## Library Growth Cycle

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Mom and Pop</th>
<th>Extended Family</th>
<th>2nd Generation</th>
<th>Expanding</th>
<th>Complex</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board</strong></td>
<td>Involved with day-to-day operations and handles some administrative functions.</td>
<td>Board plans on a month-to-month basis; Director takes on more administrative duties (except financial)</td>
<td>Board committee structure becomes more developed. More focus on oversight. Works from a simple strategic plan.</td>
<td>Board moves away from administrative role into partnership role with Director. Community involvement in planning.</td>
<td>Board functions as a policy, planning oversight group with strong committee structure within the context of their plan.</td>
</tr>
<tr>
<td><strong>Management</strong></td>
<td>Director handles most tasks. Few personnel issues. Director works less than 35 hours a week; volunteers work the desk; Director supervises all</td>
<td>Director and staff work together on day-to-day basis. Overlapping tasks Informal policies. Director works at least 35 hours/week; some part-time staff and volunteers; Director supervises all</td>
<td>More delegation, develop written procedures for time off, benefits. Simple job descriptions Some departments. Full time director and another professional; Several clerks; Director supervises all</td>
<td>Written personnel manual with forms and tracking methods. More specialized job descriptions. Departments responsible for their areas. Supervisory department heads are established; Director supervises department heads</td>
<td>Complete personnel manual. Formal job titles and descriptions. Extensive specialization even within departments. Director has administrative team made up of department heads</td>
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<tr>
<td><strong>Finances</strong></td>
<td>Basic budget; Board handles finances; has large role in fundraising. Sporadic third-party audit by CPA.</td>
<td>Simple budget with few controls. Board treasurer administers budget and purchasing process. Still fundraising for operation budget; Occasional third-party audit by CPA.</td>
<td>Budget is tied to plan; Bookkeeper and director deal with finances along with board treasurer; standardized budget reports; Fundraising more for special projects. Hire audit firm.</td>
<td>Full time bookkeeper; finance/budget committee; Fundraising only for special projects; Control systems in place; Annual audit / review.</td>
<td>Fiscal Officer; Extensive planning; Fundraising turned over to the Friends and/or development staff person; Annual full audit</td>
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<td><strong>Services</strong></td>
<td>Some story hours; one-on-one help with technology; collection made up of popular fiction and children’s</td>
<td>More children’s programs; basic reference; wider range of fiction more format diversity (incl. AV and large-print)</td>
<td>Some adult programs as well as children’s; technology training; Beyond the basic reference tools; non-fiction and teen collections expanded</td>
<td>Regular adult and teen programming; Separate staffed reference desk; systematic collection development</td>
<td>Ongoing events for all ages; Reference Department; Complete range of materials and regular collection analysis</td>
</tr>
</tbody>
</table>

**STAGES**

- **Mom and Pop**
- **Extended Family**
- **2nd Generation**
- **Expanding**
- **Complex**

**CHARACTERISTICS**

- Basic budget
- Simple budget
- Budget is tied to plan
- Full time bookkeeper
- Fiscal Officer
- Some story hours
- More children’s programs
- Some adult programs
- Regular adult and teen programming

**FINANCES**

- Board handles finances
- Simple budget
- Budget is tied to plan
- Full time bookkeeper
- Fiscal Officer

**SERVICES**

- Collection made up of popular fiction
- More children’s programs
- Some adult programs
- Regular events for all ages

**DRAFT – June 2007**

**MID-HUDSON LIBRARY SYSTEM**
# Library Growth Cycle

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<tr>
<th><strong>Internal Controls</strong></th>
<th>Few written policies and procedures; informal, face-to-face communication system.</th>
<th>Internal policies and procedures begin to be documented; Written reports to board; formal communication on major issues.</th>
<th>Written policy manual; Begin a formal communication system: board packets and regular messages to staff.</th>
<th>Complete policy and procedure manual; written communication to staff on most issues</th>
<th>Extensive procedure manual; Complex communication system based on organizational levels; Possible internal blog</th>
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<td><strong>External Communications</strong></td>
<td>Basic contact information is made available in print</td>
<td>Sporadic program flyers, press releases and possibly newsletter</td>
<td>Regular program announcements and calendar of events; Regular newsletter; Professionally designed logo</td>
<td>Identity package; Regular press releases; Annual report to the community</td>
<td>Professional marketing and PR plan; PR Staff or consultant</td>
</tr>
<tr>
<td><strong>Facility</strong></td>
<td>No offices; Maintained by Director</td>
<td>Several rooms; staff maintained</td>
<td>Director has office; PT building maintenance person</td>
<td>Staff offices; regular building maintenance person</td>
<td>Many rooms or even floors; Full time building maintenance</td>
</tr>
<tr>
<td><strong>Evaluation</strong></td>
<td>Director provides circulation, card holders, program statistics periodically</td>
<td>Director provides more complete assessment / analysis</td>
<td>Development of measures tied to plan</td>
<td>Refinement including collection and user analysis</td>
<td>Ongoing analysis of all library programs and activities.</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>Small and simple public access network, stand alone staff computers. No regular tech support.</td>
<td>Build more stable public access network. More staff file sharing Minimal tech support.</td>
<td>Expanded public network with better security. Staff machines networked with file sharing. Regular computer tech support</td>
<td>Public network with tight security and print controls. Staff internal network. Part time tech person.</td>
<td>Complicated public network and internal network. Regular full time tech employees.</td>
</tr>
<tr>
<td><strong>Friends</strong></td>
<td>Work as volunteers in library, assist in library events.</td>
<td>Build own identity, still under library’s auspices.</td>
<td>Develop Friends board and some own activities</td>
<td>Separate organization with own identity. Larger scale events. Written agreement with board.</td>
<td>Fully developed organization with board and bylaws. Adjunct to library.</td>
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