

The Ferguson Library



Thomas M. Cassone, Esq., *Chair*
Dudley N. Williams, Jr., *Vice Chair*
Anderson R. Livingston, *Treasurer*
Robert J. Granata, *Secretary*

Alice S. Knapp, *President*

MEMORANDUM

To: Members of the Fiscal Committee
Board of Representatives

From: Alice S. Knapp, President
The Ferguson Library

Date: March 29, 2019

Re: 2019 – 2020 Operating & Capital Budget Requests

We are pleased to provide you with the budget material we submitted to the Mayor to support our 2019-2020 Operating and Capital requests.

Please note these changes subsequent to that budget request:

Operating:

The Mayor's budget provides the library with a 2.7% operating increase for FY-2019.

We continue to have aggressive fundraising goals: \$820,000 in this budget to support the cost of the existing operation. Barring further cuts we will be able to sustain service hours and maintain our current materials budget. We will not, however, be able to fully satisfy the community's need for additional hours or the purchase of new, relevant and diverse materials in needed quantities.

We are also providing our new Long Range Plan, which we can discuss during our presentation.

Capital:

The information package to the Mayor contains a Proposed Capital Budget Narrative which describes our requests for 2019-2020. The Mayor proposed \$100,000 for the Harry Bennett Branch Modernization (less than our request and the Planning Board's recommendation but sufficient to make some improvements) and \$250,000 for several Main Library exterior waterproofing projects.

We look forward to the opportunity to meet with the Committee to review our needs and answer your questions.

The Ferguson Library



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William S. Callion Jr., *Secretary*

Alice S. Knapp, *President*

January 10, 2019

Mayor David R. Martin
City of Stamford
Stamford Government Center
888 Washington Boulevard, 10th fl.
Stamford, CT 06901

RE: Ferguson Library Budget Request
Fiscal Year 2019/2020

Dear Mayor Martin:

On behalf of the Board of Trustees, I am pleased to provide you with our budget package for fiscal year 2020.

Before discussing our goals and proposed budget for 2019-2020, we would like to briefly highlight some of our recent accomplishments:

- Completed a new three-year Strategic Plan;
- Hired a part-time Director of Human Resources, Constance Hubbard, a well-regarded HR executive formally with GE Capital. Under her leadership, we prepared a new employee handbook (replacing the staff manual), developed a new hire orientation program and conducted several management training programs. Ms. Hubbard became full-time a few months ago;
- Due to three retirements, re-staffed the Business Office, and also introduced a new financial reporting and online payroll system;
- Appointed a new Youth Services Supervisor to replace the retiring incumbent;
- Achieved record results from our citywide community appeal and A Novel Affair fundraisers;
- Raised all the funds necessary to provide new flooring at the Harry Bennett Branch;

- Was the fiduciary backbone agency for administering CTNext's grant for the innovation district, Innovate Stamford.

These achievements would not have been possible without the financial support of the city, the leadership of the Board of Trustees and Citizen Advisers, and the generous giving by the Friends of Ferguson, the Ferguson Library Foundation, and hundreds of Stamford foundations, businesses and individuals, and, of course, a dedicated and creative staff.

Recognizing that new major initiatives will be difficult without substantial private giving, our initial goals for 2019-2020 include:

- Continue to work on achieving the goals of the new Strategic Plan;
- Seek grant funding for new public programs and staff development;
- Streamline efficiencies in the financial operation;
- Work on the Main Library waterproofing and Bennett Branch modernization projects with city capital funds and the Weed Hollander Branch roof project from state funds;
- Align the messaging of the Library, Foundation and Friends to help reach our aggressive fundraising goals;
- Identify a new tenant for the former Starbucks space which will provide us with a market rent from a high quality operator and which will add to the ambience of the library.

As always, should you have any questions about our proposed budgets, we would be pleased to respond to them.

Sincerely,



Thomas M. Cassone, Esq.
Chair

The Ferguson Library



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MEMORANDUM

TO: Mayor David Martin
City of Stamford

FROM: Thomas M. Cassone, Esq., Chair
Board of Trustees

RE: Proposed Operating and Capital Budgets

DATE: January 10, 2019

CC: Jay Fountain, OPM Director, City of Stamford

We are enclosing with this memo the following information regarding our 2019-2020 budget requests:

- Proposed 2019 – 2020 Operating Budget;
- Operating Budget Narrative;
- Capital Budget Narrative;
- Projected Operating Results through November 30, 2018;
- 2018 – 2021 Long Range Plan;
- Current Organization Chart.

