

# The Heart Of The Community

## Athens-Limestone Public Library Strategic Long Range Plan

2020 – 2025



The logo features a stylized tree with a central trunk and three main branches. Each branch is decorated with several leaves. At the base of the tree, a person is depicted sitting on the ground, reading a book. To the right of the person, there is a small, stylized building or structure. The entire logo is rendered in a light gray color.

# **Read...Imagine...Grow**

**The Athens-Limestone Public Library  
seeks to enrich the lives of people  
by providing services and materials  
to meet their needs.**

# The Heart of the Community

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Diana Jordan, Library Aide\*  
Lucas Henry, Library Aide\*\*  
Cody Tucker, Building  
Shwanta Gray, Building

\*--TARCOG Funded Position

\*--Calhoun Community College Student Worker

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# Library Profile

The original Athens-Limestone Public Library building, of under 10,000 square feet and a collection of 3,000 books, opened March 22, 1970. At that time, it served a county-wide population of 41,699, 14,360 of whom resided within the City of Athens. The 2018 population report from the US Census Bureau states that Limestone County has 96,174 residents. This represents a 16.2% increase from 2010. In 2018 the US Census Bureau reported the population of the City of Athens was 26,247. This represents a 19.9% increase from 2010. It is projected that the population of Limestone County will formally be over 100,000 in the 2020 US Census.

## Public

The Library provides fourteen computer workstations with Microsoft Office Suite and Internet access. These include thirteen computers in the main room and one computer provided as a family computer in the Claborn Children's Room. The Claborn Children's room also contains an AWE literacy station. The Library uses seven iPads as its public access catalogs. Also provided are a photocopier, self-service print station, fax services, and one Self-Checkout station. Additionally, 25 laptops outfit the Community Technology Center which are used for a variety of library events and classes. There are multiple Wi-Fi hotspots throughout the building that provide 24/7 access to the Internet. Finally, a charging station in the Whimsy Tree Café is provided to charge phones, tablets, and other electronic devices.

## Staff

The library has eighteen staff workstations. Four stations are provided for circulation, three stations for cataloging, two stations for administration, two stations for research, two stations for youth services, two stations for library aides, one station for adult services, one station for tech, and one station for foundation.

A very dedicated staff works hard to provide the best possible service to local residents and visitors. Currently, ten full-time staff and three part-time aides make up the total 11.5 FTE (full time equivalent) employees in front-facing and administrative staff. There are two 19-hour-per-week janitorial employees. There is one 19-hour-a-week staff member provided through TARCOG (Top of Alabama Regional Council of Governments) and one 20-hour-a-week staff member provided as a student work study from Calhoun Community College. This increases the FTEs to 12.5. This is considerably less than the FTEs suggested by the Public Library Division's standards needed to serve the area's population of about 96,000 residents. Library wages are lower than those for jobs carrying similar responsibilities in other libraries in Alabama, local schools, businesses, and city or county offices. Library aides begin employment at the federal minimum wage of \$7.25 per hour. Health care benefits are provided by the Library through a small group Blue Cross/Blue Shield plan.

Funding comes from a variety of sources. State Aid for FY 2020 is \$1.11 per capita (a return to the 2003 level of State Aid). Athens City and Limestone County appropriates money each year. In FY 2017 the amount was \$130,000; in FY 2018 it was reduced to \$120,000; in FY 2019 it was returned to \$130,000. Limestone County has level funded the Library at \$80,000 for a decade.

By Alabama statute, TVA supplies \$85,000 in-lieu-of-tax. A bequest from the Shelby Southard estate has been invested, and earnings are used to supplement state and local funding. At more than \$138,000 per year, the Library's endowment is the largest funding source. Increased operating expenses are a yearly budget strain. In 2014 the estate of "Ed" Mitchell included a \$1 million bequest to the Library. After expenditures toward the new public library facility (see Library Facility) approximately \$165,000 remains as an emergency fund. The Athens-Limestone Public Library Foundation and Friends of the Athens-Limestone Public Library both independently raise funds for projects and materials. As with many Friends of the Library organizations the current membership is aging up. The Friends primary focuses are the regular book sales and annual literacy outreach to area Head Start programs. Formal membership is less than 20 paid members.

