Library Growth Cycle

STAGES

CHARACTERISTICS

	Mom and Pop	Extended Family	2nd Generation	Expanding	Complex
Board	Involved with day-to-day operations and handles some administrative functions.	Board plans on a month-to-month basis; Director takes on more administrative duties (except financial)	Board committee structure becomes more developed. More focus on oversight. Works from a simple strategic plan.	Board moves away from administrative role into partnership role with Director. Community involvement in planning.	Board functions as a policy, planning oversight group with strong committee structure within the context of their plan.
Management	Director handles most tasks. Few personnel issues. Director works less than 35 hours a week; volunteers work the desk; Director supervises all	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	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	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	Complete personnel manual. Formal job titles and descriptions. Extensive specialization even within departments. Director has administrative team made up of department heads
Finances	Basic budget; Board handles finances; has large role in fundraising. Sporadic third-party audit by CPA.	Simple budget with few controls. Board treasurer administers budget and purchasing process. Still fundraising for operation budget; Occasional third-party audit by CPA.	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.	Full time bookkeeper; finance/budget committee; Fundraising only for special projects; Control systems in place; Annual audit / review.	Fiscal Officer; Extensive planning; Fundraising turned over to the Friends and/or development staff person; Annual full audit
Services	Some story hours; one-on-one help with technology; collection made up of popular fiction and children's	More children's programs; basic reference; wider range of fiction more format diversity (incl. AV and large-print)	Some adult programs as well as children's; technology training; Beyond the basic reference tools; non-fiction and teen collections expanded	Regular adult and teen programming; Separate staffed reference desk; systematic collection development	Ongoing events for all ages; Reference Department; Complete range of materials and regular collection analysis

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