The audited financial statements for the year ending June 30, 2018 will be submitted following review and acceptance by the Board of Trustees at its meeting on February 26, 2019.

The Ferguson Library
2018-2019 OPERATING BUDGET
YEAR-END FORECAST
AS OF NOVEMBER 30, 2018

	ANNUAL BUDGET	FIVE MONTHS ACTUAL	SEVEN MONTHS FORECAST	YEAR END FORECAST
REVENUE				
Municipal Funding	\$8,399,700	\$3,574,700	\$ 4,825,000	\$8,399,700
Contributions & Grants	787,000	219,950	487,000	706,950
Passport Office	306,000	103,080	195,000	298,080
Library Fines	72,000	38,838	42,000	80,838
Rental Income	44,000	27,427	10,000	37,427
Pay to Print/Copiers Income	26,000	5,766	15,167	20,933
Innovated Stamford/Other Revenue	10,000	87,008	5,833	92,841
	\$9,644,700	\$4,056,769	\$5,580,000	\$9,636,769
EXPENSES				
Wages	\$5,371,000	\$2,160,614	\$3,149,822	\$5,310,436
Benefits	1,559,825	637,578	907,318	1,544,896
Professional/Consulting Services	160,000	69,823	101,000	170,823
Equipment Rental	80,000	39,981	46,668	86,649
Maintenance	292,000	160,993	170,333	331,326
Conferences & Training	41,000	11,988	41,340	53,328
Library Programs	137,000	25,913	99,925	125,838
Library Resources	800,000	334,178	469,208	803,386
Library Software\Supplies	201,000	49,505	107,228	156,733
Book Processing Fees	65,000	19,986	47,925	67,911
Fundraising & Public Relations	134,000	35,342	91,170	126,512
Insurance	140,000	98,693	61,670	160,363
Equipment/Furniture	5,900	6,656	3,440	10,096
Communications	47,000	20,666	27,405	48,071
Utilities	353,000	122,991	185,891	308,882
Office Supplies	41,000	23,666	23,905	47,571
Security Services	160,000	76,571	83,331	159,902
Other Operating Expenses	53,100	47,890	29,699	77,589
	\$9,640,825	\$3,943,034	\$5,647,278	\$9,590,312
NET SURPLUS\ (DEFICIT)	\$3,875	\$113,735	(\$67,278)	\$46,457

PROPOSED OPERATING BUDGET 2019 – 2020 BUDGET NARRATIVE

We are requesting \$8,742,000 from the city's operating budget in 2019 – 2020, a 4.08% increase over current funding.

The principal driver of our operating budget is salaries and benefits, over 70% of our total costs. The contract with the collective bargaining unit which represents 45 full-time non-managerial employees expired on June 30, 2018, and it remains unsettled. As a result, we made a reasonable assumption on the salary increases and benefit costs for next year in this budget.

Further, we want to improve the current collections with timely and relevant resources and therefore increased this line item by 10%. We also provided \$75,000 to fund much needed building repairs and maintenance projects in the branches for which city capital funds are not available.

HIGHLIGHTS OF REQUEST

Income:

- The \$342,300 (4.08%) increase in city funding is largely necessitated by an increase in salary and benefit costs (3.56%), and increased funding for new materials (10%).
- We have lost several major donors in the current fiscal year, and we are uncertain of our ability, despite diligent efforts, to replace them at their level of giving. Therefore, our ability to reach our current and proposed contributions/grants goal of \$837,000 next year gives us concern.
- We believe revenue from other sources (passport fees, fines, rent, etc.) will be generally flat in 2019-2020.

Expenses:

- Our proposed budget contemplates a 2% salary increase for all staff. No new full-time positions are anticipated in FY 2019. There is a small reserve for increments and position upgrades, and one vacant full-time position is anticipated.
- We have assumed a 5% increase in medical insurance premium and 6½% for dental insurance (both part of the Connecticut Partnership 2.0 Plan), the same experienced for 2018-2019. The employee contribution to the health plans and the current defined benefit pension plan cost are also subjected to the eventual

The Ferguson Library

settlement of the union contract; we use the current employee contribution to healthcare (16%) and the actuary's recommended funding for fiscal year 2019.