The Library Foundation has a board of approximately 20. There is a focus on increasing the diversity and inclusion of board representation. The Library Foundation hosts three to four major fundraising events each year. The fundraising and grant writing for the Library Foundation is conducted primarily by the foundation manager. The foundation manager is an employee of the Foundation. Funds are used to purchase books and materials, support the completion of the Library Garden, and to pay the construction debt on the "new" library building.

The uncertainty of and low local funding (see Appendix I for a comparison of libraries in the region) remains a challenge. Public requests for more services, materials, and hours are inhibited by lack of funding. Turnover of library staff seeking better pay and benefits creates a stress on the ability to provide high quality services. Innovative and highly skilled staff are actively recruited by other libraries. The inability to recruit high quality staff and the continual need to train new staff impedes programs and services. The goals and objectives of the Athens-Limestone Public Library are shaped by these requests and the need to find revenue for financial stability.

# Library Mission

The Athens-Limestone Public Library seeks to enrich the lives of all people in the community by providing services and materials in a variety of formats to meet their recreational, educational, personal, and professional needs. Emphasis is placed on providing popular library materials and access to useful information, supporting formal education, and stimulating young children's interest in reading and learning.

The Library provides equal access to information and education to everyone in the community. It offers a collection of diverse options, without prejudice toward information, while at the same time striving to offer the best quality of materials available. The Library is open to all. The staff is trained to help people find the information they are searching for, offering additional resources as appropriate, without imposing personal values or beliefs.

Within the mission of the Athens-Limestone Public Library are many roles. The roles of the Athens-Limestone Library are:

**I. Popular Materials Library**

The Library provides a variety of popular materials for the community.

**II. Formal Education Support Center**

The Library acts as a support center for students of all ages, complementing and expanding the curricula of schools and colleges.

**III. Preschoolers' Door to Learning**

The Library provides year-round services and programs for children, an important foundation to learning.

**IV. Employment/Business Support Center**

The Library acts as a support center for those seeking employment and those seeking to begin a small business or in need of business information.

# Read

The Library offers a wealth of services and resources that promote reading and provide access to library materials in a variety of formats.

- More than 164,444, materials in print and electronic format
- High interest materials in both fiction and nonfiction, DVDs, books on CD, and eBooks downloadables for all ages
- Leader in services to those diagnosed with autism spectrum disorders
- Prime Time Family Time to encourage families to read together\*
- Local author festival celebrating North Alabama writers
- Historical lectures and genealogy classes
- Reading programs and book clubs for children, teens, and adults
- Writing programs for adults and teens
- Partnerships with schools, child care centers, and community organizations
- Serves as the school library for the Athens City School System's Renaissance School
- Services to the home bound
- Issued eAccess cards to all kindergarten through grade 12 students, providing access to eBooks, public computers, Wi-Fi, and databases
- Online catalog and numerous digital resources for readers

\*--Grant funded program by the Alabama Humanities Foundation

## **Community Impact:**

The Library provides free, convenient access to books and other library materials in a wide variety of formats to the more than 96,000 people it serves. Many families in the community cannot afford all the materials their children need for school. These library services and materials support self-directed and group learning, stimulate the imagination, provide enjoyment, and reinforce the pleasure and value of reading. There is no other source for such an extensive collection of titles and formats for the public in Limestone County.

## **How Do We Know We've Had An Impact?**

The Library tracks the use of materials and the relevance of these materials to library users and the community. Feedback opportunities exist via the Library's webpage, in-house opportunities for anonymous comments, and community surveys. Literacy programs, displays, web-based tools, reading promotions, and author programs are all designed to inspire existing readers and entice new readers. Goals are set to increase the use of classes, library materials, and number of cardholders, promote reading, and ensure that library materials are meeting community needs. Appropriate measurements are taken and analyzed to make sure that goals are being met.

