librarian will be hired by the end of FY 04. An Assistant Children’s Librarian and a Community Outreach Coordinator are planned to be added in FY 05. These staff will be initially funded through the Freeman Grant. If, after two years, the positions of Information Services Librarian and Assistant Children’s Librarian remain viable and, indeed, are deemed necessary, we shall seek town budget funding to continue the services. The Community Outreach Coordinator is anticipated to be a position of one-year’s duration. Further, in FY 07, we expect that an additional Library Assistant position will become necessary.

Current and Anticipated Library Staffing

	Hours per Week or Year	Funding	Sources of Funding* by Fiscal Year					
			04	05	06	07	08	09
Current Positions								
Director	40 Hours	Town Budget	TB	TB	TB	TB	TB	TB
Children’s Librarian /Assistant Director	40 Hours	Town Budget	TB	TB	TB	TB	TB	TB
Systems and Program Supervisor	40 Hours	Town Budget	TB	TB	TB	TB	TB	TB
Library Assistant - Circulation	30 Hours; 40 Hrs as of 05-06	Town Budget	TB	TB	TB	TB	TB	TB
Library Assistant - Technical Services	20 Hours	Town Budget	TB	TB	TB	TB	TB	TB
Custodian Helen Day Building	30 Hours	Town Budget	TB	TB	TB	TB	TB	TB
Program Assistant (temporary position)	125 Hours per year	Freeman Grant	FG	FG				
Anticipated New Positions								
Information Services Librarian	20 Hours; 40 Hrs as of 06-07	Freeman Grant		FG	FG	TB	TB	TB
Assistant Children's Librarian	18 Hours	Freeman Grant		FG	TB	TB	TB	TB
Community Outreach Coordinator	12 Hours	Freeman Grant		FG	OT	OT	OT	OT
Library Assistant - Circulation	15 Hours	Town Budget				TB	TB	TB

*Source of Funding:

TB = Town Budget

FG = Vermont Public Library Foundation Incentive Grant

OT = Grants or Other Sources yet to be Determined

The rationales for the creation of the new positions may be summarized as follows:

Information Services Librarian: The growth of the role of electronic technology and complex information delivery has grown dramatically both on a national scale and locally in the past five years. In order to provide better information service to the public, the time has come to have a staff person devoted to this area. Internet use at SFL has grown to 1200 separate uses a month in just a few short years. The number of computers in our library has doubled in that same amount of time. Technology training of staff and the public has become a necessity.

Assistant Children's Librarian: Use of the Children's Room and its resources has been on the rise as evidenced by a 20% increase the circulation of children's materials. The three computers for children and Young Adults are being used at an average of 300 times a month. Plans to circulate materials directly from the Children's Room will be implemented in FY 06. A focus group on families revealed that understaffing of the Children's Room is a service problem.

Community Outreach Coordinator: This position brings together the need for an assistant program coordinator (funded by the Freeman Grant Years 1 & 2), the need to expand our volunteer program, and assistance to the Library Director in future grants researching and administration. Spiraling increased use of the library and new grant opportunities have created an atmosphere in which, with support, volunteers could be utilized to support library service efforts in new ways.

Library Assistant: Additional staff will be needed to maintain quality library service because the anticipated library circulation alone will have increased a minimum of 40% from 2000 to 2006.

C. Library Volunteers

The Library is fortunate to have had available the services of a corps of unpaid volunteers who have supported the staff and Library patrons since its inception. We currently enjoy the participation of approximately 25 volunteers, who perform such functions as assist at the circulation desk, arrange the display case, repair books, help with the annual book sale, index the Stowe Reporter, prepare floral arrangements, and provide program hospitality.

Volunteers are supportive of the existing staff. They are not and should not be seen as substitutes or replacements for staff positions. The responsibilities and authority of volunteers are different from and fall short of the responsibilities and authority of Library staff members.

Some ways in which we hope to make even greater use of volunteers in the coming five years include the following: homebound delivery service, mailing committee, poster distribution, assist with newsletter and Web site, after-school helpers, and establish a Friends of the Library group.

IX. Capital Plan

As a department of the Town of Stowe, we feel that it is appropriate that Library capital planning and Helen Day Building (for which the Library Director is responsible) capital planning be a part of and coordinated with the Town's efforts to establish a Capital Budget. Therefore, we will establish a task force comprised of the Library Director, two Library Trustees, and the Director and one Board member of the Helen Day Art Center to interface with the Stowe Town Planner or whomever else Town Government designates with capital planning responsibility for the town. This Library/Helen Day group will work directly with Town authorities during FY 05 to develop a capital plan for Stowe Free Library and the Helen Day Building that will form a part of the greater Town of Stowe Capital Budget.

That said, we anticipate that capital issues for the Library and the Helen Day Building arising over the five year period of the Long Range Plan would include such important items as the following:

- Exterior building repairs and painting
- Review of existing mechanical systems (heating, ventilation, air conditioning), development of appropriate recommendations, and implementation schedule for actions recommended.
- Evaluation of space needs over the planning period and identification of areas for potential physical expansion.
- Evaluation of elevator needs and appropriate recommendations.

In addition to identifying needs and recommending courses of action, the task force would also be charged with projecting costs and identifying funding options.

X. Assessment & Update Process

The committee will conduct a review of implementation of Activities at the first Board of Trustees meeting of each quarter (January, April, July, October). Each of the 5 service responses will be overseen by a particular Trustee, and one Trustee will oversee the Staffing Plan and another the Capital Plan. Each of the Trustees will briefly report progress during the review sessions.

The Library Director will report to the Board on progress toward the Objectives at each of the review sessions. A final review of annual progress for the prior calendar year will be made as early as possible, but no later than at the April review session.

During the review sessions, recommendations for changes to the Objectives and Activities may be brought to the table and acted upon by the committee.