- Our library resources budget, funds used to purchase new books, databases, DVDs, and e-materials, was \$826,000 in 2009-2010, the highpoint of the last decade. The current budget is \$800,000, despite increasing costs over the 10 years, and the increasing demand. We are requesting an additional \$80,000 (\$880,000) for 2019-2020. With these additional funds, we will;
 - Better meet the demand for current materials;
 - Increase our digital resources;
 - Provide more content in a variety of formats (print, large-type, audio) in other languages spoken by the citizens of Stamford.
- Other occupancy and operating costs are expected to increase modestly in total.

We recognize the budget challenges currently faced by city and therefore have made this essentially a status quo request. As shown above, all increases will be used either to pay necessary personnel and material expenses, or to make necessary repairs.

PROPOSED CAPITAL BUDGET 2019 – 2020 BUDGET NARRATIVE

LONG TERM FINANCING

Recognizing the city's overall capital funding pressure in the upcoming year, we have limited our long-term capital request to three projects totaling \$800,000 for 2019-2020 funding:

Harry Bennett Branch Modernization: \$450,000

To undertake a modernization of the Bennett Branch, which over the project life, will provide the 20 year old facility with spaces requested/needed by current library users: flexible meeting/conference rooms; makerspace and technology learning spaces; alternative program space for youth and adults. Appropriate furnishings will be included. A grant from the Herbert & Nell Singer Foundation funded the first community dialogue on the branch's future design. More such community meetings are planned. The modernization would be done within the current building envelope. The master plan would also include code review and an examination of MEP systems. Necessary upgrades to the mechanical systems may be part of the plan. Grant funds (through the state library and others) may be available to leverage city funds. (Flooring replacement will be funded through private donations.) The project is expected to be funded over four years for a cost of about \$1.25 million

Main Library Building Renovation: \$250,000

Currently approved funds, with this additional request, will largely address exterior building conditions: waterproofing, roofing and historic preservation. These needs were documented in a Building Condition Survey in 2012.

Community Center Libraries: \$100,000

This will provide funding for furniture, equipment, and materials to establish and operate branch libraries in community centers. Leveraging existing community center facilities would allow for the cost-effective delivery of needed library services to residents in neighborhoods that have difficulty reaching the existing libraries. It is a way to address the geographic inequities of library service pointed out in our 2012 community survey and various other community dialogues. Funds would be used largely for library furniture and equipment in each of these facilities. For 2019-2020, one such library would be funded.

SHORT TERM FINANCING

Two projects totaling \$180,000 in 2019-2020 funding are requested:

Computer System Technology Infrastructure: \$100,000

To provide upgraded and expanded security systems over the library's network, including a "mass notification system", an evacuation system in the event of a non-fire emergency (bomb threat, violent intruder, etc.).

PC Network: \$60,000

Replace, upgrade and expand units throughout the public and staff network.

2019-2020 OPERATING BUDGET
PROPOSED

	2018-2019	2019-2020	INCREASE VS. FY 2019		NOTES
	BUDGET	PROPOSED	\$	%	
Revenue					
Municipal Funding	\$ 8,399,700	\$ 8,742,000	\$ 342,300	4.08%	
Contributions/Grants	\$ 787,000	\$ 820,000	\$ 33,000	4.19%	See analysis
Passport Office	\$ 306,000	\$ 306,000	\$ -	0.00%	Flat volume from FY2018, increased fees
Library Fines	\$ 72,000	\$ 72,000	\$ -	0.00%	Use FY2019 budget
Retail Rent	\$ 44,000	\$ 29,000	\$ (15,000)	-34.09%	Assume \$25/sf starting 11/1/19
Pay to Print \Copier	\$ 26,000	\$ 26,000	\$ -	0.00%	Use FY2019 budget
Other	\$ 10,000	\$ 10,000	\$ -	0.00%	Use FY2019 budget
Total Revenue	\$ 9,644,700	\$ 10,005,000	\$ 360,300	3.74%	
Expenses					
Salaries	\$ 5,371,000	\$ 5,562,000	\$ 191,000	3.56%	See analysis
FICA	\$ 402,825	\$ 417,150	\$ 14,325	3.56%	
Benefits	\$ 903,000	\$ 953,000	\$ 50,000	5.54%	No changes in coverages/plans.
Pension	\$ 254,000	\$ 250,000	\$ (4,000)	-1.57%	No plan changes; 7% ROR
	\$ 6,930,825	\$ 7,182,150	\$ 251,325	3.63%	
<i>Professional/Consulting</i>					
Legal	\$ 40,000	\$ 12,000	\$ (28,000)	-70.00%	Assume union negotiations concluded
Accounting	\$ 30,000	\$ 30,000	\$ -	0.00%	
Consulting (Marketing and IT)	\$ 32,000	\$ 32,000	\$ -	0.00%	
Grant-related (Innovate Stamford)	\$ 58,000	\$ 96,000	\$ 38,000	65.52%	Assumed Innovation District grants/projects
	\$ 160,000	\$ 170,000	\$ 10,000	6.25%	
Equipment Rental	\$ 80,000	\$ 80,000	\$ -	0.00%	

