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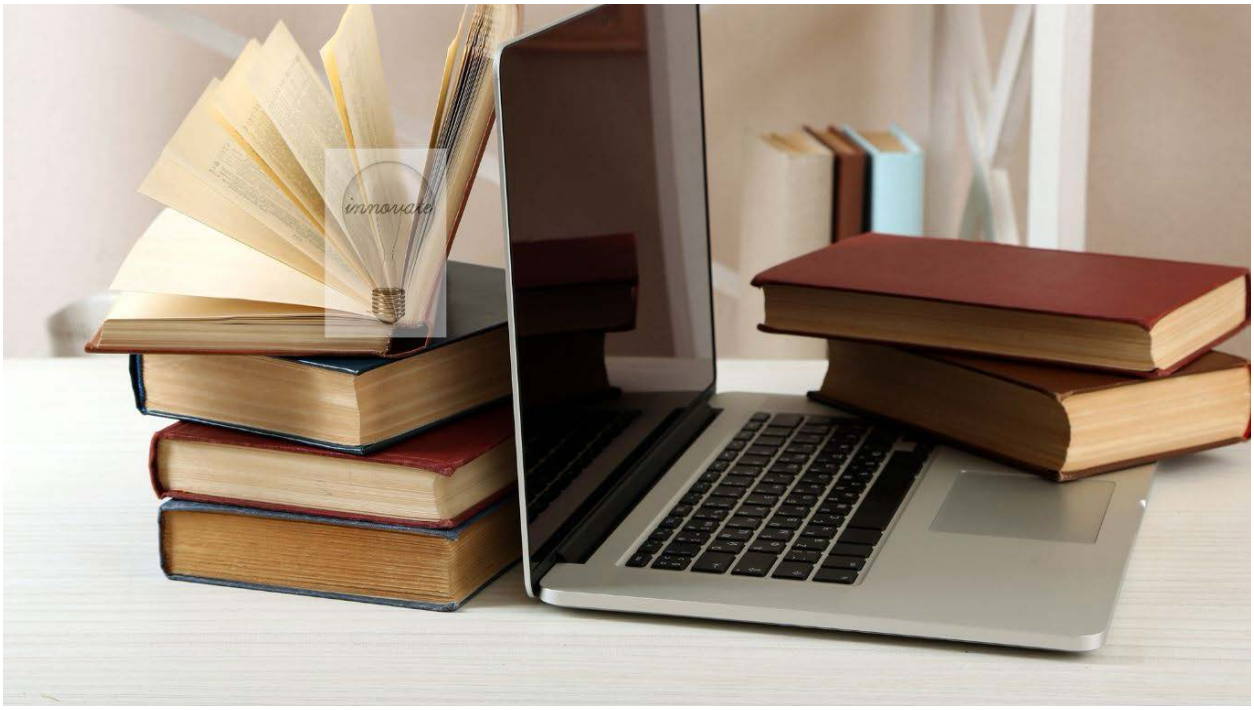
Feasibility Study Report



Establishing Library Services in Clinton County, MO

to Enhance Economic Development, Lifelong Education, and a Stronger Sense of Belonging for All Ages

March 28, 2025 | DRAFT

Conducted by The Clinton County Initiative Navigation Team with JUPER Communications, LLC, the support of many private donations and a USDA Rural Business Development Grant, 2023-2025

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March 28, 2025

TABLE OF CONTENTS

Executive Summary and Clinton County Map 3

Introduction 5

- Initial Purposes and Vision 5
- Final Vision and Key Answers 6
- Project Teams 8

Market Analysis/Impacts of and State of Library Services 9

Organizational, Operational, and Offerings Feasibility

- Legal and Regulatory Considerations 12
- Marketing Team Research and Discoveries 17
  - Integrated Communications Activities 2023-2024 18
- Content Team Research and Discoveries 37
  - Research and Recommendations
    - Functions, Form, and Timing 40
    - Benefits, Size, and Library Processes 41
    - Financing Options 42
    - Timing 47
    - Recommended Proposed Tax Levy Information..... 47

Facilities and Technical Feasibility

- Facilities Team Research and Discoveries 51
  - Space Considerations 52
  - Location Within the County 54
  - Location of Temporary Space 55
  - Land for a Future New Permanent Facility 57
- Architectural Floor Plan and Rendering Recommendation 59

Budget Estimates 63

Risk Assessment and Project Limitations 70

Strategies for Launch, Sustainability, and Growth

- Phased Introduction of Library Services in Clinton County 71
- Recommended 2025 Integrated Communications Action Plan 72

Appendix 81

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EXECUTIVE SUMMARY
March 28, 2025

THIS REPORT IS A DRAFT.

The final report will be completed and posted on www.maximizenwmo.org/clinton-county following the April 8, 2025, election. The successful passing of the proposed tax levy is the remaining key element that determines the feasibility of establishing public library services in Clinton County, MO. Voter support is the necessary catalyst for being able to legally move forward with setting up operations online and in a temporary location while new permanent building investments are raised through private and library-designated state and federal sources in addition to the local Clinton County Library District (all of the county except the City of Cameron) tax levy. All other elements of this feasibility study have led the research team to recommend that establishing library services in Clinton County is not only feasible, but it is a strong need and desire by many residents and stakeholders living, learning, working, and playing in the area.

The Clinton County Initiative is a community development initiative that consistently asks, "What can we do together across the county that any community could not do as well on its own?" In other words, CCI focuses on opportunities to work together better by including all residents and stakeholders. The nonprofit group recently finished an extensive feasibility study including a countywide survey to listen to and discover what people need and want to maximize the county's potential as a thriving place to live, learn, work, and play while also maintaining the aspects that make choosing Clinton County as a place to create a great rural life.

The resounding results of their work so far has revealed a need for more economic development, access for all to high-speed internet, and opportunities for lifelong learning and community gathering places. Logically, a public library as part of a fully functioning innovation center would meet the identified needs. Extant libraries outside of the county are not accessible to much of the population, especially younger and older residents. Modern library services offered in a center focused on innovation and access to lifelong learning, workforce development tools, and spaces for social and digital connections answer many needs and desires of residents, business owners, and other key groups.

Clinton County is one of the few rural counties in Missouri that are growing in population yet does not have some basic public services that most Americans take for granted, such as a public library. Except for taxpayers in the City of Cameron who have their own library, the remaining approximately 14,000+ Clinton Countians are part of the 9% of Missouri's population that has no access to public library services without paying out-of-district cardholder fees to other systems to which they must drive at least 15 or more miles to access.

Clinton County is a small rural county with a population of 22,548 (2023) people located between Kansas City Metro to the south and Saint Joseph to the north. It is one of the few rural Missouri counties with a growing population, 1.4 % in 2022-2023 but nowhere near the 2000-2030 estimated 27,120 population, or a projection of 6.8% growth. Because it is positioned between two larger communities there is a significant proportion of the population, 72%, which commutes outside of the county to work. Fifty-seven percent of these commutes are to larger metro areas. While it is great to have an extremely low unemployment rate,

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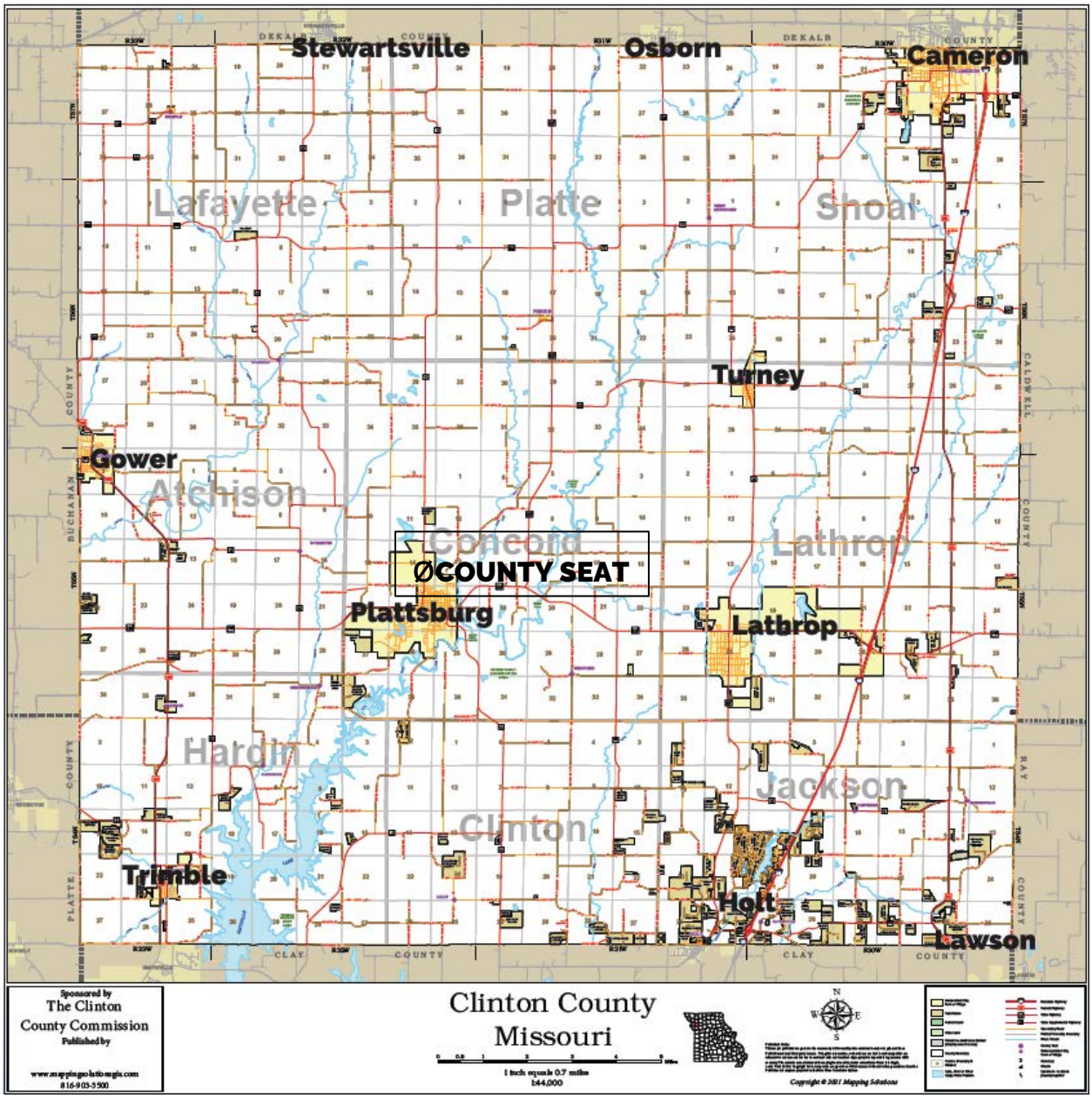
the result of having so many of the county's workers commuting is that they spend more of their resources outside of Clinton County instead of keeping the flow of financial resources closer to home. This starves Clinton County of the otherwise expected economic benefits that are typically experienced from population growth.

Other challenges for the county include a lack of high-speed broadband internet access for all residents, few to no local resources actively assisting entrepreneurs and small businesses, very few in-county opportunities to access lifelong learning resources and programs, and the near absence of public gathering places and safe places outside of schools and churches. All these needs could be met with 21st century public library services as part of an innovation center concept for its residents and stakeholders. Following is a map of Clinton County, MO.



INTRODUCTION

Our countywide community development group, the Clinton County Initiative (CCI), that crosses multiple sectors and city jurisdictions in Clinton County, Missouri, aimed through this feasibility study to take the dreams and discussions held with many residents over the past several years to the next stage. **Our project was a feasibility study and comprehensive integrated communications strategic action for further engagement of residents and stakeholders across and serving our rural county for the staffing and building of a Clinton County Library and Innovation Center (CCLIC) and system of satellite facilities.** The assumption at the beginning of the study was that a CCLIC will contain:

- a countywide library system,
- a business incubator,
- workspaces,
- broadband access for our rural residents who currently have no such access,
- co-working spaces including conference rooms and office space, and
- business services such as office equipment, printers, scanners, computers, and more.

What we found and have detailed through the entirety of this report is that a library in Clinton County can contain all the above function as well as so many more services, programs, resources, and gathering opportunities that don't otherwise exist within the county.

The Study's Initial Purposes

- Further develop countywide trust in The Clinton County Initiative,
- Build awareness by spotlighting the need for economic development, broadband access, and on-going education as the factors that rose to the top from the initial countywide Dream Big Listening Project including an online survey and in-person public forums,
- Educate the countywide public on the importance of supporting lifelong education and economic development,
- Determine what kind of facilities, programs, and activities would be the best options to meet economic development and lifelong education needs in Clinton County,
- Garner supporters, collaborators, and partners to sustain economic development facilities, programs, and activities throughout the county.

The Study's Initial Vision for a Clinton County Library and Innovation Center [CCLIC]

- The CCLIC would feature as its primary purpose a public library component. Surveys of residents tell us that a countywide library system is a cultural and educational necessity for our rural county's modern lifestyle. It would be one of the magnets that attracts new residents, who could bring with them talents and a wide array of skills, as well as financial strength vital to the economic development of rural Clinton County.

- The CCLIC could consist of a main location with satellites in each of our five towns. Each could be equipped with broadband access that is in short supply in Clinton County, especially in unincorporated areas where 29% of our residents live. Multiple locations would allow residents in those unserved areas convenient access to broadband within a short driving distance.

- The CCLIC could serve as an incubator for new businesses, so entrepreneurs can take their enterprise ideas from concept to reality. Each of the facilities could offer workspaces and office equipment such as desktop computers, printers, and scanners for personal and business use.

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Potential partners from North Central Missouri Business Facilitation, University of Missouri Extension, and area community colleges could help with this aspect of the project. According to 2023 data from the National Business Incubation Association, businesses that start in incubators have an 87% survival rate after five years. Businesses that start on their own, only have a 44% survival rate over the same period. Obviously, a business incubator program has the potential to have a major positive impact on Clinton County's economy.

- The CCLIC could offer co-working spaces and conference rooms. This would make it possible for current commuters to work remotely while staying closer to home. It also would encourage the creation of new enterprises that can do business online. This includes many professions, for example those based on communications, research, and marketing.

- The CCLIC could encourage new retail and service providers to open businesses in Clinton County. It will do this in at least two ways. First, our business incubator would enable new retailers and service businesses to get a start on their local dreams. Second, by attracting commuters back home, the CCLIC would keep money earned here and elsewhere in Clinton County. Commuters who currently shop in the city on their way to and from work would be motivated to shop locally, thus increasing the number of likely customers. All of this would create jobs in Clinton County.

- The CCLIC would be a unique project combining lifelong education, economic development, and cultural development. We believed going into this feasibility study that for our rural county to thrive as a great rural life, the county must attract new residents. New and longtime residents alike have expressed shock and frustration over not having a public library available to them within the county they live. Cultural facilities and amenities are key elements of decision-making according to our realtors. The potential new CCLIC not a "chicken or the egg" concept, it's a "chicken and the egg" proposal to enhance the quality of life in Clinton County.

The Study's Final Vision for a Clinton County Library and Innovation Center [CCLIC]

After 18 months of research, surveys, interviews with directors of other libraries, and many community forums and conversations with resident and other key stakeholders, the Clinton County Initiative envisions that a hub of library services and innovation support functions could be everything initially outlined and more. The conclusion is that the center needs to be positioned as a library offering core library services for legal and resource development purposes. This report details many more details. In the interest of providing key information that may matter to this report's readers, the following is a short list of questions asked by *The Clinton County Leader* newspaper editor in a recent interview. The responses were provided by the feasibility study team and new Clinton County Library District Board of Trustees President, Christel Gollnick, as the bulk of the information in this report was being compiled and finalized:

1) **What will be the Clinton County Public Library's [CCPL] income from the proposed 25 cents/$100 assessed valuation?** It's impossible to be precise. But our best estimate based on current county data indicates we will receive $700,000 or more annually. Of course, when the levy passes in April, we will have to wait until December of 2025 to begin receiving tax dollars and won't receive our first full annual allotment until the end of 2026 and beginning of 2027.