# Imagine

The Library is a learning place for children, teens, and adults in all stages of life:

- Computer classes for all skill levels
- Learning skills and school readiness for children, birth through kindergarten
- Spectrum Storytime program for those diagnosed with autism spectrum disorders
- Free homework help for K-12 and college students online and in the Library through materials
- Online and in library information on education, job, and government resources
- Collections, programs, and activities that support self-directed and out-of-school learning to explore and expand personal interests and find success in the workplace, at home, and in the community
- Collaborative art exhibits with Athens City and Limestone County Schools
- Collaborative programs with the Limestone County Extension Office and Master Gardeners
- Traveling and special exhibits
- Job fairs, workshops, and resume assistance
- Teen arts and crafts programs and classes
- Trained staff to assist learners of all ages and levels

## **Community Impact:**

The Library works with other community organizations and schools to help ensure that young children are ready to learn when they go to school, develop strong reading skills so that they can do well in school, graduate ready for additional education or training and successfully enter the workforce. Each year the Library works with dozens of teens to prepare them for the workforce through volunteer programs. Classes and programs connect young people and adults to their interests and teaches them how to translate those interests into professions. People of all ages are attracted to self-directed and group learning as a means of developing a personal interest, preparing for a career, or improving a skill.

## **How Do We Know We've Had An Impact?**

The Library is always evaluating itself, its community partnerships, and its collaborations to ensure that collections, projects, programs, and services are meaningful. The Library plans its collections and services with the community's goals in mind and creates innovative ways to support the dreams of Library patrons.

# Grow

The Library is a place of possibility and a community partner that connects people to information and to each other:

- Programs for self-improvement, business success, and more
- Partnering with health, education, and other community agencies to teach new skills and improve quality of life
- Public computers with free access to the Internet and productivity software, free Wi-Fi
- Financial literacy classes
- Online resources including educational and business information, magazines, eMagazines, eBooks, and more
- Meeting spaces, study space, teen room, and community technology center
- Life 101 classes for teens
- Partnering with local hospital to develop the Raise a Reader program

## **Community Impact:**

The Library provides a welcoming space where community members can connect with their neighbors. Through its patron-focused collections and services, the Library helps prepare community members to pursue opportunities, meet life's challenges and build a flourishing community. Community members can acquire or expand important life skills in areas such as health, employment, finance, and technology.

## **How Do We Know We've Had An Impact?**

The Library tracks visitor volume and attendance at library and community-sponsored events, as well as media coverage and stories about the impact library services have had on individual community members. Patron satisfaction, surveys, community meetings, and focus groups are used to continuously evaluate and recalibrate library collections and services to make sure that the Library is putting the interests of the community front and center.

The Library has received national recognition from the American Library Association (ALA) for its outreach to the community. It is the only library in the state of Alabama to participate in the Public Library Association's Inclusive Internship Initiative. The Athens-Limestone Public Library received a national grant from the ALA in recognition of its innovative services to those diagnosed with autism spectrum disorders. On behalf of the ALA the Library hosted a regional workshop for public librarians, library staff, and library trustees on improving this outreach and how to conduct spectrum storytime programs.

# Library Facility

The long hard work to provide adequate facilities for the community's library came to fruition at the end of 2014. At that time the Athens-Limestone Public Library relocated to a renovated grocery store. Increasing its physical footprint from 9800 square feet to 38,000 square feet.

## Overall Design And Construction

The design and construction of the Athens-Limestone Public Library proved to be a complicated undertaking for everyone involved. The architect was challenged to transform an abandoned grocery store building that was designed in the 1960s into an impressive public facility that exudes civic grandeur and the future of education and technology. The *tabula rasa* given to the architect had been empty and dormant for 20 years.