**2019-2020 OPERATING BUDGET
PROPOSED**

	2018-2019	2019-2020	INCREASE VS. FY 2019		NOTES
	BUDGET	PROPOSED	\$	%	
<i>Maintenance</i>					
Building Repair & Maintenance	\$ 225,000	\$ 230,000	\$ 5,000	2.22%	
Branch Capital Repairs	\$ 50,000	\$ 75,000	\$ 25,000	50.00%	
Vehicle Repairs & Maintenance	\$ 17,000	\$ 13,500	\$ (3,500)	-20.59%	
	\$ 292,000	\$ 318,500	\$ 26,500	9.08%	
Conference & Training	\$ 41,000	\$ 41,000	\$ -	0.00%	
<i>Programs</i>					
Friends Funded	\$ 87,000	\$ 50,000	\$ (37,000)	-42.53%	
Grant Funded	\$ 50,000	\$ 50,000	\$ -		
Other	\$ -	\$ 10,000	\$ 10,000		
	\$ 137,000	\$ 110,000	\$ (27,000)	-19.71%	
<i>Library Resource Purchases</i>					
Books	\$ 333,000	\$ 369,000	\$ 36,000	10.81%	
E-Books	\$ 71,000	\$ 134,000	\$ 63,000	88.73%	
Periodicals	\$ 26,000	\$ 26,000	\$ -	0.00%	
Reference Database	\$ 269,000	\$ 250,000	\$ (19,000)	-7.06%	
DVD	\$ 60,200	\$ 60,200	\$ -	0.00%	
Audio	\$ 40,800	\$ 40,800	\$ -	0.00%	
	\$ 800,000	\$ 880,000	\$ 80,000	10.00%	

**2019-2020 OPERATING BUDGET
PROPOSED**

	2018-2019 BUDGET	2019-2020 PROPOSED	INCREASE VS. FY 2019		NOTES
			\$	%	
<i>Other Library Resource Costs</i>					
Book/Media Processing	\$ 65,000	\$ 65,000	\$ -	0.00%	
Library Software/Support	\$ 171,000	\$ 171,000	\$ -	0.00%	
Library Supplies	\$ 30,000	\$ 30,000	\$ -	0.00%	
	\$ 266,000	\$ 266,000	\$ -	0.00%	
Public Relations\Fundraising	\$ 134,000	\$ 134,000	\$ -	0.00%	
<i>General Operating</i>					
Telephone	\$ 47,000	\$ 47,000	\$ -	0.00%	
Electricity	\$ 231,000	\$ 237,000	\$ 6,000	2.60%	
Gas-Heating	\$ 110,000	\$ 112,750	\$ 2,750	2.50%	
Postage	\$ 14,000	\$ 15,500	\$ 1,500	10.71%	
Office Supplies	\$ 41,000	\$ 41,000	\$ -	0.00%	
Security Services	\$ 162,000	\$ 166,050	\$ 4,050	2.50%	
Gasoline	\$ 4,000	\$ 4,000	\$ -	0.00%	
Water/Sewer Expense	\$ 10,000	\$ 10,000	\$ -	0.00%	
Storage Expense	\$ 2,500	\$ 2,500	\$ -	0.00%	
Miscellaneous	\$ 27,500	\$ 27,500	\$ -	0.00%	
	\$ 649,000	\$ 663,300	\$ 14,300	2.20%	
Insurance	\$ 140,000	\$ 147,000	\$ 7,000	5.00%	
New Equipment /Furniture	\$ 5,000	\$ 5,000	\$ -	0.00%	
Other Fees	\$ 6,000	\$ 6,000	\$ -	0.00%	
Total Expenses	\$ 9,640,825	\$ 10,002,950	\$ 272,125	2.82%	
Revenues less Expenses	\$ 3,875	\$ 2,050			



The Ferguson Library

The Heart of the Community

Strategic Plan 2018 – 2021

MISSION

Provide free and equal access to information, ideas, books and technology to educate, engage, and enrich the Stamford community.