   The funds raised through the tax levy, by law, must be used only to deliver library services. Maintaining a secure, stable, and comfortable building on land that does not flood or erode is a key part of delivering services. However, the amount of the tax levy has been set to primarily cover operational expenses. For that reason, most of the expenses related to acquiring land and

building a new permanent facility will be raised through sources in addition to the tax levy funds. Voters are not voting for a building, but for delivery of library services.

2) **What are the immediate plans to begin library services?**
Our first activities will be to hire a library director to set priorities, acquire a temporary physical space and access digital resources and educational programs as soon as possible. We plan to contact Evergreen, Libby, and several others to begin cooperative book and eBook services. Our initial physical space will depend on what is available as our funding starts. We are in the process of contacting property owners in Plattsburg to find 5-10 acres suitable for our long-range plans. Already, one landowner has volunteered to donate five acres on the main east-west highway through Plattsburg. A donation of this nature would save the project approximately $500,000 as fair market value for the cost of land.

3) **How many people live in the Clinton County Public Library district?**
The 2023 U.S. Census Bureau and Federal Reserve Economic Data (FRED) report the county's total population is 21,548. The library district would be only 14,224 population (21,548 - 7,324 from the City of Cameron) living in approximately 5,600 households. If national trends apply to our area, it is expected that 55% of those households (roughly 3,000) will regularly use the new library's services as cardholders.

4) **What can the Clinton County Public Library provide in return for a reciprocity agreement with Mid-Continent Public Library [MCPL] and other library systems?**
We hope to offer many of the same services MCPL offers. But as a rural community, we will offer services to our patrons that urban MCPL does not offer. For instance, Clinton County has a vibrant historical society and artists coalition. We will partner on presentations and programs about our unique agricultural, architectural, and Civil War history. Various leadership development programs focused on community development, multigenerational collaboration, and youth engagement are being discussed. We intend outdoor recreation and gardening programs when our permanent facilities are established in several years. We also have an active University of Missouri Extension Council, which already has asked about partnering with the library on youth projects. MCPL has many patrons who live within a short drive of Plattsburg, the county seat, and could take advantage of the distinctive programs we can offer. In addition, we will have a physical collection unique to what the county's residents and other stakeholders contribute and support. We expect that some rare and historical texts and photo collections will allow us to curate a small, yet significant archives that will be attractive to those patrons who are interested in genealogy as well as community and cultural history.

   Our new Clinton County Library District Board of Trustees has indicated that they are very interested in continuing to explore reciprocity agreements with MCPL and other library districts such as Rolling Hills and perhaps even the University of Missouri Library. They are also grateful for verbal offers from these library districts to be a resource for assistance in setting up operations as quickly as they can following a successful tax levy in April. Starting with an online presence and temporary physical location for early program offerings as well as advice on constructing a new permanent facility as funds beyond the tax levy are raised.

Before jumping ahead too far with recommendations and conclusions of this study, the people involved and processes they followed to conduct the study are described below:

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Project Teams

Four teams were established to distribute the work of the feasibility study across a broad group of people and the work was timed in a stackable manner that allowed each team to coordinate what they learned and integrate their findings in a way that led to a solid set of evidence-based and team vetted recommendations. The teams were:

- **Project Management and Reporting** – Coordination of volunteers and activities, documentation of progress, tracking and reporting of cash and in-kind expenditures as required by the USDA grant paying for a portion of the feasibility study's investment, and writing this final feasibility study report.

- **Marketing** – Resident and stakeholder engagement for gathering qualitative input and educating the public about the project from beginning to end. The findings of the Marketing Team helped direct the Content Team on what to focus on the most based on what is needed and desired in Clinton County.

- **Content Team** – Research what services, resources, programs, and other content could be offered within a public library district within Clinton County along with estimated costs and potential funding sources. Also explore what is offered by neighboring libraries within the region of Greater Kansas City, northeast Kansas, and northern Missouri. The findings of the Content Team outlined the physical space needs of library services for the Facilities Team to conduct their work.

- **Facilities Team** – Explore potential site locations based on where most residents and stakeholders who participated in the study's public survey and several community forums facilitated by the Marketing Team, and conducive to housing the services and resources outlined by the Content Team. Recommend or existing buildings that could be renovated for an initial temporary space and land for new construction as well as work with an architect to present one option for how a new space could be designed to help all involved begin to envision the possibilities of what a future facility might look like along with an approximate construction budget as a frame of reference for launching a capital campaign should a library district be formed by the County Commissioners and a tax levy to support said district be approved by voters.

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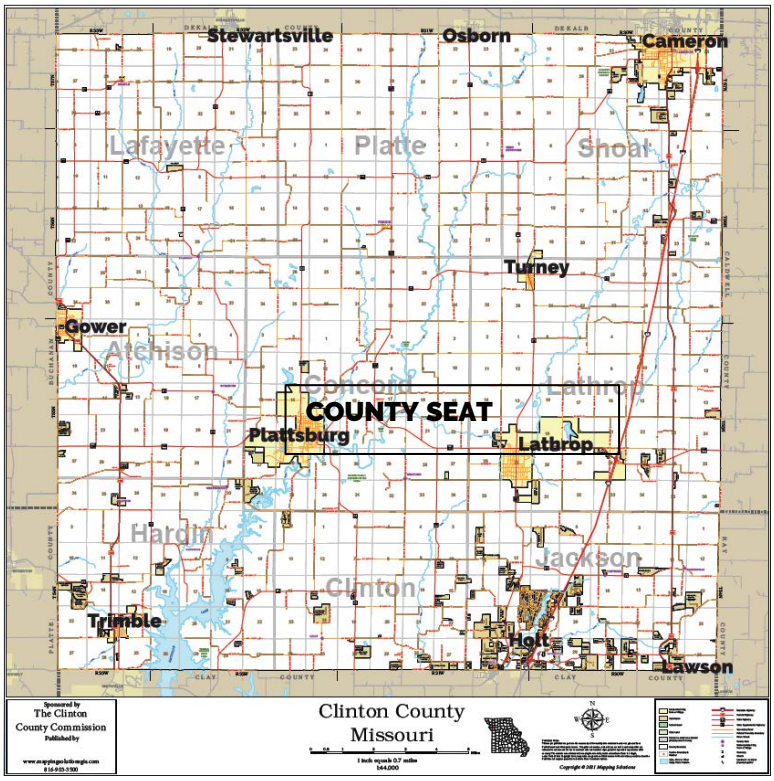
MARKET ANALYSIS/STATE OF LIBRARY SERVICES

The Missouri Secretary of State's Missouri Public Library Survey from 2023 indicates that the library service area population in the state is 5,627,557 citizens. Nearly 60% of the population is a registered borrower at a public library and that number does not include all K-12 and higher education school library users (public and private). A majority of the people living in Missouri who have access to public library services utilize those services. Significant to this feasibility study, the Missouri population that does not have access to public library service is 532,724, which is 9% of the library service area population. (https://www.sos.mo.gov/library/development/statistics, chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.sos.mo.gov/CMSImages/LibraryDevelopment/FY23StatewideSummary.pdf)

Within Clinton County, the City of Cameron has a tax-supported public library for the residents of their municipality. Cameron city limits lie within both Clinton County northeast corner) and DeKalb County to the north. All areas within Clinton County except the city limits of Cameron do not currently support a public library through a tax levy. The following is a map of Clinton County showing all municipalities and the county seat of Plattsburg.



Clinton County residents can pay to use library services in adjacent public library districts including the Kansas City Public Library and the Mid-Continent Public Library System which covers three counties to the south in the Greater Kansas City Area including Smithville to the south of Trimble, Edgerton to the southwest of the county and Kearney to the south of Holt and Lawson on the east side of the county. In addition to Cameron at the northeast corner of the county, there are two library districts in the adjacent Buchanan County to the northwest. They are the Rolling Hills Public Library District and the Saint Joseph Public Library District.

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WHY LIBRARIES ARE IMPORTANT: LIBRARY IMPACTS AND VALUE

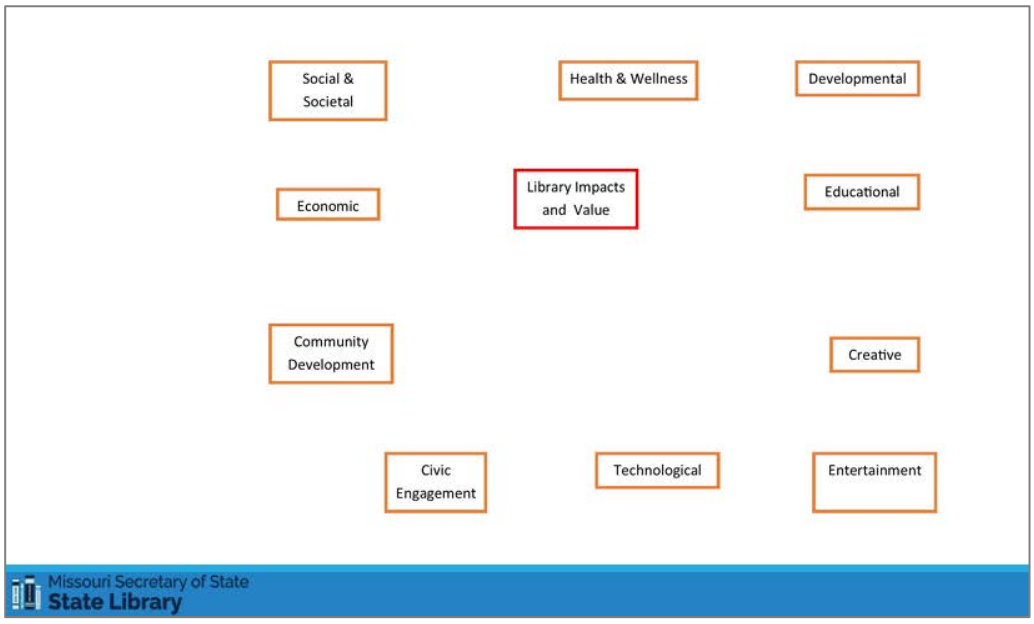
The Missouri Secretary of State's State Library team conducts an annual Public Library Survey (PLS) as a requirement for all library districts to receive state funding.

The 2023 Missouri PLS Results *(Reporting on 2022-2023 activity in 149 State Aid Eligible Libraries)*
Nearly all data collected can only indicate trends in quantifiable outputs and transactions related to collection, facility, and program usage. This data is important because it helps leaders and voters alike determine how public needs and desires are trending. Prior to the 2020-2021 COVID-19 global pandemic, library visits/facility usage and physical material *(print, videotapes, audiotapes, other)* usage were slowly declining. Both are rebounding quickly since 2021, albeit not to pre-pandemic numbers. However, the Age of Acceleration in technology has influenced libraries significantly in several positive ways. Electronic material *(eBooks, downloadable video and audio, research and collection databases, and electronic subscriptions)* usage during physical visits and virtually as well as Wi-Fi usage are growing exponentially in Missouri and nationwide as library patrons shift the way they seek knowledge and consume information. In Missouri, nearly 40 million virtual visits to 149 libraries were made in the 2023 reporting year which was more than double the nearly 16 million in-person library visits during the same period.

Clearly, libraries are serving an important role in the lives and communities they serve. Those without library services are missing out on an important resource, especially the youngest and oldest members of communities who have limitations to their ability to access libraries in neighboring districts due to economic and transportation challenges. The latest survey results available at the time of this feasibility study, also indicate the direct and indirect benefits to counties that have library access for all their residents within 10 miles of a facility

All of the different areas that libraries help their communities include:

- Economic
- Educational
- Social and societal
- Health and wellness
- Developmental
- Community development
- Civic engagement
- Technological
- Entertainment



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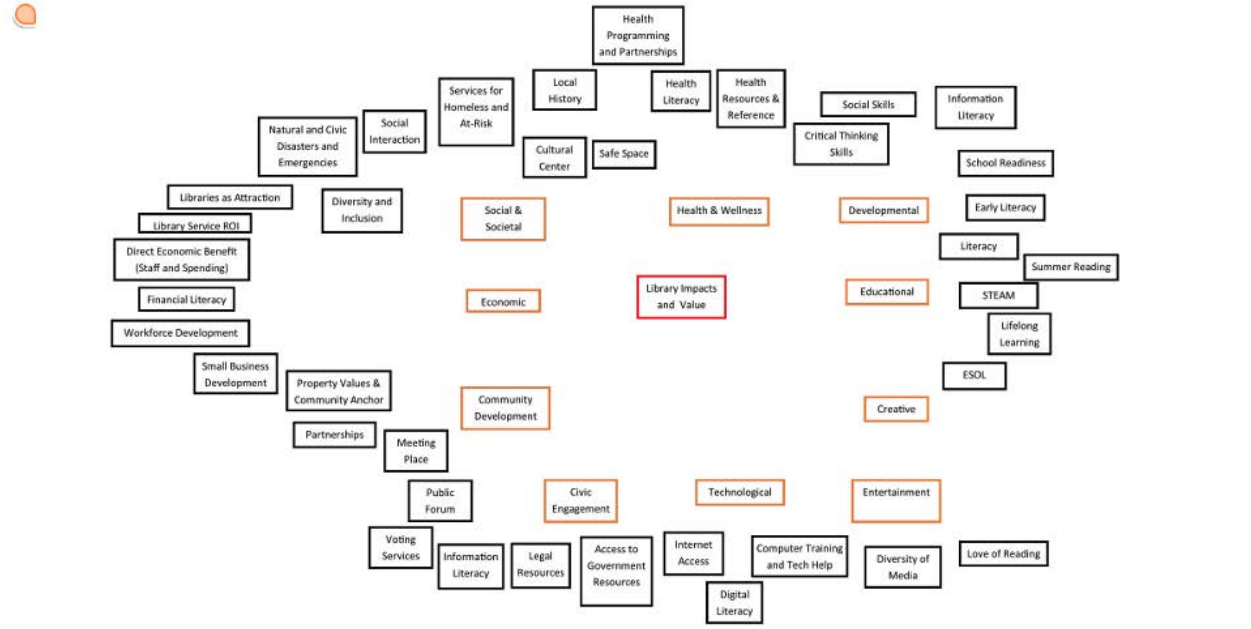
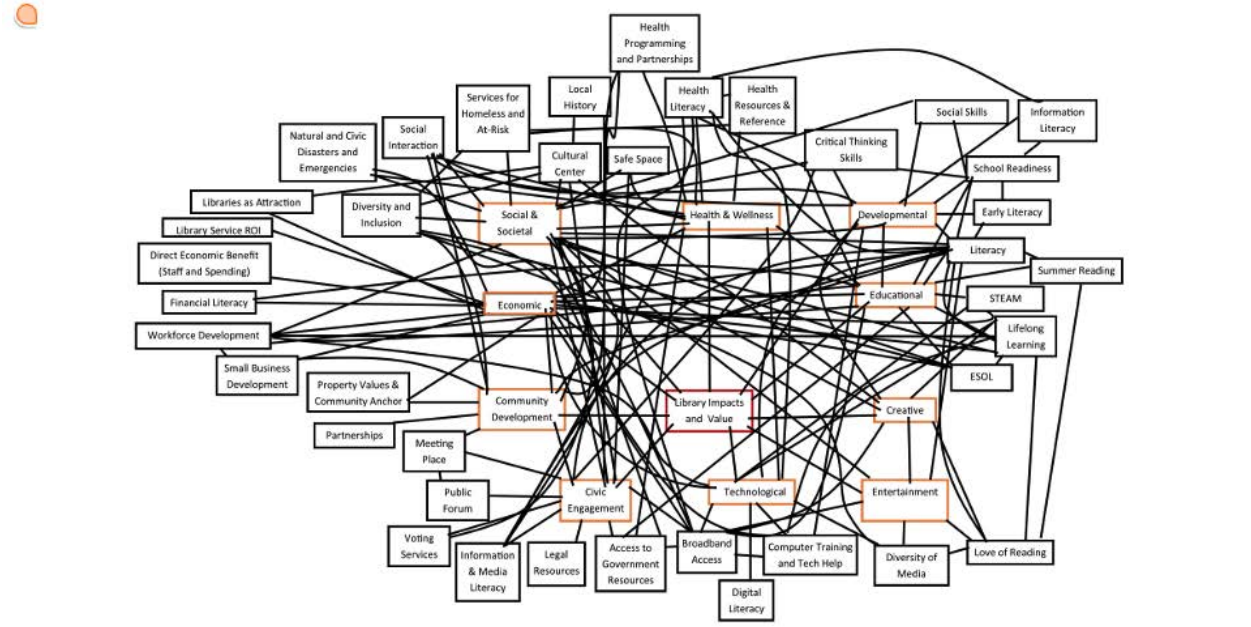
All the different impacts those areas have include:



And, all of the interrelated impacts between and among these areas make libraries valuable investments for improving the overall quality of life in communities:



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Organizational, Operational, and Offerings Feasibility

LEGAL AND REGULATORY CONSIDERATIONS

It is recommended that a Clinton County Library District Board be established by the County Commissioners and a Board of Trustees be appointed as soon as possible. Once appointed, all laws related to public libraries should be followed. Establishing a public library in the State of Missouri requires compliance with a list of Revised Missouri statutes under Title XI Education and Libraries, Chapter 182 County and City Libraries – Libraries Generally. The website where these can be found is located at https://www.revisor.mo.gov/main/OneChapter.aspx?chapter=182.
Included on this web page are the following with hyperlinks to the Missouri website:

Title XI EDUCATION AND LIBRARIES	
??Chapter??□??□ County??and??City??Libraries??—??Libraries??Generally	
	COUNTY LIBRARY DISTRICTS
182.010	County library districts — petition — tax levy — notice — elections — ... (12/31/1985)
182.015	County commission may establish library district without vote, when — tax ... (8/28/2007)
182.020	Levy and collection of tax — reconsideration of tax — increase in tax levy ... (8/28/1987)
182.030	Voters of municipal district may vote on establishing or inclusion in ... (8/28/1978)
182.040	City may become part of county library district — procedure — effect. (8/28/1974)
182.050	County library boards — appointment, qualification, removal, vacancies — ... (8/28/1986)
182.060	Board to organize — rules and regulations — county librarian, appointment. (8/28/1984)
182.070	General powers of district — seal. (8/28/1995)
182.073	Treasurer of board, custodian of funds, duties. (8/28/1984)
182.075	Bond requirement for treasurer, librarian and other employees — cost — ... (8/28/1984)
182.080	Board may contract for library service — procedure. (8/28/1955)
182.100	Tax for library building, election — duration, rate — building fund — ... (12/31/1985)
182.105	Issuance of bonds for building — limits — maturity — election — tax to pay. (8/28/2006)

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182.110 Librarians required to attend meetings — expenses. (8/28/1955)

182.120 Services accessible to all residents of county. (8/28/1955)

182.130 Certain areas excluded from county library districts (first class charter ... (8/28/1988)

CITY LIBRARIES

182.140 Petition for library tax — rate — election — funds, management and ... (8/28/1987)

182.143 Treasurer of board of trustees, duties. (12/31/1985)

182.145 Cities maintaining library prior to August 29, 1955, may levy tax for and ... (8/28/1957)

182.150 Election on tax to establish and maintain library, procedure — funds, ... (12/31/1985)

182.170 Trustees, number, appointment. (8/28/1955)

182.180 Terms of office of trustees — removal. (8/28/1955)

182.190 Vacancies, how filled — three terms disqualifies — nepotism forbidden. (8/28/1955)

182.200 Board, organization, powers, duties — funds, management and disbursement — ... (8/28/1995)

182.210 Annual report of librarian, contents, when submitted. (8/28/1955)

182.221 Treasurer, librarian and board employees — bond, duties (cities 600,000 or ... (12/31/1985)

182.230 Library free to public subject to regulations. (8/28/1955)

182.240 Council may provide penalties for damage to property. (8/28/1955)

182.260 Library building tax — duration, rate, election — funds, management and ... (12/31/1985)

182.270 Plans — contracts for library building (cities 10,000 or over). (8/28/1955)

182.280 Board may sell lands, when — exceptions (cities 10,000 or over). (8/28/1955)

182.291 City-county library, how organized — board of trustees, duties — effect of ... (8/28/1990)

182.296 Treasurer, librarian and board employees — bond, duties (city and county ... (12/31/1985)

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182.301 City or city-county library may contract for cooperative service. (8/28/1955)

BOARD OF DIRECTORS — CITIES 300,000 OR OVER

182.410 Directors — appointment — number — board to be bipartisan. (8/28/1939)

182.420 Term of directors — removal. (8/28/1939)

182.430 Vacancies, how filled — no compensation. (8/28/1939)

182.440 Duty of board — appointment of officers — powers. (8/28/1995)

182.450 Board to make annual report — contents. (8/28/1939)

182.460 City to provide penalties. (8/28/1939)

MUNICIPAL LIBRARY DISTRICTS

182.480 Municipal library districts created in cities — property subject to taxation. (8/28/1969)

182.490 City library tax rate to be continued — construction of library laws. (8/28/1978)

182.500 Excluded property subject to taxation for payment of bonded indebtedness — ... (8/28/1969)

182.510 Law not to prevent merger of city and county district. (8/28/1971)

CONSOLIDATED PUBLIC LIBRARY DISTRICTS

182.610 County library districts may consolidate, when. (8/28/1972)

182.620 Consolidation — resolution — election — form of ballot — transfer of property. (8/28/1978)

182.630 Consolidated district is body corporate and a political subdivision — ... (8/28/1972)

182.640 Board of trustees — how appointed, grounds for removal, vacancies how ... (8/28/2017)

182.645 Fiscal year — budget — treasurer custodian of funds. (8/28/1972)

182.647 Bonds of employees — records and reports required. (8/28/2010)

182.650 Rate of tax — election to increase rate — form of ballot. (8/28/1978)

182.655 Board may purchase land and erect buildings — bonds issued, when — election. (8/28/1978)

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182.660	May incorporate other public library districts — petition, notice — ... (8/28/2017)
182.670	Board to adopt rules and regulations — suspension of library privileges, when. (8/28/1972)
	URBAN PUBLIC LIBRARY DISTRICTS
182.701	Definitions. (8/28/1988)
182.703	Urban public library district, procedure to create — boundaries — new ... (8/28/1988)
182.705	Powers — duties of urban public library districts. (8/28/1988)
182.707	Board of trustees, appointment, qualifications, terms, vacancies, expenses, ... (8/28/2005)
182.709	Retirement system, employees eligible for certain public school retirement ... (8/28/1988)
182.711	Fiscal year for library district — budget to be approved, when, ... (8/28/1988)
182.713	Bond required for treasurer, librarian and certain other employees. (8/28/1988)
182.715	Taxes raised for a library district transferred to successor urban ... (8/28/1988)
182.717	Bonds issued by district, limitation, purposes, rate — approval by voters ... (8/28/1988)
182.719	Rules and regulations, duties of board to establish, filed with county ... (8/28/1988)
182.721	Real property, obligations, rights of nine-director urban school district ... (8/28/1988)
182.723	Personal property, funds and obligations of nine-director urban school ... (8/28/1988)
	LIBRARIES GENERALLY
182.800	Free libraries — funds, investment of. (8/28/1971)
182.802	Public libraries, sales tax authorized — ballot language — definitions ... (8/28/2016)
182.810	Insurance for library boards. (8/28/1982)
182.812	Library network defined — appropriations, rules and regulations — library ... (8/28/1995)
182.815	Disclosure of library records, definitions. (8/28/2014)

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182.817	Disclosure of library records not required — exceptions — complaint may be ... (8/28/2014)
	ACCESS TO COMPUTER PORNOGRAPHY
182.825	Definitions. (8/28/2002)
182.827	Responsibilities of public schools and public libraries with public access ... (8/28/2002)
182.900	City libraries — organization of library board — state aid, requirements to ... (8/28/1987)

- Cross References

Board in urban school districts may establish and maintain libraries, 170.211, 177.151

Bond issues of cities of the third classification for library, 95.345

Constitutional provisions relative to libraries, Const. Art. IX § 10

Counties authorized to levy library tax, 137.030

Library tax rate limits, 80.470, 90.020, 94.070, 94.260, 94.400

Property for libraries, acquisition by special charter cities, 81.190

Public library building tax, certain city school districts may levy, 164.081 to 164.111

School loan for libraries, 164.131, 164.141

State aid to public libraries, 181.060

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Organizational, Operational, and Offerings Feasibility

MARKETING TEAM RESEARCH AND DISCOVERIES

The original description of the role and scope of work for the Marketing Team is as follows. A one-page summary was shared with the Guiding Coalition of The Clinton County Initiative in September 2023. This initial timeline was expanded and lengthened by a year in the Summer of 2024.

THE CLINTON CO INITIATIVE
Maximizing our potential.

USDA Rural Business Development Grant
Clinton County Innovation Center
Feasibility Study
Marketing Team

Lead by Debbie Davis, along with JUPER Communications, the Marketing Team will implement internal and external communication processes through current information systems to tell the story that engages county residents to support the Clinton County Innovation Center.

Inputs

This team will consist of dedicated and passionate professionals with competencies in engaging influencers, negotiations, marketing, and/or public relations.

Outputs

- Strategic plan, including dates, distributed Sept. 26th to the Guiding Coalition
- Bi-weekly one-hour in person or Zoom meetings for planning, analyzing, and reporting findings
- Review 2022 Dream Big Survey and Public Forum processes and findings
- Develop, market, and implement, analyze, and report a countywide survey
- Develop, market, and implement, analyze, and report public forums in
    - Gower
    - Trimble
    - Plattsburg
    - Lathrop
    - Turney
    - Cameron
- Create and implement trained spokesperson community presentations
- Assist the Clinton County Initiative Navigation Team with internal/external communications and agreements
- Preliminary marketing plan when the feasibility study is proven

Outcome

A findings presentation and written report to the Clinton County Initiative Navigation Team at 8:30 AM on December 12, 2023.

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Integrated Communications Activities
Fall 2023-Fall/Winter 2024

The following activities and tools were implemented by the Marketing Team to begin creating awareness of the project and collect as much input as possible from Clinton County's residents and other stakeholders. All meetings of The Clinton County Initiative's broader Guiding Coalition (10-50 attendees) and smaller Navigation Team (3-15 attendees) had one or more marketing team members present to ensure alignment and inclusivity of all brainstorming and relevant conversations to the project. This was done to ensure all communications were as current, correct, and consistent with the discovery process as possible throughout the feasibility study.

PRINTED COLLATERALS AND SURVEYS

- A **Frequently Asked Questions (FAQs) document regarding the purpose and process of the feasibility study** was created and printed as a handout.
- A **Short Google Form Survey** of two questions and a linking QR Code were developed. Copies were printed and distributed. The survey was shared with the superintendent of each school district (East Buchanan in Gower, Clinton County R-III in Plattsburg, and Lathrop R-II in Lathrop) requesting that they invite their teachers, students, and parents to complete. This two question survey was also posted on The Clinton County Initiative's Facebook page and other social media platforms of individual CCI members.
- A **Longer Google Form Survey** of 11 questions plus demographic questions and a linking QR Code was developed to be used for facilitated presentations and conversations with key individuals and stakeholder groups Both printed copies and the online version were used.
- An **information table** with a QR Code to the short version of the survey was displayed in the Community Courtyard in Plattsburg (the county seat) during the October 2023 Fall Festival.
- A **summary of the data collected** through both surveys was designed and shared in the Fall of 2024 at a Clinton County Initiative Guiding Coalition meeting and with the Clinton County Commissioners with a recommendation to move forward with the project of an Innovation Center with the initial step of establishing a library district and appointing a board of trustees. It was also posted on CCI's webpage at www.maximizenwmo.org/clinton-county.

LISTENING EVENTS AND COMMUNITY DISCOVERY GROUPS

- Requested a Clinton County Initiative member from each community to help secure a venue and help invite local residents and other stakeholders to a **Community Discovery Group event**. The goals of the events were to:
    - Share information about the feasibility study,
    - Raise awareness of The Clinton County Initiative and it's Dream Big Listening Project's outcomes leading to the identification of an Innovation Center to promote economic vitality and modern-day library services as a key shared priority across the county, and
    - Listen to local feedback and ideas.
- A gathering was held at least once in **Gower** (Senior Center)**, Holt** (Walnut Creek Winery)**, Lathrop/Turney** (Community Center)**, Plattsburg** (Community Courtyard)**, and Trimble** (Community Center). A gathering was also held in **Cameron** (City Library). In addition to the process to listen, learn, and share that was completed in the other communities, discussion was led on how a county library, while not part of the City of Cameron's tax base, could benefit those in Cameron as well. Ideas for how the Cameron Library and a new county library could partner and promote each other in various ways were discussed.

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- **Standard talking points, slides, and handouts** were used so all people and organizations involved were presented with the same messaging. The "focus group" version of the survey was used as a format for sharing information and facilitating discussion. Ideas from each community forum were captured and participants were invited to complete the study's survey on their own to ensure their feedback and ideas were included in the study's report.
- Additional **presentations to gather surveys** were delivered by Clinton County Initiative volunteers to:
    - Clinton County Commissioners
    - Clinton County Historical Society
    - Clinton County Retired Teachers
    - Clinton County University of Missouri Extension Council
    - Community Courtyard Board of Directors
    - Gower American Legion Post
    - Gower Chamber of Commerce
    - Gower Christian Church
    - Gower Dynamites 4-H Club
    - Gower Lions Club
    - Gower Masonic Lodge
    - Lathrop Chamber of Commerce
    - Lathrop City Council
    - North Central Missouri Business Facilitation
    - Plattsburg Rotary
    - Plattsburg Artist Coalition
    - Plattsburg Chamber
    - Plattsburg City Council
    - Plattsburg Clinton County R-III CAPS Students
    - Plattsburg Community Association
    - Plattsburg PEO

NEWS RELEASES AND MEDIA STORIES

- Promoted the short survey, community discovery groups, and opportunity for presentations to groups through a news release to local newspapers covering Clinton County.
- Talked on the local Cameron radio station Breakfast Club.
- Followed up with *The Clinton County Leader* newspaper to publish a front-page article on November 28, 2024, after the County Commissioners acted on the recommendation to establish a countywide (except the City of Cameron) library district and appoint five individuals to serve on a board of trustees.

SOCIAL MEDIA POSTS

- Added more administrators to the Clinton County Initiative Facebook page.
- Promoted the short survey and community forums with coordinated colorful graphics on the Clinton County Initiative Facebook page and Cameron, Lathrop, Plattsburg, Gower, and Trimble social media such as multiple Facebook Swap Shop and Chat pages Team members posted and instant messaged many contacts throughout the county in a grassroots effort to spread the word.
- Engaged in social media discussions related to libraries, access to information and resources, and applicable comments on various platforms to build awareness for the feasibility study and potential new library.

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ADDITIONAL ADVOCACY AND RESULTING GROUP FORMATIONS

Over the course of the feasibility study's marketing activities, several dozen individuals inquired about ways to get involved to support the establishment of a library in the county.