Phase 1 of construction addressed the exterior design of the library and used traditional materials that allow a contemporary feel with clean lines and modern finishes and fixtures. The limestone main entrance feature allows for an important feel into an impressive structure. Long forgotten is the grocery building that occupied this space for the last 50 years.

Phase 2 of the project brought about the interior remodel of the library building. The steel column and beam grid pattern, which is most common to retail and grocery stores, would prove to be an asset for the library design by providing flexibility with the interior wall locations. Since our structure already existed, we could design a whole new building inside of this structure, of which the architect and library staff took full advantage. The interior of the library is broken up into a hierarchy of spaces ranging from the large, open library stack space with towering ceiling and open floor plan, to the intimate atmosphere of the small study rooms. The large meeting room can comfortably handle a gathering of 130 people while the other meeting/study rooms can hold as many as 30 people or as few as two. Flexibility was a major theme from the library staff.

## Community Cohesiveness

The community context and constraints placed upon the design team for this reclamation project were very clear. The communities of Athens and Limestone County have a rich history in traditional architecture. The courthouse, the college, and the surrounding churches all are a very formal, traditional style that reflects the areas rich history and tradition.

The bar for architectural design in the community was set very high. The main entrance gable for the library reflects back to the entry gables of most of the other traditional and important buildings in the surrounding area. Using traditional masonry materials, such as limestone, gave the building a permanent and prominent stature. Also the location of this building is very important in the future development of the City of Athens. It is located at what were once the most thriving retail and civic corridor in the county. The new library is literally at the main

entrance corridor to the city and is intended to kick-start the regrowth of this corridor that leads to the main County Courthouse square and new City Hall building.

### **Sustainability**

The adaptive re-use of the abandoned grocery store building into the now thriving library is the epitome of sustainability. The Library is equipped with low flow restroom fixtures to preserve water usage and also energy efficient light fixtures with occupant sensors to control utility costs. Where there are openings on the southern and western exposures, there are aluminum trellises above to prevent excess heat build-up from the sun's rays. The exterior cladding of the building consists of approximately 80% Exterior Insulation Finish Systems which gives a continuous insulation value where this is applied. Beyond the EIFS, the interior walls of the library building have R-21 batt insulation installed full height in the walls to help keep the energy consumption required to heat and cool this building to its absolute minimum. Everywhere energy could be conserved, steps were taken to make sure everything within budgetary constraints was done to reduce the building's carbon footprint.

### **Functionality**

Within the 25,000 square feet of stack space, there are areas to accommodate several different sizes of groups. Besides multiple soft seating areas throughout this space, there are four single study carrels, eight two-person study carrels, and six more three-to-five-person study rooms. Above and beyond the study carrels and study rooms, there is a computer lab that is capable of hosting 24 or more people for group learning sessions. The ten-to-twenty person "board room" is ideal for the smaller gatherings. The large meeting room has the capacity to hold events for 100-140 people. All of these rooms are available to the public. The rooms can be reserved through the Library for a fee that goes directly to the costs associated with running the Library. Again, the existing steel framed layout allowed for the open floor plan and flexibility and functionality that the Library staff sought. The existing column layout turned out to be a positive instead of a hindrance.

# Community Conditions

Located in north-central Alabama, Limestone County borders Tennessee to the north, Madison County to the east, Morgan and Lawrence Counties to the south, and Lauderdale County to the west. The Tennessee River serves as a natural border with the southern counties. Its name comes from Limestone Creek, a local stream. In 2018, the county's population was 96,174. Its county seat is the City of Athens.

It is included in the Huntsville-Decatur metro area. Both Limestone County and the City of Athens have independent governing bodies and school systems. Limestone County comprises the Thirty-Ninth Judicial Circuit of Alabama. The Thirty-Ninth Judicial Circuit was created in the early 1980s when Limestone County broke away from Morgan County to form its own circuit.