VISION

Inspire lifelong learning and personal growth.

VALUES

- **Literacy:** Promote a love of reading and learning
- **Access:** Provide convenient access to information and other library resources in our physical and digital spaces
- **Service:** Provide excellent customer service in a safe, welcoming environment
- **Creativity & Innovation:** Encourage, expression, experimentation and a “culture of yes”
- **Intellectual Freedom:** Facilitate the free exchange of information and ideas
- **Community:** Nurture partnerships; bring library services into the community; celebrate Stamford’s diversity

GOALS

1. **Transformative Experiences:** Connect people to experiences that enrich and transform their lives
2. **Rich Content:** Provide content in convenient and desirable formats to facilitate sharing knowledge and ideas
3. **Welcoming Environment:** Promote the Library as a welcoming and safe space where all are included
4. **Sustainability:** Ensure the sustainability and viability of the Library for future generations



The Ferguson Library

The Heart of the Community

Strategic Plan 2018 – 2021

CORE SERVICES

- Offer relevant and compelling books and other content in a variety of formats.
- Promote literacy at all levels, including early childhood literacy, English as a second language, and fluency with digital technologies.
- Bring our services into the community through active outreach efforts.
- Be Stamford's source for high quality programs for all ages.
- Make space available to the public for meetings and collaborative learning.
- Promote civic engagement, including offering citizenship and government resources



Strategic Plan

2018–2021



Dashboard Assessment

Report to the Ferguson Library Board of Trustees

January 2019

Introduction

In February 2018, the Board of Trustees adopted a new strategic plan for The Ferguson Library for 2018-2021.

The plan comprises four goals which build on the accomplishments of the past three years. To reach these goals, 15 strategies emerged from a series of staff and management meetings held in the early part of 2018. Most recently, the staff ranked these strategies, representing the work ahead of us, in priority order. We anticipate that to be successful, the work we need to complete will proceed in this order.

This dashboard charts our progress toward achieving these goals by identifying measurable outcomes and defining success. For each measure, we set performance benchmarks and rate our progress with a color-coded system:

- Green means that the area is performing on target
- Yellow means caution; work is proceeding, but below target levels
- Red means we have only just begun this work and follow-through is a priority

The purpose of the dashboard is to provide the Ferguson Library staff and Board with a tool to assess the progress we are making toward achieving the goals of the strategic plan. Because we are just beginning the work, we are below target measures for many of the benchmarks.

Strategic Plan Goals and Strategies

Goal 1. Transformative Experiences: Connect people to experiences that enrich and transform their lives

- a. Collaborate with other organizations to expand programs outside the Library
 - Outreach to underserved neighborhoods
 - Go where the people are
 - Enhance services to teens
- b. Increase and expand instruction in digital literacy, including emerging technologies
- c. Be a resource for connecting our visitors in need with social services in the community

Goal 2. Rich Content: Provide content in convenient and desirable formats to facilitate sharing knowledge and ideas

- a. Update the Library's collection development policy to reflect changes in content and usage
- b. Digitize and preserve unique content
- c. Improve website with additional content and improved navigation

Goal 3. Promote the Library as a safe and welcoming space where all are included

- a. Enhance opportunities for family engagement
- b. Offer multi-lingual programs as a way to engage non-English speaking community
- c. Re-imagine our physical and virtual spaces
- d. Improve customer experience
- e. Focus on programs that build community

Goal 4. Ensure the sustainability and viability of the Library for future generations

- a. Work to ensure that staff reflects the broader community
- b. Library should function as a learning organization
- c. Visibility in the community and responsiveness to public needs
- d. Marketing to promote library services

Ranking of Strategies


1. Increase and expand instruction in digital literacy, including emerging technologies, for staff and the public (Goal 1)
2. Increase marketing efforts to promote library services (Goal 4)
3. Provide outreach to underserved neighborhoods (Goal 1)
4. Improve website with additional content and improved navigation (Goal 2)
5. Re-imagine our physical and virtual spaces; improve customer experience (Goal 3)
6. Offer multi-lingual programs to engage a wider community (Goal 3)
7. Provide professional development opportunities to prepare staff for change (Goal 4)
8. Enhance services to teens (Goal 1)
9. Digitize and preserve unique content (Goal 2)
10. Be a resource for connecting our visitors in need with social services in the community (Goal 1)
11. Update the Library's collection development policy to reflect changes in content and usage (Goal 2)

On the following pages, the numbers given for the first quarter of the year are the baseline numbers.