- The first group to form was associated with the County Commissioners creating a library district in October 2024. Along with the geographic district being established, five volunteers were appointed to the **Clinton County Library District Board of Trustees** as decision-makers, fiscal managers, and advocates for eventual library services when registered voters successfully pass a tax levy to fund the district. Board trustees were vetted and chosen to represent residents and stakeholders from as many perspectives as possible as well as geographic diversity by including those with addresses from Gower, Lathrop, Plattsburg, and Trimble. The board is in the midst of organizing itself with bylaws and operational processes. A draft logo was developed to help with unique identification of the board between their formation and the passing of a tax levy. The levy will be placed on the April 2025 ballot at a rate of $.25/$100 valuation of property (personal and real estate).

- The second group to form is the **Friends of Clinton County Library (FCCL)**. They are a group of volunteers who are separate from The Clinton County Initiative and the Clinton County Library District Board of Trustees. It intends to recruit friends while raising funds and awareness of the value of ensuring residents and other stakeholders have access to library services within Clinton County as soon as possible. The Friends group has established a Facebook page for itself with a draft logo that coordinates with the draft logo of the Board. Purposefully using the same color palette as the brand guidelines for The Clinton County Initiative, FCCL is showing alignment in vision for the county's overall quality of life through economic development, education, and community placemaking.

- The third advocacy group for a Clinton County Library will continue to be **The Clinton County Initiative**. The library and innovation center feasibility study has been a key shared priority that CCI has spent thousands of hours and dollars supporting in response to what the countywide Dream Big Listening Project in 2021-2022 revealed as a widely desired resource for residents and other stakeholders of all ages and walks of life. The role(s) that CCI will take in helping establish and maintain a modern-day library with a wide range of library services is unknown at the time this report is written beyond simply being sharers of facts and information for the project. Given that it is a Missouri nonprofit organization with federal Internal Revenue Service 501(c)(3) charitable tax deduction status as well as an investment fund and relationship set-up with The Community Foundation of Northwest Missouri, it is possible that CCI could partner with either of the groups above to help attract and process resources of time, talent, treasure (public and private funding), and connections.

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Frequently Asked Questions (FAQs) Document Regarding the Purpose and Process of the Feasibility Study

Feasibility Study

of a Countywide Innovation Center & Library Network

Frequently Asked Questions

November 22, 2023

THE CLINTON CO INITIATIVE
Maximizing our potential.

Why is this feasibility study being conducted right now?

- This feasibility study is a result of the Dream Big Countywide Listening Project conducted in June 2021 - August 2022, where county residents responded to help identify the priority needs and desires of the county. Big Dreams are coming to fruition! (*See the results of the Dream Big Survey here https://www.maximizenwmo.org/clinton-county.*)
- Respondents from several age groups determined the need for business, job growth, and innovation opportunities as a top priority along with the needs of accessible and reliable broadband. Coming in second was other public services such as a library and center with fun and interesting activities for people of all ages in addition to those already in existence through church, school, and sports. Meeting these needs is complex so, The Clinton County Initiative applied for a grant to help determine what might be possible to address the needs voiced.

What is this feasibility study?

- In our case, the feasibility study is a **"possibility study"** to understand better the needs and desires of as many people as possible who live, learn, work, and play in Clinton County. The questions being explored relate to how a modern-day facility with the programs, educational resources, and types of space that attract many residents in other rural communities could work for us in Clinton County.
- It is **just a study at this point with no firm decision yet** on whether or not to establish a facility or network of facilities that can meet the needs of those who want a library, digital media resource center, space for networking, meeting, working, and programs for entrepreneurs, remote workers, and small businesses seeking opportunities to grow their skills, educational space for people of all ages that features the latest in technology, a visitor center for the county, telemedicine private meeting areas, etc. **The list is endless, and that is why our quick survey, listing many possibilities, is so critical.**
- **Help us prioritize what is needed and wanted by:**
    - **Completing a short 2-question survey by visiting:** https://bit.ly/CCIC-GSurvey
    - **Or, completing a 5-10 minute survey by visiting:** https://bit.ly/CCIFocusGroup

Who is funding this study?

- The study is being **funded by USDA-Rural Development and Clinton County Initiative members representing all communities around the county.**

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How is the study being conducted and when will it be done?

- **We are collecting factual data so a confident decision can be made about whether the study will recommend moving forward or not.** Three teams are working to research potential features and activities, locations, partnership and funding structures, and community input.
- **The study will be completed by Summer 2024.** If the consensus is yes, then the project's next steps can move forward.

Why are you calling this an Innovation Center and Library Network? I don't understand what an Innovation Center I'm not sure people will vote for a library in this county.

- **We don't know what to call it yet.** It could be an Innovation Center and Library Network, Resource Center, Educational Resource Center, Learning Hall, Connection Center, CollaborACTION Hall, or many other options. The vision is that it will be a **multi-purpose facility that houses programming and resources (books, computers, equipment, exhibits, and workspaces) for youth and adults in partnership with many organizations** (think MU Extension, nonprofit organizations, other educational institutions, SBA's Small Business Development Center professionals, North Central Missouri Business Facilitation, etc.) The goal is to help them expand their services to our residents in a meaningful way.

How do you plan to fund this project past the study if it moves forward?

- Answering this question is a key part of the research being gathered through this study. We're looking at what has worked best for areas like ours all across the Midwest. We do know that a **combination of many methods of funding is being explored,** from private donations and grants to endowed fund revenue to different models of a public tax levy. Cameron residents are lucky to have a library that serves their community so they likely wouldn't be included in a public tax, but would access the resource through a potential partnership with their local library. Based on what we've discussed so far, the cost of anything that may be put to ballot in the future would likely be less than it costs to become a member of libraries in surrounding areas. **The idea is that multiple streams of revenue will be used, so it is not only funded through one source.**
- The budget for a facility is expected to be separate from a budget for operations.

Hasn't a library tax been on the ballot in the past and not passed?

- Yes. However, the last attempt was more than a dozen years and a lot has changed in the world and Clinton County since then. A whole new generation of parents, grandparents, and new business owners are voicing the need for basic modern-day library services and educational programs that can help our residents of all ages build a "great rural life" here at home while still being able to connect with the world.

Who would this project serve?

- Remember to think about how such a facility will benefit **you, your family, your kids, grandkids, grandparents, your business, your hometown, and your county.**

As The Clinton County Initiative, we come together to create a growing economy, an inclusive and diverse countywide community, and a vibrant learning environment as the building blocks of a GREAT RURAL LIFE.

For more information about The Clinton County Initiative and how you can get involved, the guidance we are using, "The Maximize [My Community] Journey Framework" through Maximize NWMO/The Community Foundation of Northwest Missouri, and funding we've received for helping residents please visit https://www.maximizenwmo.org/clinton-county or contact our team at together@maximizenwmo.org.

THANK YOU!

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Short Google Form Survey

THE CLINTON CO INITIATIVE
Maximizing our potential.

What would you want from a countywide Innovation Center & Library Network?

GOOD NEWS!

Work on establishing a countywide Innovation Center & Library Network concept is moving forward in 2023-2024. The Clinton County Initiative (CCI) conducted a series of "Dream Big" community forums and surveys throughout the county in 2021-2022. County **residents overwhelmingly told us there is a need for new business, job growth, education, innovation opportunities, and reliable high-speed broadband internet services**. Also mentioned was the need for **a place with fun and interesting activities and resources for residents of all ages** . . .*a.k.a. a countywide library system.*

CCI has been awarded a grant from USDA to study the possibility of such an innovative place. The possibilities are endless, so your help is needed to determine the kind of activities, services, and features that would be useful to you and your family.

Please complete the two-question survey. If you share your name and a little about yourself, we'll include your name in our raffle drawing for a gift certificate from a Clinton County business!

For more information about The Clinton County Initiative, visit: **www.maximizenwmo.org/clinton-county**.

QUESTIONS?

Email together@maximizenwmo.org and we will have one of the following team members for this project respond:

Debbie Davis, feasibility study marketing
Joe Gagnon, president
Christel Gollnick, community coach
Chad Howerton, feasibility study facilities lead
Jim Patrico, feasibility study content lead
Jan Schwarz, vice president
Sandy Steggall, secretary
Kristy Young, treasurer

SCAN ME TO COMPLETE ONLINE INSTEAD

Name *(Please print if you want to enter our raffle drawing and be added to our email list.)*

_____

Zip Code _____

School District
- ❑ Cameron R-1, Cameron Dragons
- ❑ Clinton County R-III, Plattsburg Tigers
- ❑ East-Buchanan C-1, Gower Bulldogs
- ❑ Lathrop R-II, Lathrop Mules
- ❑ Other_____

Age Group/Birth Year
- ❑ 2010 or younger
- ❑ 2001-2009
- ❑ 1981-2000
- ❑ 1965-1980
- ❑ 1946-1964
- ❑ 1928-1945
- ❑ 1900-1927

QUESTION 1

What activities would you like to see offered for you, your family, your business, and/or other county residents and stakeholders?
(Please check all that apply.)

- ❑ Educational workshops for all ages from fun hobbies to life skills
- ❑ Workforce development and recruitment programs
- ❑ Connections with entrepreneurs and experienced professionals
- ❑ Small business marketing guidance
- ❑ Fellowship with community members
- ❑ Small business programs on financial, legal, scaled growth, human resources, etc.
- ❑ Social media safety and Internet use programs
- ❑ Arts and culture programs *(i.e. painting, writing, drawing, music, dance, drama, etc.)*
- ❑ Library services and programs *(i.e. story hour, book clubs, reading programs, etc.)*
- ❑ Professional development programs
- ❑ Leadership and team-building programs
- ❑ Other_____

QUESTION 2

Would you, your family, and/or your business utilize any of the following potential features? *(Please check all that apply.)*

- ❑ Library with books, audiobooks, DVDs, CDs, computers, and periodicals *(newspapers, magazines, and journals)*
- ❑ Private video conference room for telehealth appointments
- ❑ Private video conference room for taking online classes
- ❑ Private video conference room for business-related meetings
- ❑ Maker Space *(workspace equipped with 3-D printers, carpentry tools, and other creative resources)*
- ❑ Remote work & meeting space during the day (8 am - 5 pm)
- ❑ Remote work & meeting space during the evening (5 pm - 9 pm)
- ❑ Remote work & meeting space during the weekends
- ❑ Business incubator space to kick-start your idea
- ❑ Commercial kitchen for food preparation
- ❑ Emergency shelter
- ❑ Other_____

THANK YOU FOR HELPING US MOVE FROM DREAMING TO DOING!
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Longer Google Form Survey

Feasibility Study of a Countywide Innovation Center & Library Network

THE CLINTON CO INITIATIVE
Maximizing our potential.

GOOD NEWS!

You are invited to share your ideas by completing this quick 5-minutes survey!!!
We need to hear from as many of our youth and adults as possible.

We are excited to announce that USDA-Rural Development is funding a feasibility study to determine if establishing a facility or network of facilities to house a modern-day library, work spaces, and meeting spaces for a wide variety of purposes would be helpful to our residents. The possibilities are endless so we need your help to determine what people living here would like.

Remember to KEEP DREAMING BIG. Remember to think about how such a facility will benefit you, your family, your kids, grandkids, grandparents, your business, your hometown, and your county. This is your chance to participate in a life changing survey for the future of your countywide community!

As The Clinton County Initiative, we come together to create a growing economy, an inclusive and diverse countywide community, and a vibrant learning environment as the building blocks of a GREAT RURAL LIFE. For more information about The Clinton County Initiative and how you can get involved, the guidance we are using, "The Maximize [My Community] Journey Framework" through Maximize NWMO/The Community Foundation of Northwest Missouri, and funding we've received for helping residents please visit https://www.maximizenwmo.org/clinton-county or contact our team at together@maximizenwmo.org.

P.S. This feasibility study is a result of the Dream Big Countywide Listening Project conducted in June 2021 - August 2022, where county residents responded to help identify the priority needs of the county. Big Dreams are coming to fruition! (*See the results of the Dream Big Survey here https://www.maximizenwmo.org/clinton-county.*) Respondents from several age groups determined the need for business, job growth, and innovation opportunities as a top priority along with the needs of accessible and reliable broadband. Coming in second was other public services such as a library and center with fun and interesting activities for people of all ages in addition to those already in existence through church, school, and sports. Meeting these needs is complex. It will take all of our communities working together in the shared vision to ensure the county thrives while also respecting our proud past.

THANK YOU!

SCAN ME TO COMPLETE ONLINE INSTEAD

Name *(Please print if you want to enter our raffle drawing and be added to our email list.)*

_____

Email *(Please print if you want to enter our raffle drawing and be added to our email list.)*

_____

Phone Number _____

Zip Code _____

School District
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- ❑ Fellowship with community members
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QUESTION 2

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- ❑ Private video conference room for business-related meetings
- ❑ Maker Space *(workspace equipped with 3-D printers, carpentry tools, and other creative resources)*
- ❑ Remote work & meeting space during the day (8 am - 5 pm)
- ❑ Remote work & meeting space during the evening (5 pm - 9 pm)
- ❑ Remote work & meeting space during the weekends
- ❑ Business incubator space to kick-start your idea
- ❑ Commercial kitchen for food preparation
- ❑ Emergency shelter
- ❑ Other_____

QUESTION 3

Why would an Innovation Center in Clinton County (or network of centers) be important to you, your family, your business, and your community? _____

QUESTION 4

Have you ever used an innovation center, maker space, co-working facility, or similar facility in the past?

❑ Yes ❑ No ❑ Other _____

QUESTION 5

Where have you driven to access a library in the last ten years? *(Please check all that apply.)*

- ❑ I haven't visited a library in the past ten years
- ❑ Cameron, MO
- ❑ Edgerton, MO
- ❑ Kansas City, MO
- ❑ Kearney, MO
- ❑ Liberty, MO
- ❑ Smithville, MO
- ❑ St. Joseph, MO
- ❑ Other_____

QUESTION 6

How far would you be willing to travel within Clinton County to access the programs and services of an Innovation Center & Library Network as you've described it being in previous questions?

- ❑ 1-5 miles
- ❑ 6-10 miles
- ❑ 11-25 miles
- ❑ 25-40 miles
- ❑ I am not willing/able to drive
- ❑ Other_____

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QUESTION 7

Where do you feel the best place in the county would be to locate an Innovation Center for the greatest amount of accessibility for all Clinton County residents? *(Please choose one location.)*

- ❑ Cameron
- ❑ Gower
- ❑ Holt
- ❑ Lathrop
- ❑ Lawson
- ❑ Osborn
- ❑ Plattsburg
- ❑ Stewartsville
- ❑ Trimble
- ❑ Turney
- ❑ Other_____

QUESTION 8

Would additional smaller locations as part of one countywide network instead of only one central location be helpful?

❑ Yes ❑ Maybe ❑ No

QUESTION 9

I would support the establishment of an Innovation Center and Library.

❑ Yes ❑ Maybe ❑ No

QUESTION 10

Are there organizations or businesses you think should be involved in this project ASAP? Please share the names and, if you have it, the contact information (email or phone) of their leaders.

_____
_____
_____
_____
_____
_____

QUESTION 11

Please share any further thoughts, ideas, and comments that may help the feasibility study team.

_____
_____
_____
_____
_____
_____

THANK YOU FOR HELPING US MOVE FROM DREAMING TO DOING!