In 2018 it was reported that there were 36,529 housing units and a homeownership rate of 77.1%. The racial makeup of the county self-identified as 76.1% White, 13.8% African American, 6.1% Hispanic, 0.8% Native American, 1.6% Asian, 0.02% Pacific Islander, and 2.4% from two or more races.

There were 31,794 households. In the county, the population profile is 22.6% under the age of 18, 5.6% of the population if five years old or younger. Persons 65 years of age or older are 15.2% of the population. Female persons are 49.9%. The median household income in the county was \$52,831 (for Alabama \$46,472). About 11.9% of the population was below the poverty line (for Alabama 16.9%).

In addition to the two public school systems, there are two private/religious schools, several cover schools for home schooling families, Calhoun Community College, and Athens State University. Athens State University is the only two-year, upper level university in Alabama.

In the past, the community was overwhelmingly agricultural, but industries within the county and in neighboring counties provide a large number of non-agricultural jobs. Large manufacturing plants have been or are being built in or near Limestone County. These include Remington Firearms, Polaris Industries, and Toyota/Mazda. Browns Ferry Nuclear Power Plant in Limestone County and Marshall Space Flight Center in Huntsville, provides employment to a large number of Limestone County residents, especially in those areas bordering these cities. The eastern portion of the Limestone County has experienced a large growth in residents.

# Methodology

This Five Year Plan was prepared by the staff of the Athens-Limestone Public Library and Board of Trustees.

A comprehensive community survey was conducted in the spring of 2019. It was open to all residents of Limestone County. The questions asked for input on library use, importance of library services, and desired library services (see Appendix II). As an incentive to participate, a drawing for an eReader was conducted. Only those participating in the survey were eligible to win. To prevent SPAM and bot skewing of the responses, surveys were not anonymous. All names and contact information has been kept private in accord with Alabama Code § 41-8-10. Results of the survey indicated:

- 91% rated the staff Good to Excellent
- 94.6% rated the Library Good to Excellent
- 98.6% stated that they saw the Library as an important component of the community

A free text box allowed for other comments. The majority of comments requested more new materials, replacing worn copies of books, additional programs. There was a request to shift the times of teen programs to allow students who live farther away to attend after school. This request was implemented in August 2019.

Included in the survey was the question, “If the library were to increase its open hours from 47 to 50 hours per week, which schedule would you prefer?” Three schedule choices were provided. The top response in public responses was:

- Mondays, Wednesdays, and Fridays: 10:00 am to 5:00 pm
- Tuesdays and Thursdays: 10:00 am to 7:00 pm
- Saturdays: 10:00 am to 4:00 pm
- Sundays: 12:00 noon to 5:00 pm

The least popular option was opening at 9:00 am and remaining closed on Sundays.

In July 2019 a Pizza and Planning session was held with members of the public invited to provide feedback on the Athens-Limestone Public Library in general and discuss specific questions. When the change in operating hours was discussed, 100% of the attendees stated a preference for being open on Sundays. In July and August 2019 the Library staff completed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. In August 2019 a strategic planning day was held with the executive director, assistant director, and all department heads. At both the Pizza and Planning and department head meetings, it was suggested that the Library seek a renter to convert the Whimsy Tree Café into a coffee shop. The monthly rent would produce more income than the current vending machines (earnings average \$40 per month).

In August 2019 representatives of the Athens-Limestone Public Library staff, Library Board of Trustees, Friends of the Library, Library Foundation, and Library Foundation manager gathered to conduct a SWOT analysis during a two-hour session. This analysis was conducted by the executive director. The assistant director was also available to provide background information on the Library's operations as needed. A free flow of ideas and comments based on the realities the Library faces, yet with goals for the future, was conducted. The results of the community survey were utilized to identify the continuing requests from the Library.