Performance Benchmarks for Goal 1 Strategies to:

Provide outreach to underserved neighborhoods; increase and expand instruction in digital literacy, including emerging technologies; enhance services to teens; be a resource for connecting our visitors in need with social services in the community

	Size of area covered, or outreach program attendance	Develop a digital skills inventory / train staff	Draft a new vision for teen services / teen program attendance	Partnering agencies conducting programs or outreach in the Library
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Q1 & Q2 FY 2018	441 / 7,134	n/a	n/a / 504	n/a
Q1 & Q2 FY 2019	453 / 8,025 		 / 406 	

Notes:

Measuring our outreach requires that we map our activities:

Rule: To be green, the size of the area covered, or attendance at outreach programs, increases.

Digital skills:

Rule: To be green, we have completed skills inventory. Yellow in progress; red, we haven't begun the project. Staff training: yellow until 50% of the staff are trained; green thereafter as the number grows.

Teens:

Rule: To be green, we have completed a strategic vision for teen services. Yellow in progress; red, we haven't begun the project. Teen program attendance is green, if it shows an increase from the previous year.

Social service agency programs:

Rule: To be green, programs have taken place each quarter.

Performance Benchmarks for Goal 2 Strategies to:

Improve website with additional content and improved navigation; digitize and preserve unique content; update the Library's collection development policy to reflect changes in content and usage.

Website sessions

Digital content

Draft an updated collection development policy / align catalog to holdings

Q1 FY 2019

78,434



Q2 FY 2019

90,531



Notes:

Website:

Rule: The dot is green if website visits increase.

Digital content:



Rule: Set goals for increasing the size and variety of our digital archive. The dot is red until the targets are set, then it is yellow; green if we are meeting these targets.

Collection management:

Rule: The first dot is green when the new policy is completed; yellow in progress; red, the work has not begun. The second dot is green when we develop and stay on a collection check schedule.

Performance Benchmarks for Goal 3 Strategies to:

Promote the Library as a welcoming space for all: re-imagine our physical and virtual spaces; improve customer experience.

	Number of bilingual programs	Number of collections in Experimental placement	Customized newsletter subscribers
Q1 FY 2019	0	2	2,167
Q2 FY 2019	10 	2	2,352 

Notes:

Be more welcoming:

One highly rated strategy to be more welcoming and inclusive is to provide bilingual programs for families who speak a language other than English at home. Till now, we have done this on a limited basis.

Rule: The number of bilingual programs we offer increases each quarter for the first year.

Improve customer experience:


We plan to conduct observational studies of patrons using the library, and patron interviews and surveys to see if we are utilizing our spaces in a way that maximizes the benefit to our users. Experimental placement of collections is another way to evaluate if we are using our space to the best advantage to the Library's resources.

Rule: That the customer experience is improved is evidenced by an increase in the use of our collections resulting from a more strategic placement of them in the Library.

Rule: One measure of an improved customer experience is the number of subscribers to our Patron Point e-newsletters that are customized for the individual patron. The dot is green if the number increases.

Performance Benchmarks for Goal 4 Strategies to:

Sustain the Library for the future: increase marketing efforts to improve and promote library services. Increase in community support.

	Use of social media to build community	Number of donors to the Annual Appeal	Average size of gift to the Annual Appeal	Participation in professional development activities - classes, workshops and webinars, etc.
FY 2018	n/a	1,087	\$172	22 of 28 staff members participated in such activities*
Through Q2 FY 2019	7,580 	812	\$181	32 of 41 staff participated

Notes:

Social media: provide periodic reports on use and strategies; conduct period patron surveys to gauge reach and effectiveness

Rule: Number of followers and other users increases since the previous measurement period

Community support:

Rule: Success for the year is achieved, if the number of donors to the Annual Appeal and average gift size both increase. The 2018 numbers are year-end figures.

Staff professional development:

Rule: *The 2018 number represents the total at year-end. The 2019 numbers will update each quarter. Success is achieved with an increased level of participation for the year.