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Information Table Sign

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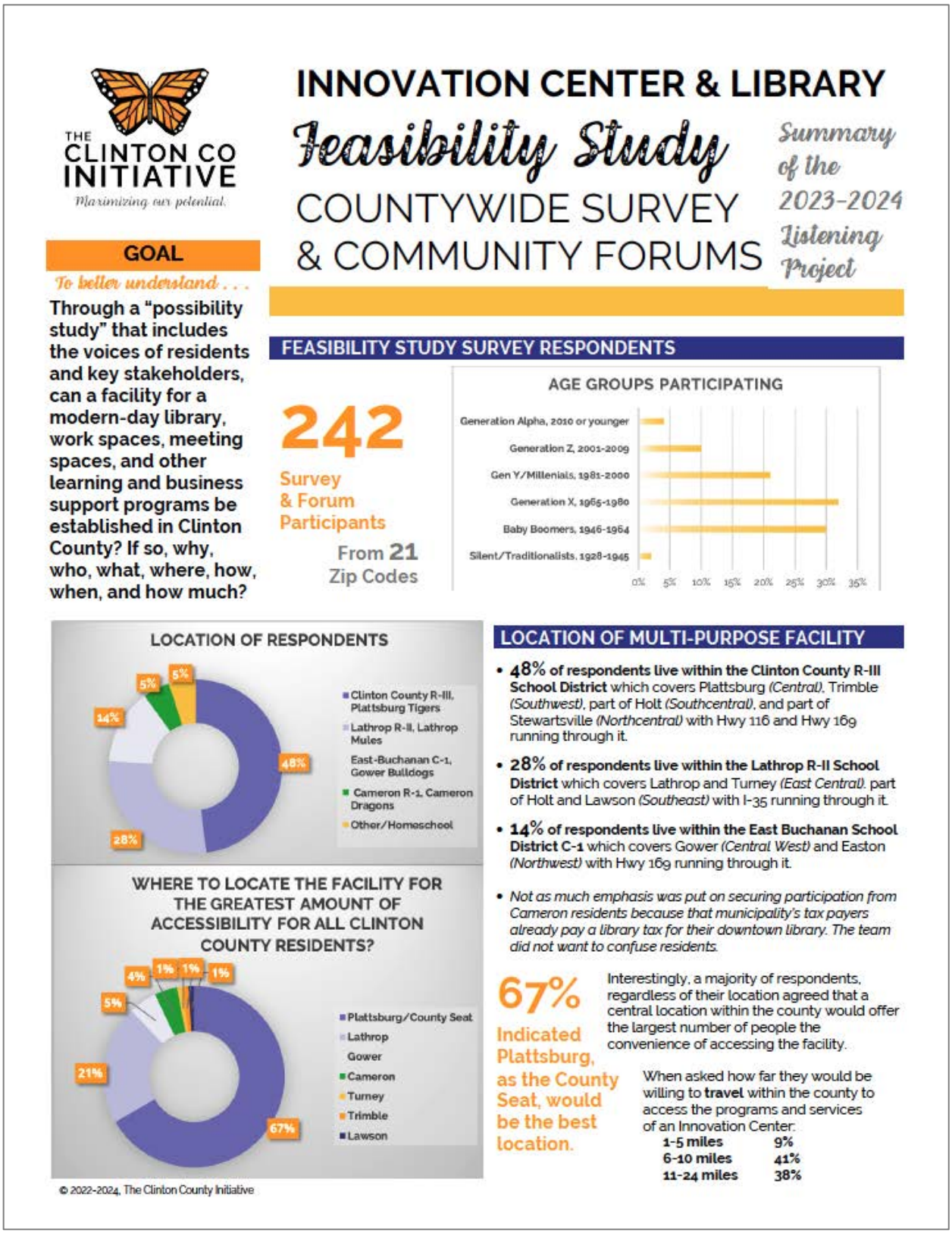
Summary of Survey and Community Forum



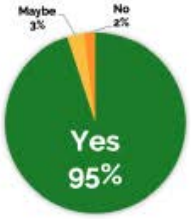
THE FACILITY'S POSSIBILITIES

Summary Description of the Center

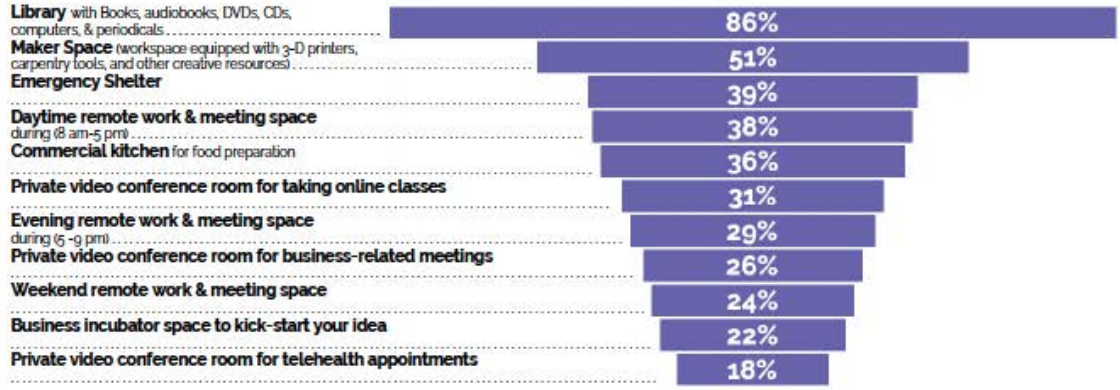
A name has not been chosen yet, however, based on this listening project, the following is a short description:

A modern multi-use community center serving Clinton County residents, business owners, and key stakeholders with a vibrant hub designed to foster connection, creativity, and collaboration (i.e. CollaborACTION) among residents of all ages. This versatile facility caters to diverse needs voiced by those who live, learn, work, and play in the county by integrating a library, co-working space with multiple internet-connected meeting rooms of different sizes, commercial kitchen and cafe, maker space, art gallery, small retail space, and visitor center featuring the rich history of the county.

WOULD YOU SUPPORT THE ESTABLISHMENT OF AN INNOVATION CENTER AND LIBRARY?

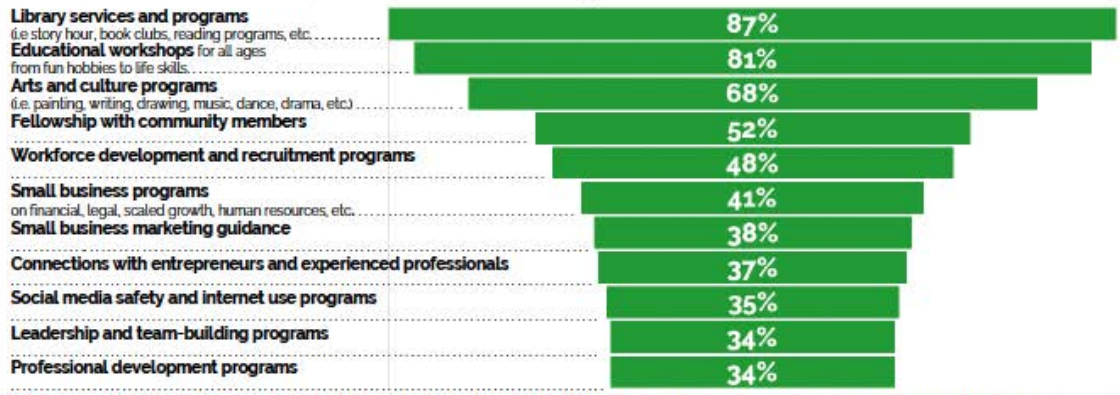


Would you, your family, and/or your business utilize any of the following potential features of an Innovation Center?



Other desires voiced include: office supplies like copiers, printers, staplers, etc./Notary, fax, computer and phone repair help; indoor lap pool; space for family use for birthday parties, weddings, receptions, events, etc., community gym space, young play group; and, tutoring space and enrichment classes.

What activities would you like to see offered that would benefit you, your family, your business, and and/or other county residents and stakeholders?



Other desires voiced include: Local history and visitor center information and programs; indoor swimming and gym space; outdoor opportunities, activities, and gardening; a place and time for high school kids to come and apply to large colleges and work on application essays; senior citizen activities; celebration and education of other cultures, particularly foreign language, literature, and arts.

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WHY would an Innovation Center in Clinton County (or network of centers) be important to you, your family, your business, and your community? *(All responses listed are raw data in the words of respondents.)*

It would give a wonderful resource center for my family, community of Lathrop and small business owners that live in Clinton County.
Simply to have a space available to do community activities. Places that youth can go to learn and interact. Adult courses, taxes for 18 year olds.
To open a library would be so helpful for every school districts. So many people would support it and hopefully use it.
We are a library family.
It would expand opportunities in our area. Less need to drive to larger towns.
Our community needs these opportunities and the consumers we assist @Clinton County SB40 would benefit greatly from these opportunities
Ability to access resources close to home. A means to share knowledge plus resources equals strength of individuals and community
Local resources
So don't have to travel to another county for a library, workforce development, Remote educational WI FI for students without it
I would mostly use a library and programs, but I feel that these rural small communities should try to offer business skills, extended educational opportunities for students and young adults to increase job skills for better futures.
My children would utilize the library for resources
I have a young family and we have travel at least 30 minutes for a library and library programs. Early exposure to literature is crucial for development and we are in a desert when it comes to events for children.
A local library would be an invaluable asset to families and community groups.
Having a place that could accommodate larger groups
Having public library services feels like it is a right of citizenship in a democratic country like ours. It's appalling to us that we don't have services in our county and we have had to travel to other counties for years. Libraries aren't just about books these days.
It would provide a place for my small children to meet other children and a fun activity place for us to go during the day.
It would benefit everyone, especially those that have limited resources. It would allow the citizens of Clinton County learning and growth opportunities that they would have to travel outside the county. It would serve those on fixed incomes, and children learning opportunities that they might not have today.
Currently, I drive weekly to Smithville to use library - as an out of district member.
The children need it for a better future and seniors for a place to get books and socialize others the same.
homeless and Cameron library and Ms Pratt has been there for me.
I've worked in a bakery since 2017 and I've had great feedback on opening my own cookie decorating business. I have a Consignment offer with HyKLAS foods to sell my baked goods. Only problem is I have to have a commercial kitchen to be able to get the licenses to sell my goods under a store. I recently got national attention for my viral Jason Kelce chest hair cookie and I've had so much local support to start my own independent business. I think with all the local bakers we would love the opportunity to work in a commercial kitchen. Also I think citizens who have to cater to large crowds would love the space and efficiency of a kitchen. I'm thinking like weddings, family reunions and holiday functions. Some people just don't have a lot of kitchen space.
It would bring people together for some amazing opportunities
Access to books, children's programs, copying and printing facilities would be very important and unseful in my opinion.
We need more opportunities in this region
Important to me for Clinton County to be a strong viable county to best facilitate suburban encroachment offering the best opportunities for future generations.
A pleasant atmosphere for everyone to enjoy together and accessible for all to be appropriately social and for healthy community development.
remote work, conference rooms for remote employees
More connection to technology and people
Libraries and centers in each town(school) to be tied to a large library resource
Crafting, quilting, knitting, crocheting, etc.
homebased businesses need this
Value to younger families. I see a value for my art studio.
I have a small business in town. I would like to see more small businesses come into our town. All ages would benefit!
Investing in our future leaders and our community through innovation. Classes, resources, and flexibility is the key to success regardless if you are teacher, small business entrepreneurs, large business owner and much more
Our Plattsburg children need access to books. It is unfortunate that the local kids and their families have to drive 30 minutes to get a library book in the summer or anytime outside of school. A library can be such a positive place for families to go. I also think it would be wonderful for the older generation as well. Great for all ages really.
Great community space
To keep and bring more families to o our area.
A smaller meeting space that doesn't charge would be very beneficial to the community
Free public library access and access to technology for all families
It would be important to me because I really want a library in town. Business resources would be important and useful to me.
To be competitive with other counties in getting businesses and people to move and stay in Clinton County.
There are a lot of residents in Clinton county that use the mid-continent public library. This costs them at least 75.00 unless they live in Cameron. Probably more now.

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I know our family, from age 3 to 75, would use such a center.
My mom works from home, so if there was a space she could go work then it might help her get out of the house a little
I think it would be very helpful for the community to have access to equipment that maybe they are unable to afford.
Homeschooling resources
Homeschool family
We would utilize the library functions of an innovation center and believe that it would also provide an opportunity to meet people within our county that we wouldn't come in contact with otherwise. These relationships could be as simple and important as increased sense of community and friendship, but could also be advantageous when building and growing our professional network.
I am getting older, and I don't want to travel to hold a book.
Easy Accessibility. Attraction to get people to move to the county
I live in Plattsburg, MO and utilize these services through Clay county. It's be great to see these programs closer to home.
Encourage independent businesses, self-employment
It would open opportunities to people who want to start a small business. It would keep people from having to drive to the city.
I have started the planning for a center in Cameron that will do many of the things on this list so I want to help
Promotes rural development, connects Clinton county workforce with area jobs, promotes strong communities.
Grow business that can stay in the county
work away from home, gathering place, and maker space
Classes for pottery, art, cooking, senior programming, yoga, rooms for businesses and organizations to rent. Access to free hi-speed internet. Makers space
Connections with the community and keeping interest and activities local giving people reasons to want to stay in our small towns. Also, giving the youth examples of hands on interaction and face-to-face activities instead of everything being disconnected through technology.
Economic Development
Bring people together; often internet access
Benefits the community
It is key to bring resources to rural areas for a number of reasons, creative community is the interactions among individuals, friends, families, and community groups. We need housing with front porches and sidewalks throughout the area. Connections through daily interactions to gain the desired objectives of community.
More resource opportunities for the rural communities.
An Innovation Center would provide necessary resources for community members, as well as a place for people to gather. Community engagement is necessary for growth and improvement for generations to come. An Innovation Center would improve the day to day life of our residents
Because Clinton County is a veritable wasteland economically and culturally.
Can't drive much anymore to access library.
Connections with others with the same needs and wants
It would be an additional attraction to our community.
Need more access for learning.
Welfare of the community
It would open up new possibilities for me, my family, and the community while keeping it local.
Help support and grow small businesses in the county
Help have a place to go to that's safe and accessible.
To increase educational opportunities for all residents
Help the community grow and work together. Knowledge creates strength and understanding
To meet people and educational purposes
A place to go where internet works well and fast.
It would be wonderful to have these things in our county, instead of going somewhere to get these things.
It would be an excellent place for our communities in the county to come together for many events, learning, teaching, sharing and networking opportunities.
Gathering Space
Make rural living have the services we either go without or travel to receive.
It would make resources available to those in need
I think a library in particular would be important for the community because students only have access to their school library which has limited resources and availability.
I believe there are several entrepreneurs that would utilize this
It will be a great asset to the community
There are currently no facilities like this and it hinges community enrichment
Child education
Our community could benefit from the opportunities an Innovation Center could offer.
When we can learn from each other, our community benefits greatly. Giving more access to sharing information and skills within our community will always be a wonderful idea.
With nothing like this in our area I think it would be amazing for our community.
To encourage youth to connect and collaborate with others
It would be a place to make things I can't make at home.
It would be important to our community because it would help us grow together.