The community survey, community planning session, strategic planning day, staff SWOT responses, and the target SWOT analysis has been used to develop the goals and objectives presented in this long range plan. The Long Range Plan exists as a strategic document that will be evaluated on a monthly basis by both the Athens-Limestone Public Library staff and the Library Board of Trustees. It is recognized that all goals will not be accomplished at the beginning of the five years. Objectives may need to be adapted to best meet the goals. While the executive director is responsible for meeting the goals of the plan, this will be done in conjunction with others on the staff or delegated as appropriate.

# Goals and Objectives

**Goal:** Expand and improve the programs and services offered to meet the needs of the community.

**Objectives:**

- I. Determine the needs of the community.
  - a. Meet with a representative from each Athens and Limestone County public and private schools on an annual basis.  
ALPL Executive Director and Head of Youth Services
  - b. Seek input from residents, both library users and non-users every two years.  
ALPL Executive Director
  - c. Collaborate with community providers.  
Head of Adult Services/Programs
  - d. Increase awareness of feedback options to ALPL and develop new options.  
Head of Adult Services and Head of Collection Services
  
- II. Keep abreast of changing technology in the provision of materials, information and patron access.  
ALPL Executive Director, Assistant Director, and Head of Technology Services
  
- III. Increase community awareness of the Library's programs, services and value to the community.
  - a. Develop comprehensive marketing plan for the Library.
  - b. Dispel misconceptions regarding library funding and operational costs.
  - c. Host ALPL's 50<sup>th</sup> anniversary party for the community.
  - d. Host Limestone County's first NEA Big Read.\*

\*--Grant Funded by National Endowment of the Arts

**Goal:** Develop the ALPL Board of Trustees, Foundation Board, and Friends of the Library so that they are knowledgeable and trained in library advocacy.

**Objectives:**

- I. For 75% of all members of the ALPL staff, Board of Trustees, Foundation Board, and Friends of the Library Board to participate in library advocacy training.  
ALPL Executive Director, Assistant Director, and Foundation Manager
- II. Encourage members of all boards to attend the Public Library Association conference.  
ALPL Executive Director, Assistant Director, and Foundation Manager
- III. Encourage members of all boards to attend the Alabama Library Association conference.  
ALPL Executive Director, Assistant Director, and Foundation Manager
- IV. Encourage members of all boards to attend Non-Profit University.  
ALPL Executive Director, Assistant Director, and Foundation Manager
- V. Encourage members of all boards to participate in webinars as available and appropriate to their position.  
ALPL Executive Director, Assistant Director, and Foundation Manager

**Goal:** Remove barriers to library services to all residents of Limestone County.

**Objectives:**

- I. Meet state standard of 1.5 items per capita (print or electronic) in a variety of formats to meet the informational and recreational needs of the community.
  - a. Update aging print collection.
  - b. Increase e-book collection.
  - c. Complete partial book series (if available).  
ALPL Executive Director, Head of Youth Services, Head of Collection Services
- II. Obtain a vehicle, owned by ALPL or local government, to provide services and materials.  
ALPL Executive Director, Board of Trustees, Foundation Manager
- III. Provide book drop locations in outlying areas.  
ALPL Executive Director, Assistant Director, and Foundation Manager
- IV. Provide hold pick-up locations in outlying areas.  
ALPL Executive Director and Assistant Director
- V. Use ILS to send a welcome email to new library card holders.  
ALPL Executive Director, Head of Collection Services, and Head of Technology Services
- VI. Provide three guest passes per month for use of library computers or Wi-Fi to library patrons owing \$5 or more in fines and materials.  
ALPL Board of Trustees, Executive Director, and Head of Technology Services
- VII. Waive all fines (not monies owed for materials) in 2020 in recognition of ALPL's 50<sup>th</sup> anniversary.  
ALPL Board of Trustees, Executive Director, Head of Circulation, Head of Collection Services, and Head of Technology Services

**Goal:** Enhance the facility via capital expansion while providing ongoing maintenance of the current facility.

**Objectives:**

- I. Develop Library Garden.  
ALPL Executive Director and Foundation Manager
- II. Install additional security cameras.
- III. Enhance the facility through art or photography.  
Develop a plan for art or photography displays.  
ALPL Executive Director and Trustees
- IV. Computer upgrade and/or replacement – see Library Technology Plan

**Goal:** Assure adequate funding to achieve the mission of the Library by increasing the Library's financial independence and stability.