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Are there organizations or businesses you think should be involved in this project ASAP? Please share the names and, if you have it, the contact information (email or phone) of their leaders. *(All responses listed are raw data in the words of respondents.)*

All local businesses have the potential to contribute
All local churches, City Councils
Angle Acres
Cameron Library, YMCA, and members of the Cameron School Board
Cameron YMCA. The Cameron School District for starters. We would like to build labor and engineering skills to make our roadways better and expand that talent to the NW MO region. We have THE OLD DCHOOL building that a worthwhile save to imagine innovative space. .
Camron MainStreet
Chamber of Commerce from each community
City officials in each town
Clinton County Extension Council and 4H clubs, Gower Dynamites (me!)
Clinton County SB40, myself and Exec Director Jessica Clariday
Every city council and mayor's, office of each city in Clinton County, Chamber of Commerce
Extension Council
Girl Scouts of NW MO.: prdept@gsksmo.org
Gower Christian Church-Disciples of Christ, 4-H Youth, High School Civics Classes,
Gower masonic lodge
I think you should talk to 4-H because they are the future.
Lathrop School District, New businesses, Work from home potential
Local schools/PTAs, local town councils
Master Gardeners Rick Tharp and Pac
Mid Continent Library- Clinton County needs to join the network
Mid-Continent Public library is a great resource with capable employees, collaborators have already tried to get a library started.
mspmokc@gmail.com
MU Extension and the State Library
MU Extension, Missouri Small Business Development Center (SBDC), local organizations- rotary...
P.E.O. Chapter S organization in Lathrop, MO
Partner with Gower Christian Church-Disciples of Christ to use existing space.
Plattsburg Community Association
Rick Deane, the Technology Advocate (me)
School Districts, Chamber of Commerce
State Masonic Lodge.
Sugar Whipped Bakery and Bigfoote Outfitters are a couple of the small businesses in the county that our family enjoys on a regular basis. They are both businesses that think outside of the box and enrich our county as a whole. I don't know what their interest would be for involvement, but I do believe they would have good ideas and input. When the innovation center is a reality picture a cake making class provided in the community kitchen by Sugar Whipped or a informative kayak seminar led by Big Foote Outfitters. There are so many great businesses and people in our county. We are small in population yet deep in quality.
The high schools , Churches
The school district and local colleges
University of Missouri Extension
Various Festival Committees, Schools, Chambers of Commerce, Faith-Based Community

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Please share any further thoughts, ideas, and comments that may help the feasibility study team. *(All responses listed are raw data in the words of respondents.)*

exercise facility
I feel like a commercial kitchen would be huge for local bakers to help with local small business. Also for locals who have large meals for alot of people to prepare. Weddings, family reunions and holidays
I think a community center where exercise classes and other group learning can take place, ie, photography classes, basics in computer programs (excel, word, publisher)
I want to help
I would encourage innovation center with satellite space/system that brings the producing resources to the community that is undeserved. This would help eliminate barriers and assist no one beyond. Collaborate with current infrastructure for satellite spaces
I'm excited to see how this unfolds. Thank you for all of the work, hours, and ideas that has already been put in.
internet, community services, exercise, pool, food
Just wondering why it has taken so long to be considered!
life skills, adult education classes
Need more low income housing
Passport services and travel services
Please start some type of a public library in Plattsburg. Even if it's small!
Several community libraries
Sounds like good ideas!
There are still households/families that cannot afford internet, so wi-fi capabilities at small spaces in multiple communities may be highly helpful!
This county needs a lot but it is too much to ask of many of our older poorer residents in higher taxes.
try to get more involvement; get youth involved
We are renovating our downtown. Need new buildings built and old taken away. Except keep a solid nod to our historical significance with music and nostalgia. Need to inclusion of all, be inviting and a heartland love twist to heal the souls.
We need a recreation center to service all these areas
We really need a library and innovation center because Lathrop school district and Plattsburg school district are a four-day school week. Families and internet access and study areas in a public setting or place.
We would like a library wherever we decide to retire whether that is here where we've lived for 20+ years or needing to move elsewhere. It is also critical for improving early childhood education and the outcomes of those kids' academic performance K-12, and eventually the workforce and community leadership. What kind of community do we want to live in 20 years from now? That's what must be invested in today!
Would love to see trades/companies (such as Herzog for example) partner to this to provide training center and hand on experiences at this site

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News Release Announcing Survey and Community Forums

THE CLINTON CO INITIATIVE

NEWS

FOR IMMEDIATE RELEASE
December 15, 2023

MEDIA CONTACT:
Christel Gollnick, President, JUPER Communications
The Clinton County Initiative Coach
christel@jupercommunications.com | 816.588.2730 (mobile)

Feedback Sought from Residents of Clinton County

A Study of Options for a Countywide Multi-Purpose Facility and Network of Library Services Recently Funded

PLATTSBURG, Mo., Dec. 14, 2023—The Clinton County Initiative is excited to announce that USDA-Rural Development is funding, in part, a feasibility study to determine if establishing a multi-purpose facility and network to house modern-day library services for children and adults, remote workspaces, educational programs for all ages, and other public services not currently offered in the county is possible. The group is looking at the potential short- and long-term benefits to new and established businesses from agriculture to real estate and retail, early childhood education, workforce development opportunities, and overall lifelong quality of life, among other advantages. An online survey (https://bit.ly/CCIFocusGroup) has been launched for all those who live, learn, work, and play here to determine what people would like and use the most if such a center of resources were established.

In addition to the survey, the public is invited to attend community forums being held in January, 2024. All Community Forums are planned to start at 7:00 p.m. on the following dates: Mon., Jan, 8 at the Gower Senior Center; Tues., Jan. 9 at the Cameron Library; Thur., Jan. 18 at El Rey Mexican Restaurant in Trimble; Mon., Jan. 22 at the Community Courtyard in Plattsburg; and, Tues., Jan. 30 at The Brazelton Center in Lathrop. These gatherings and the survey are residents' and other stakeholders' chance to share their thoughts and ideas for what a facility and network of services could look like.

The feasibility (a.k.a. possibility) study is the follow-up action to the needs and desires shared by several hundred participants in the 2021-2022 Dream Big Listening Project conducted by The Clinton County Initiative. Respondents from several age groups determined the need for business, job growth, and innovation opportunities as a top priority along with the needs of accessible and reliable high-speed broadband. Coming in as a close second was other public services such as an accessible library and center with fun and interesting activities for people of all ages in addition to those already in existence through churches, schools, and sports.

– more –

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Page 2, Feasibility Study

"Meeting our community's needs is complex, so the group decided to apply for a grant that would determine how best to deliver what residents are asking for," said Joe Gagnon, president of the group. "We need as many people to participate as possible. Since we're not talking about a traditional books-only sort of facility and looking at the many partnership and program content options available to give all county residents access to information and services not available to them now, people have been eager to share their ideas."

There are three teams splitting up the work with Christel Gollnick, JUPER Communications from Trimble, helping coordinate the effort along with Jan Schwarz from Gower. Jim Patrico from Plattsburg is heading up the Content Team, Chad Howerton from Lathrop is leading the Facilities Team, and Debbie Davis from Turney is leading the Marketing Team. We have people from all communities involved, including the director of Cameron's City Library.

Gollnick shared, "A project like this will take all of our communities working together in the shared vision of ensuring the county thrives while also respecting our proud past and the need to be very wise with our resources. We will share the study's findings with anyone interested once we've completed our report next Spring. Right now, we're focused on finding a reasonable solution to a gap in services that has been a challenge for many residents in our county for decades. It's encouraging to see so much positive energy being expressed."

The Clinton County Initiative's mission statement is, "We come together to create a growing economy, an inclusive and diverse countywide community, and a vibrant learning environment as the building blocks of a GREAT RURAL LIFE." For more information about this nonprofit organization, how to get involved, the guidance they are using, "The Maximize [My Community] Journey Framework" through Maximize NWMO/The Community Foundation of Northwest Missouri, and funding received please visit https://www.maximizenwmo.org/clinton-county or contact their team at together@maximizenwmo.org.

About Maximize NWMO
Maximize NWMO serves the region in a neutral role providing administrative, communications, data access, and coaching support on systems-thinking and community wealth building for individuals, communities and the region. The initiative's Navigation Team supports leaders and communities who want to ***dream big, decide wisely, and maximize our region's potential by growing together***. Maximize NWMO is the regional vitality initiative of The Community Foundation of Northwest Missouri. It is made possible through partnerships with Communities of Excellence 2026, the United States Department of Agriculture – Rural Development (USDA-RD), University of Missouri Extension, and several private and corporate donors. For more information, visit www.maximizenwmo.org.

###

ATTACHED: QR Code to Survey URL at https://bit.ly/CCIFocusGroup

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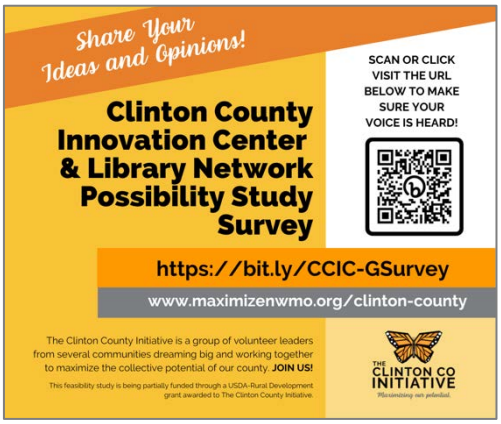
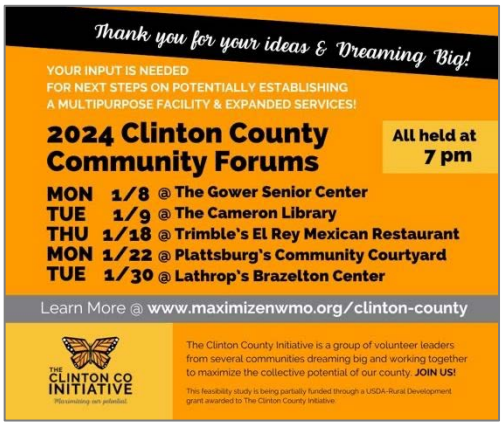
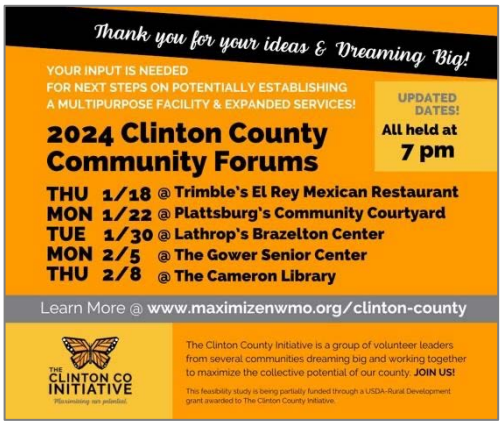
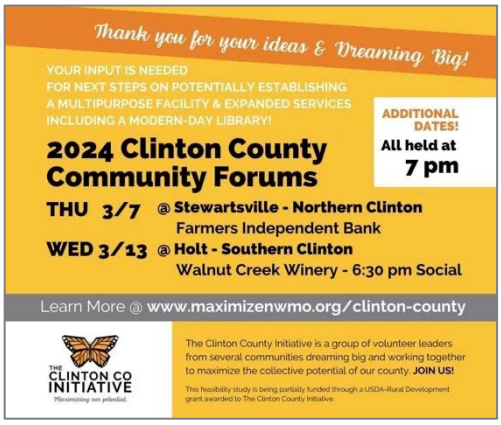
Flyer, Social Media Posts, and Newspaper Ad Announcing Survey and Community Forums









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Organizational, Operational, and Offerings Feasibility

CONTENT TEAM RESEARCH AND DISCOVERIES

The original description of the role and scope of work for the Content Team is as follows. A one-page summary was shared with the Guiding Coalition of The Clinton County Initiative in September 2023. This initial timeline was expanded and lengthened by a year in the Summer of 2024.

THE CLINTON CO INITIATIVE
Maximizing our potential.

USDA Rural Business Development Grant
Clinton County Innovation Center
Feasibility Study
Content Team

Lead by Jim Patrico, this team will answer the question of what potential programs and services could be offered at the Clinton County Innovation Center and through a network of facilities throughout the county.

Input

Dedicated and passionate professionals with competencies in developing or managing an innovation center or any of the components listed:

- general staff/reception area
- community forum room
- smaller meeting rooms
- small business offices
- telemedicine/telemarketing rooms
- classrooms
- computer/internet cubicles
- basic commercial kitchen space
- basic commercial laboratory space
- explore programs and trainings that support remote workers, innovators, entrepreneurs, non-employment owners, and sole proprietors with up to 50 employees.

Outputs

- A feasibility study content strategic plan, including dates, distributed Sept. 26th to the Guiding Coalition
- Bi-weekly one-hour in person or Zoom meetings for planning, analyzing, and reporting findings
- Online research followed up by sharing findings compiled into report with team
- 3-5 prioritized site visits of facilities analyzing successes and failures
- Work with the Facilities Team to determine potential existing facilities and possible content areas
- Provide recommendations to the Facilities Team by November 15, 2023.

Outcome

A findings presentation and written report to the Clinton County Initiative Navigation Team at 8:00 AM on December 12, 2023.

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RESEARCH SUMMARY

Clinton County Initiative Mission Statement
"As the Clinton County Initiative, we come together to create a growing economy, an inclusive and diverse community and a vibrant learning environment as the building blocks of a great rural life."

Adhering to our mission statement, Clinton County Initiative set out to determine what our neighbors considered the elements of "*a growing economy, an inclusive and diverse community and a vibrant learning environment as the building blocks of a great rural life."* Months of surveys, community forums and conversations, revealed that two top priorities were economic development tools and a countywide library district.

Clinton Countians want economic growth that will invite new services and businesses. They want job opportunities that don't require long and expensive commutes. They want their children and grandchildren to have career choices that can allow them to stay in the county. Clinton Countians also want a local library district so they can access a wider world of information. They want it for entertainment and education. They want it as a place where they can find art and culture. They want it for summer reading programs, story times, and book clubs for all ages from our younger to older readers.

With the help of a 2023 USDA feasibility grant, CCI's Content Team began researching what Clinton County's dream priorities might look like in the real world. First, the team defined economic development as homegrown jobs. The strategy of enticing companies to move here is valid. Clinton County can and should pursue it. But jobs that our neighbors create are durable jobs that will be embedded in our community because they are not subject to the whims of outside companies. These kinds of jobs are CCI's priority.

With a "grow our own" localized strategy in mind, the Content Team contacted and/or visited four community-based entities whose function is to help startup businesses. Two of the entities were based in rural areas, two in cities. The team identified several potential economic development concepts that seem appropriate for Clinton County: business incubators, co-working facilities, commercial kitchens and maker spaces. The entities studied also employ a wide array of educational programming aimed at helping local entrepreneurs succeed.

In addition to exploring the websites of rural libraries from the Midwest to Hawaii to the East Coast, the Content Team focused a majority of their time on contacting and/or visiting four rural districts and two regional libraries. These library districts were widely different in some ways. But they had some key commonalities. They learned, for instance, that modern libraries are much more than books. 21st century libraries are multifaceted resource centers that employ a large toolbox to serve their communities. The team found that the Caldwell County Library District, for instance, serves as a communications hub for educational, entertainment, and business purposes. It understands that internet access is essential in today's business, cultural and social world. That's why it offers on-site broadband internet service and why it lends internet hotspot devices to its patrons so they can access the web at home. The Mid-Continent Public Library district also sees itself as being beyond books. It offers seminars for entrepreneurs, rental spaces for business incubators and rental commercial kitchens. All these MCPL services are economic development tools. Several of the libraries contacted offer crucial business services including printing, computer use and scanners. Rolling Hills Library District has a "create space" that patrons use for arts and crafts such as sewing. A business incubator in Emporia, Kansas, offers a well-equipped maker space that has allowed clients to build product prototypes that have led to profitable businesses.

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To ensure those working on the feasibility study considered the ideas of college students who are near graduation and may consider Clinton County as a home for their families in the near future, a group of University of Missouri Trulaske School of Business students was engaged to participate in this study. In exchange for their work, the students received college credit for a group project. They shared that the following amenities would be desirable to them:

> *The library is going to be a major source of learning and productivity for many people in the community. To fulfill these needs the library will need to be equipped with valuable resources.*
>
> *The library needs to be a business incubator, which is an area where startups can come to develop their businesses. It will need to include meeting rooms, workspaces, and high-speed Internet connections. The library will serve as a business incubator for businesses in the rural area. This purpose should be included in the facility's plan and mission statement (Luenendonk, 2016).*
>
> *The library will need to consist of multiple areas that provide different tools. A general study area would be one of the bigger areas. This would include but not limited to Interactive White Boards, USB outlets, plenty of accessible seating, Computers, Keurig/Coffee stations. Another area would involve technology, including Mac's & HP's, Apple Airplay, display monitors, and advanced editing software.*
>
> *Meeting areas are a must for the library and should include power outlets, HDMI connection abilities to display monitors, and white boards. Co-working areas also need to be included with office equipment, printers, scanners, and conference rooms. A few quiet study rooms that are private and group/singular would be necessary. The library should also include a children's area. It should include plenty of children's books, an area to read aloud, and an interactive creative design/colorful space.*
>
> *Comfortable spots to read or work are popular components of current libraries. And, outdoor spaces would be ideal. Also think about free computer access, ACT and SAT tutoring that isn't offered in schools, workforce development opportunities, and networking opportunities for people to get to know each other.*
>
> *The library will need to include a front desk area for the needs of checking out books/tablets and answering any questions.*

Even before the Content Team completed its research, they realized that economic development and modern libraries are complementary. **It seemed intuitive that The Clinton County Initiative's two priorities—localized economic development and a countywide library district--could share the same facility(ies). The Content Team believes an innovative countywide library/resource center would improve the informational, cultural and economic life of Clinton County.**

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CONTENT TEAM RESEARCH AND RECOMMENDATIONS

The Content Team recommends that The Clinton County Initiative help establish a countywide library/economic resource/innovation center with a large central hub facility and an array of services delivered throughout the county. The network will be administered by a library district board appointed by the County Commissioners. While the shape and size of this countywide library/economic resource/innovation center is subject to furthermore detailed discussion and planning, the following recommendations are some ideas the Content Team believes are workable and appropriate for our demographics:

Function and Form

The library system we envision nominally would offer core 21st century library services. This distinction as a definition is important for the purposes of weaving funding sources and the organization of operations. As such, it would perform all the services of a modern library plus some that fall under public services not currently available anywhere in Clinton County. These include:

- Local access to books and digital media.
- Free access to resources of regional library systems such as Mid-Continent, Rolling Hills and the University of Missouri through reciprocity once Clinton County can establish services that can be offered to the cardholders of other library systems,
- Access to statewide and national resources such as MORENet, Libby, and others.
- Office services for a small fee including copiers and printers, and for free, such as scanner, fax machine and internet use.
- Children's programming, STEM classes and summer reading programs.
- Adult learning experiences, book clubs, and art programs.
- Display space for local arts.
- Fingerprinting, background check (I9 residency verification), and passport fee services.
- Community meeting rooms and workspaces.

All the above would be available to all library district card holders at a centralized hub location either in the county seat or between Plattsburg and Lathrop as centrally located as possible and cost effective off of Hwy 116. In addition, a bookmobile and/or drop-off-pick up locations would be established in every community within the county to ensure access to resources beyond digital content is as much as possible within the limitations of the budget. It is also envisioned that many of the programs offered at the hub could also be held in other satellite locations so each community can have its own story time for younger children and book clubs and other programming for older youth and adults in collaboration with partnering organizations. *Satellites may be established through partnerships with existing facilities in the individual communities for business and economic development outreach programming*.

The library system also would have economic development and workforce development components, which could include:

- Office space for rent as part of a business incubator project.
- Entrepreneurial programming in coordination with the Small Business Development Center and University of Missouri Extension.
- Maker space for prospective business owners to develop products.
- Commercial kitchen(s) for small business owners to prep food items for sale to retailers, for food trucks and for niche marketers.
- Meeting rooms for co-working, remote workers, and independent business owners to meet clients.

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- Mentorships through North Central Missouri business Facilitation, Missouri's Small Business Development Center (SBA), and other professional resources.
- Leadership development and team-building programs.

Benefits

A countywide library/economic resource center would be a key amenity to attract new community members. Real estate agents would use it to promote the county special programming and events planned to be offered in the new center would attract visitors. The library/economic resource center would foster a sense of opportunity and inclusion for local youth. It would encourage and empower new businesses with information, networking, and essential work tools while at the same time promoting growth for existing businesses. All of which are building blocks for a great rural life.

Size

Based on the experience of other modern rural libraries, the hub should be at least 15,000-25,000 square feet. With some of the additional learning opportunities that may be added in the future such as a maker space, commercial kitchen, and more, the size of the facility could be increased by 10,000-20,000 additional square feet. The size of permanent satellites, should they ever be practical, would depend on their specific function. Again, a bookmobile with regularly scheduled visits could be an alternative to permanent library facilities.

Library Processes to Include *(Based on recommendations from the university students)*

The library must have processes and systems in place to serve its users, allowing them to easily access the resources provided. For example,

- Online databases that connect to national databases for research purposes, academic purposes, etc.
- Online testing resources for students
- Audiobooks
- eBooks and access to academic journals
- An interlibrary loan program with a pick-up/drop-off location
- Potentially, a delivery system to accommodate people with disabilities, health issues, or transportation issues (Think "Meals on Wheels" except for books.)
- Access to job recruitment platforms or events as a benefit for the county's employers and job seekers.
- A card system or identification system for members is an important process in libraries. It helps keep track of the flow of resources that come in and out of the door and helps give cardholders access to resources, community events, and learning opportunities. It gives libraries an idea of who is using the library, and how to allocate the resources, so the library benefits the most people.

It is recommended that the new Clinton County Library District Board of Trustees work towards meeting the published basic, minimum requirements of the Missouri Public Library Standards (See document in the Appendix of this report) as soon as possible. The Public Library Standards are not law and not a one-size-fits-all list. They serve as a set of guidelines that are periodically "updated by a Standards Committee at the request of the Missouri Public Library Directors group that includes directors from small, medium, and large libraries along with ex officio assistance from the State Librarian and the Library Development Division Director at the State Library." According to the document that was updated in 2022, these standards "are means for the Missouri public library community to accomplish the following tasks:

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1. To stimulate the growth and development of public libraries by providing a common tool to be used for the development of goals.
2. To motivate improvement in the quality and effectiveness of service.
3. To develop a concern and appreciation for the necessity of evaluation and public accountability.
4. To provide a vehicle for eliminating barriers as well as a reminder that all Missouri citizens need and deserve quality library service."

It is interesting to note that five of the eleven 2020-2022 Missouri Public Library Standards Review Committee members are directors of libraries in Kansas City, St. Joseph, Daviess County to our north, and Cameron. The new Clinton County Library District Board of Trustees has access to industry friends that are willing and able to share promising and best practices for library operations.

NOTE ON AQUIRING BOOKS: It is likely that many donations of used books will be presented to the new library. Any book donations received that are not in good enough shape to keep in the permanent collection could be included in a special are of the library as a "Big Little Free Library" while in a temporary location. Eventually, these sorts of resources could be part of an annual book $1 sale as a fundraiser for the library. Members of the Content Team have seen this work in many other libraries to both encourage donations as well as manage the donations cataloged and maintained in the permanent collection.

Financing Options Research

All the public libraries the Content Team contacted depend on a dedicated property tax and private donations to provide adequate, secure funding. In fact, we discovered that Missouri law requires a public library district to secure public funding through some sort of tax approved by the district's voters within five years of forming a district and board of trustees. Once a tax levy is approved, library districts are eligible for state aid and have access to numerous state, federal and private grants to fill in budget gaps.

Grants are routinely available for special programs like summer reading and courier service to trade books among other state libraries. All economic development business innovation facilities and libraries we contacted depended on grants and user fees. The Content Team believes the Clinton County facility, likewise, can rely on a combination of tax revenues, grants, private donations, and special program user fees. Several sources for grant funding were identified and include:

NATIONAL GRANTORS

- American Library Association Grants
- Arts Council Grants
- Everylibrary.org
- Institute of Museum and Library Services
- Lisa Libraries (book grant)
- Laura Bush Foundation for America's Libraries
- National Leadership Grants for Libraries
- T-Mobile Hometown Grant Program
- US Bank Community Possible Grant
- USDA Rural Community Development Initiative (RCDI)
- USDA Community Facilities Direct Loan and Grant Program
- Dollar General Adult and Family Literacy Grant
- Best Buy Grants
- Pizza Hut Grants

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- Wal-Mart Grants
- Others

MISSOURI GRANTORS

- Missouri Humanities Council
- Missouri Library Association Grant
- Community Development Block Grant (CDBG)
- Library Services and Technology Act (LSTA) Grant Programs including:
    - LSTA Long Term Grant
    - Digital Imaging Grant
    - Technology Ladder Grant
    - STEM Kits Grant
    - Spotlight on Literacy Grant
    - Summer Library Program Grant
    - Reading Challenge Grant

The following summarizes a variety of sources of possible public funding for library services, community education classes, business incubators, co-working spaces, and maker spaces.

1. TAXES

Missouri law offers several different types of taxes that could support the innovation center and/or its operations. All would require an affirmative vote of the citizens. Included in this report is information only on new taxes as it is unlikely that the new county library could tap existing tax revenue streams in an amount that is material for the operation of providing library services.

a. Property tax – County Library District (R.S.Mo. Chapter 182)

Missouri permits the creation of a "county library district" by either petition of voters within the district, or by declaration of the County Commission. After creation of the district, the Commission (or petitioners) proposes a rate of taxation as a ballot measure. If the voters approve the tax levy by a simple majority, the district continues. If the tax does not pass within five years, the district is dissolved.

The taxes authorized under this section would permit the operation of a library. A separate tax could be imposed for a library building fund. It is likely that offering other services – business incubator, maker space, etc. – would be permissible as library services, if it can be shown that libraries offer these sorts of activities incidental to their core features.

In our case, the district would exclude the Cameron municipal library as Missourians cannot be taxed by more than one library district. The city library could always vote to consolidate with the county system, or the county library and Cameron library could have a reciprocity agreement or share services or partnership of some kind that benefits both districts could be established in the future. If the voter approved ceiling for their tax rate is the same in both districts, any of the above possibilities would be easier according to counsel received from the Missouri State Library located in Jefferson City, MO.

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The amount of the tax is not defined in the Revised Missouri Statutes. To determine the amount of the levy, this feasibility study team has researched the amount necessary for the effective operation of a library for the library district's population and geographic service area.

Attendant to the imposition of the tax is the creation of a Library District Board of Trustees, who would oversee operating the library by hiring a staff and managing the funds. The members of this board are appointed by the County Commission.

The advantages of this financing tool are:

- The funding level can be precisely projected to the amount needed for library services, and no more. The idea is not to have a huge reserve fund saved, but to use the taxpayer money to serve the taxpayers to the best levels possible with the tax funds collected.
- It is a sustainable and predictable source of revenue for annual operations.
- It serves as a door opener to being able to raise more funds through other public and private grantors and donors to cover any expenses that may not be covered by a tax, such as a new and/or expanded building.
- Moreover, if a new power plant is sited in the County, as may occur, even a small tax levy could generate substantial revenue for the project.

The disadvantage of this approach is that County voters have already rejected similar approaches on three occasions. It also seems that voters may be more receptive to increasing sales taxes as funding sources, as opposed to property taxes.

b. Economic Development Sales Tax

The County Commission may propose to the voters a half-cent sales tax on all retail sales in the County to fund certain statutorily designed "economic development" purposes. For our purposes, the statute requires funds to be spent on the following:

- Public facilities directly related to economic development and job creation.
- Marketing.
- Grants for job training and creation.

While funds from this tax might be useful in supplementing the operations of an innovation center's educational programs, maker space, commercial kitchen, and other business incubator activities, it is likely that none of the available funds from could be used for the delivery of core library services. Marrying a property tax for library services and an economic development sales tax for additional services offered within the building of the library as an innovation center, with detailed and clearly defined accounting management, is a possibility in the future.

c. Capital Improvements Sales Tax

The County Commission may propose to the voters a half-cent sales tax on all retail sales in the County to fund capital improvements in the County. Although this could fund construction of a building, it would not be permissible to fund any of the services offered by the library. This is not a likely candidate to fund the library/innovation center.

d. Recreational Property Tax

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State law permits the County to levy a special property tax to provide for "a system of public recreation." However, even if the library/innovation center's purposes could be made to fit this tax, it would require a 2/3 approval by the voters. It is an unlikely primary or secondary source of revenue.

e. Hotel/Motel Tax

The County Commission could provide for an election to pass a 5% tax on hotel/motel guests, with such amounts committed informally to the operations of the center. The downside here is that there are not substantial hotel/motel operations in Clinton County outside of the City of Cameron that is within their city library district, so the tax amount might be slight indeed. Moreover, there is no way to legally obligate the Commission to spend these amounts only on the library/innovation center.

2. TAX CREDITS

In general, tax credits can be a source of financing for the construction of buildings – typically, it will not be a method of funding ongoing operations. The credits are awarded to organizations, that can then be assigned to donors, enabling the donor to offset their donation with a credit against Missouri income tax due. This can be an effective method to attract sizable private donations.

a. Neighborhood Assistance Program (NAP)

NAP credits are available to community organizations to implement "projects in the areas of community service, education, crime prevention, job training and physical revitalization." These tax credits are applied for and awarded on a yearly basis based on competitive applications. The maximum NAP award is $250,000 a 50% credit, or $350,000 for 70% credit (for which Clinton County would be eligible). While library services, standing alone, might make only a marginal case for an award of NAP credits, the entrepreneurship and educational benefits of an innovation center could make it competitive. In a recent funding cycle, the Texas County Library Foundation in southern Missouri was awarded $350,000 in 70% credits. It would be beneficial to watch their project as it develops and visit with their board of trustees to learn from their experience.

b. Small Business Incubator Tax Credit

These credits are available to donors of organizations that are "approved incubators" by the Missouri Department of Economic Development. To access this funding, the innovation center would need to be an approved incubator. The requirements to become an approved incubator are set forth in statute, here. While existing incubators are all in larger metro areas, Clinton County could fill a gap for rural incubators, particularly if services are provided beyond the county borders in a partnership with other organizations.

3. STATE AID FOR LIBRARIES

The State of Missouri provides modest amounts of state funding on a per capita basis to libraries that are primarily funded by a local voter approved tax and meet other requirements. Based on similarly sized systems, a library serving Clinton County could expect $10,000-$15,000 in state funding per year.

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The State also operates a grant program for libraries, for technology and programming purposes. Again, these are modest grants, typically $5,000 to $10,000, to cover educational programs.

Libraries are also entitled to a portion of the State's Athletes and Entertainers Tax that is collected, to be used for books and other catalog materials. A Clinton County library could be expected to receive $10,000 to $20,000 per year.

4. COLLABORATIVE PARTNERSHIPS WITH OTHER ORGANIZATIONS & PUBLIC ENTITIES

This section was added to highlight other funding sources. It seems that a library/innovation center could be a collaborative hub for many other community organizations around the common purposes of expanding lifelong education opportunities, economic and workforce development initiatives, art, history, and social connections for mental wellness, and more. Not only can these organizations expand their services to Clinton County residents, but their programs can serve to attract visitors to the county who will likely spend money in all Clinton County communities for retail, restaurant, and fuel. Organizations may include:

- Cameron Municipal Library, Mid-Continent Public Library, Rolling Hills Public Library, Saint Joseph Public Library, Caldwell Public Library and others for reciprocal cardholder access.
- University of Missouri [MU] Extension, and possibly the University of Missouri Library, to hold education programs and access land grant university resources on everything from 4-H and Master Gardener groups to agribusiness, neighborhood betterment, and business development programs.
- North Central Missouri Business Facilitation [NCMBF] for providing coaching, mentorship, and support for entrepreneurs and startups; could provide incubator services to allow for tax credits and increased donations.
- Small Business Development Center [SBDC], a part of the Small Business Administration [SBA], which is part of Northwest Missouri State University with their director officing with the St. Joseph Chamber of Commerce.
- Clinton County Board of Services (SB 40) to provide vocational opportunities, education, or training to individuals with developmental disabilities.
- Clinton County Historical Society for providing educational kiosks and information about the county's genealogy and historical sites, Civil war history, Antebellum homes walking tour information, museum locations, and history and humanities programming at the library.
- Plattsburg Arts Coalition (the only visual arts organization in the county) to display local art throughout the facility, host arts programs and classes, gallery shows, and other educational opportunities.
- Maximize Northwest Missouri, the regional vitality initiative of the Community Foundation of Northwest Missouri, to hold regional leadership and community development learning programs and events.
- Roots and Rounds, a nonprofit organization, to hold intergenerational team building and leadership development programs for businesses, organizations, and communities within Clinton County.
- Missouri Humanities Council to bring displays, guest speakers, and programming.
- And, many other organizations.