**Objectives:**

- I. Encourage State Legislative Delegation to provide funding.
  - a. Attend annual Library Legislative Day  
ALPL Executive Director
  - b. Meet with individual Legislation Delegation members  
ALPL Executive Director and Board of Trustees
  
- II. Encourage City Council and County Commission to provide funding.
  - a. Meet with members of the Limestone County Commission, Athens City Council, and mayor of the City of Athens regularly to update them on Library activities, services, and needs.  
ALPL Executive Director and Board of Trustees
  - b. Establish relationships with mayors of Ardmore, Elkmont, Mooresville, and Lester, Alabama  
ALPL Executive Director and Board of Trustees
  - c. Invite representatives of the Limestone County Commission, Athens City Council, and mayors cities in Limestone County and to attend strategic planning sessions for review of goals and objectives.  
ALPL Executive Director and Board of Trustees
  
- III. Increase facility rental income.
  - a. Market the availability of rental space to the community.
  - b. Open Sunday hours to increase access.
  - c. Determine the feasibility of a full service coffee shop.  
ALPL Executive Director and Trustees
  
- IV. Work with the ALPL Foundation to maximize Library funding.  
Encourage the Foundation to develop a Strategic Plan for fundraising.
  - i. Seek appropriate grant opportunities.
  - ii. Develop fundraising events.
  - iii. Develop donations from corporations and individuals.
  - iv. Promote contributions via the Southard Society.  
ALPL Foundation Manager and Executive Director
  
- V. Work with the Friends of the Library and Library Foundation to maximize Library funding.  
ALPL Assistant Director

# Monitoring Activities And Evaluation

The executive director will be responsible for identifying and selecting activities to accomplish each objective. The executive director will oversee the implementation process by assigning tasks and monitoring accomplishments. The status of tasks and/or degree to which objectives are accomplished will be reported to the executive director and the Library Board of Trustees in the following ways:

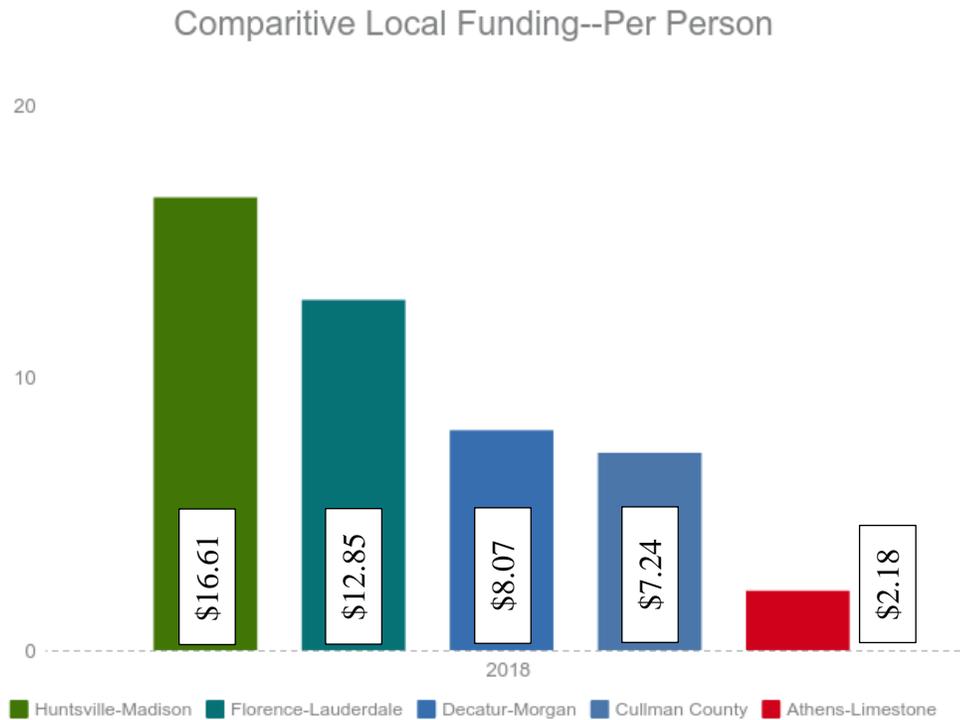
- Monthly strategic planning meetings with senior level staff
- Semi-monthly planning meetings with department heads
- Informal discussion with the executive director at weekly staff meetings as necessary.
- Library Board of Trustees reviews long range plan at all formal meetings.

Monthly, the long range plan will be reviewed and updated, eliminating specific goals that have been accomplished or determined to be unattainable or otherwise are no longer relevant. The executive director, assistant director, and department heads will meet semi-annually to evaluate the library's long range plan. Recommendations will be made for the revision of the plan and will be given to the Chair of the Library Board of Trustees. The plan will be revised and presented to the members of the Library Board of Trustees for their discussion and approval at their next scheduled board meeting.

# Appendices

# Appendix I

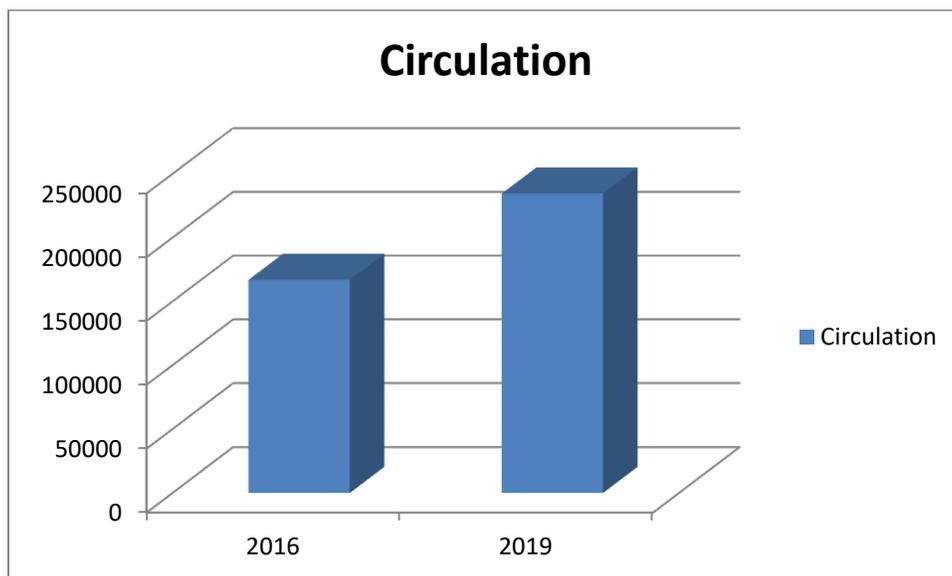
## Comparative Funding of Surrounding Libraries



- ▶ Huntsville-Madison \$16.61 pp
  - ▶ Population 366,519
- ▶ Florence-Lauderdale \$12.85 pp
  - ▶ Population 92,387
- ▶ Decatur-Morgan \$8.07 pp
  - ▶ Population 119,089
- ▶ Cullman County \$7.24 pp
  - ▶ Population 83,442

# Appendix II

## Comparative Circulation



While circulation continues to increase, patrons are restricted due to lack of funds for new materials and lack of staff to catalogue and process in a timely fashion. Personnel responsible for cataloguing are often required to work front-facing positions.