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Timing

We recommend that the Clinton County Commissioners establish a library district and appoint a Clinton County Library Board of Trustees as outlined in the Revised Missouri Statutes in the Fall of 2024. When those steps are complete, we recommend placing on the April 2025 ballot a library district property tax rate. The district would include all the county except Cameron city limits, which already has its own library district and property tax.

Once the tax levy is approved by voters, it is recommended that the new Board of Trustees establish as quickly as possible a phased approach to offering a full array of library services for voters starting with the hiring of a library director, setting up a website, securing a cardholder system and as many subscription services to digital resources as possible. A temporary hub location will be needed to operate and partnerships with organizations in each of the district's communities can be formed. Outreach programs to all communities in the county can be established with drop-of/pick-up locations and potentially a book mobile.

Concurrently, a capital campaign can be launched to raise the necessary funds from sources other than the tax levy to secure land and construct a 21st century facility that will serve the county for many decades to come. The second and third phases would be construction and completion of the hub facility and expansion of services. The first phase will take at least 1-2 years while the second and third phases could take anywhere from 3-10 years depending on the speed at which resources can be raised. The vision, hope, and dedication of all volunteers involved in this feasibility study are confident that the timeframe will be on the faster sides of that timeline projection.

Recommended Proposed Tax Levy

The amount of the library district's tax rate could match the Cameron tax rate of $0.25 (25 cents) per $100 assessed property (real and personal) value. This would facilitate the possibility for the City of Cameron district and county district to partner in a variety of way including eventual consolidation of administrative functions for cost effectiveness.

There are other reasons for recommending this amount. In addition to all of the research related to a tax levy explained above in a previous section, two other helpful data sets were researched when determining the recommended amount of 25 cents/$100 assessed property value. The first is a comparison of voter approved tax levy ceilings in other library districts. The minimum required by law to be eligible for receiving other State funding is 10 cents/$100 assessed property value (See Appendix for the Revised State Statutes and Missouri Public Library Levy Campaign Planning documents). Below is a chart of many of the library districts surrounding the Clinton County Library District and in northwest Missouri. The full list of all public libraries in Missouri is included in the Appendix.:

LIBRARY DISTRICT	VOTER APPROVED CEILING FOR TAX LEVY PER $100 ASSESSED PROPERTY VALUE
Albany Carnegie Library	$0.61
Atchison County Library	$0.30
Brookfield Library *(Linn County)*	$0.38
Caldwell County Library	$0.12

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Cameron City Library	$0.25
Gentry County Library	$0.30
Kansas City Public Library	$0.56
Livingston County Library	$0.27
Marceline Library *(Linn County)*	$0.25
Maryville Library *(Nodaway County)*	$0.28
Mid-Continent Public Library *(Clay, Jackson, and Platt Counties)*	$0.40 (They are only pulling down $0.29 from the voter-approved ceilin.g)
Mound City Library *(Holt County)*	$0.41
Ray County Library	$0.21
Rolling Hills Public Library *(Andrew and Buchanan County)*	$0.29
Saint Joseph Public Library *(City of St. Joseph)*	$0.42

To help understand what is being asked o voters compared to other county taxes, a chart of the 2024 Clinton County Tax Levies was obtained from the County Collector's office. Following is the information provided.

	TYPE OF TAX LEVY	**$ AMT/$100 ASSESSED PROPERTY TAX**
	STATE	0.0300
	COUNTY	0.2472
	EXTENSION DISTRICT	0.0375
	CO. SP. ROAD	0.3500
	CO. VOTED ROAD	0.2729
	CAMERON SP. ROAD	0.3500
	CAMERON VOTED ROAD	0.2651
	PLATTSBURG SP. ROAD	0.3500
	PLATTSBURG VOTED ROAD	0.2739
	CO. HEALTH DEPARTMENT	0.0906
	40 BOARD (WORKSHOP)	0.0906
	GRINDSTONE WATERSHED	0.1266

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	SURTAX	0.4100
	AMBULANCES	
05	TRI-COUNTY	0.2727
06	DEKALB CLINTON	0.3000
07	CAMERON	0.0000
	FIRE DISTRICTS	
	CAMERON	0.2814
	EASTON	0.2578
	EDGERTON TRIMBLE	0.4849
	GOWER	0.2962
	HOLT	1.3653
	LATHROP	0.3704
	LAWSON	1.0514
	OSBORN	0.2159
	PLATTSBURG	0.4455
	STEWARTSVILLE	0.2430
	SCHOOL DISTRICTS	
21	CAMERON R-1	4.3487
22	LATHROP R-2	5.3625
23	CLINTON COUNTY R-3	4.8211
24	GOWER EBC-1	5.9500
25	OSBORN R-0	5.2600
26	LAWSON LR-14	4.7573
27	KEARNEY KR-1	4.6226
28	SMITHVILLE SR-2	4.7504
29	STEWARTSVILLE SC-2	5.3884

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	CITIES	
02	CAMERON	1.1309
04	GOWER	0.5765
07	HOLT	0.4242
08	LATHROP	1.1434
10	OSBORN	0.8025
12	PLATTSBURG	1.1568
13	TRIMBLE	0.3364
14	TURNEY	0.4223
	SALES TAX	%
	STATE	4.225%
	COUNTY	1.0%
	LAW ENFORCEMENT	0.5%
	TOTAL	5.725%

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Facilities and Technical Feasibility

FACILITIES TEAM RESEARCH AND DISCOVERIES February, 2025

The original description of the role and scope of work for the Facilities Team is as follows. A one-page summary was shared with the Guiding Coalition of The Clinton County Initiative in September 2023. This initial timeline was expanded and lengthened by a year in the Summer of 2024.

THE CLINTON CO INITIATIVE
Maximizing our potential.

USDA Rural Business Development Grant
Clinton County Innovation Center
Feasibility Study
Facilities Team

Lead by Chad Howerton, this team will answer the question of where potential existing or new facilities could be obtained, built, or utilized by memorandums of understanding with partners resulting in the Clinton County Innovation Center.

Inputs

This team will consist of dedicated and passionate professionals with competencies in site evaluation and development including design, construction, utilities, and landscaping.

Outputs

- A facilities feasibility study strategic plan, including dates, distributed Sept. 26th to the Guiding Coalition
- Bi-weekly one-hour in person or Zoom meetings for planning, analyzing, and reporting findings
- Explore existing facilities including potential partners for shared space
- Conduct site visits within the county to identify potential partners for MOU's for shared space in existing public, nonprofit, and for profit facilities
- Evaluate and rate existing facilities to meet project needs
- Site visits to existing innovation centers, incubators, commercial kitchens, libraries, and other components of the potential Clinton County Innovation Center
- Work with the Marketing Team to negotiate partnerships with existing facilities
- Develop a proposed strategic plan based on recommendations by the Content Team that includes drawings of possible existing facilities and a new facility for marketing purposes

Outcome

A facilities findings presentation and written report with recommendations and drawings to the Clinton County Initiative Navigation Team at 8:15 AM on December 12, 2023.

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The Facilities Team members included Chad Howerton (team lead), Laurel DeFreece, Christel Gollnick, Dillan Klindt, Jim Patrico, Jan Schwarz, and Mike Shryock with contract architectural assistance from Davidson Architecture and Engineering, headquartered in Overland Park, KS serving 33 states. Chad Howerton served as a project manager for Davidson a+e on this feasibility project. The team formally met from May – December 2024 and started their work with the ideal facility requirements proposed by the Content Team based on the needs and desires voiced by residents and other stakeholders in surveys and community forums. Also taken into consideration was the extensive research conducted by both the Content Team and Facilities Team members related to building options.

The group agreed to work primarily on designing the ideal recommended facility. The preliminary floor plan drawings and renderings included in this report are simply an idea and will likely not be the first location established. The drawings may not even be the final layout of a new facility. They are meant to help the reader of this report visualize the possibilities for a building that meets the many needs, desires, and opportunities that Clinton County residents deserve in a public library and innovation center.

When the time comes to build a new facility to house library services for the new Clinton County Library District, it is recommended that **a phased construction approach would be a wise strategy** to get started as soon as possible with money raised through a tax levy and private donations and grants. It is also agreed by all involved in the discussion that **naming rights should be offered for the facility, each room, and each key physical feature of the facility as a fundraising strategy for securing private donations.**

While much enthusiasm bolstered conversations about a new facility, the team suggests that a temporary location in an existing structure should be established as soon as possible following an approved tax levy by the library district's voters. This **much smaller temporary space is where the new Clinton County Library District Board of Trustees will need to launch library services while concurrently raising the capital necessary to build and maintain the ideal vision**. Please see the Budget section of this report starting on page 63 for a breakdown of estimated start-up and sustained expenses.

The team's further research, discussions, and recommendations were separated into the following categories:

1. Recommendations from the Content Team and Space Considerations
2. Location
3. Temporary Space in a Renovated Facility
4. Land for a New Facility
5. New Facility Preliminary Drawings Designed for a Phased Approach to Interior Construction

1. RECOMMENDATIONS FROM THE CONTENT TEAM AND SPACE CONSIDERATIONS

New Facility Requirements (initial list to start with for the exploration of land availability):

- The group discussed wanting an **energy efficient and environmentally friendly** building (as green as practicable that uses finances effectively and efficiently over time).
- The building should be weatherproof to 110 mph winds for safety and to serve as a public storm shelter.
- Ideally, the building would be built on **5-10 acres of land** to allow for plenty of parking and outdoor space for educational and recreational programs and projects that support a "great rural life."
- The building itself is estimated to need **20-40K sq. ft.** The design should allow for somewhat seamless expansion if starting on the smaller end. **Phased construction** is recommended.

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- It must have **fiber high-speed broadband for excellent connectivity to the Internet**.
- All areas of the building must be **ADA-compliant** for maximum accessibility for all staff, volunteers, and patrons.
- It should be **in a community vs. the countryside and as central as possible** within the county for accessibility from all communities. The county seat of Plattsburg is the closest community to being in the center of the county.

Additional Facility Requirements in addition to **books** and **computer stations** were discussed:

- **Reception area/Information desk** to also serve as a Clinton County Visitor Center with information about the county's amenities and activities
- **Flexible seating** with chairs and small tables on wheels
- **Comfy reading chairs with footrests and outlets for charging phones and computers with small side tables**
- **Divider walls** for maximizing the space to serve the greatest number of patrons
- **Bookshelves - Industrial shelving on retractable wheels**
- **Semi-circle or café-style reading/study booths**
- **Carpet tiles on floors and some walls** for sound control and easy replacement
- **Everything on wheels** so the space can be reconfigured as needed for different events and cleaning
- **Display tables and library/study tables**
- **Children's area** with cozy nooks, chairs for caregivers, and a fun story time rug
- **Teen/young adult area**
- **Periodicals area** (near the coffee/snack area) with magazines, journals, and news publications
- **Digital media area** with audio and video recordings, computers, etc.
- **Any sex ADA-compliant restrooms** (refer to those at the new KCI airport and put the brace bars on the left side of commodes) - **Restrooms can also serve as storm shelters**
- **Large countywide bulletin board**
- **Monitors** to stream announcements, activities, and local information
- **Bank of locked storage lockers** for backpacks, computer bags, etc. for both library patrons and co-working members/users
- **Small stage** and excellent Audio/Visual system for hybrid in-person and online events so people from various locations can participate in programs that feature speakers, experts, trainers, etc.
- **Sensory area and Braille signage** for serving people with developmental disabilities and be able to coordinate with MO Senate Bill 40 efforts
- **Reservable co-working office spaces and shared** copier, laser printer (color for up to 11" x 17" paper at least or larger), scanner, office supplies (paper cutter, larger staplers, etc.)
- **A/V and photography studio** that is soundproof for recording video/film, podcasts, etc. that also has a light table and lightroom box and a powerful Mac computer for editing, etc.
- **4-6 multi-purpose soundproof rooms (6-10' x 8-10')** with large TV screens/monitors that can be used for telemedicine appointments, online meetings and classes, music practice, listening, etc. These rooms should have at least one glass wall for safety to see what's happening in each space.
- **Local history area and a climate-controlled room** for housing the **archives of various organizations** in the county as well as The Clinton County Historical Society (pending a partnership agreement with their board of directors). This would be an excellent addition for genealogical and other researchers that is not currently available in the county.
- **Gallery wall space** for artwork and rotating art exhibitions in partnership with the Plattsburg Arts Coalition. Requirements include glass cases and bookshelves with easels for permanent displays, good hanging devices, carpeted walls and wheeled walls.
- **Lots of floor and wall outlets**

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- **Maker Space** with a work area large enough to house several moveable work benches/tables with stools and chairs, 3D printer(s), Water Jet Cutter for stone, tile, etc., Laser cutter for steel and metals, welding area, woodworking tools, t-shirt printing press, Fiber Arts tools such as sewing machines, embroidery machines, quilting machine, loom, dress forms, serger, iron, steamer, glue gun, etc.
- **Retail space** for a gift shop and place where Clinton County entrepreneurs can sell their products
- **Commercial kitchen** with space, appliances, and tools that are not available in other small commercial kitchens that already exist. Included would be commercial size convection ovens, warming cabinet, double freezers and coolers, commercial dishwashing station, locking cabinets and single freezers/refrigerators, pizza oven conveyor, large islands, several sinks for prep and cooking classes
- Potentially an **outside kitchen and patio** off the commercial kitchen with a smoker, BBQ grill, woodfired pizza oven, and bonfire pit with picnic/outdoor seating and tables and awnings/umbrellas that are wind resistant to serve as shade protection
- **Coffee and snack bar/Vending with booths and tables/Chairs as a tasting cafe** and gathering space for people (potential small revenue stream -OR- partnership opportunity with a local food provider)
- **Amazon/UPS/Shipping Drop-Off and holding area** for co-working members/users
- **Loading dock with ramp**
- **Warehouse area and library staff and volunteer work room**

2. LOCATION

The average service area of public libraries in the United States is only 2.1 miles (Cheng et al., 2021). All significant townships, villages, and municipalities far exceed this distance from one another and from any other public library outside of Clinton County. In rural America, it is common to be further than two miles away from a library, however, it is safe to say that finding a location that bridges the distance for the greatest number of residents possible would be ideal.

Based on 18 months of research and input from county residents in Gower, northern Holt, Lathrop, Plattsburg, Trimble, Turney, and the southern rural areas of Stewartsville, Osborn, and Cameron, **67% (two-thirds) indicated that the best location would be in the county seat and center, Plattsburg**. The next closest location mentioned was Lathrop with comments citing its proximity to Interstate 35 and desire by city officials to develop the community. The Facilities Team considered both Lathrop and Plattsburg as well as properties in Trimble and Gower along Highway 169 to be sure they covered as many options as possible.

The final recommendation is to locate both the temporary and permanent library facilities in Plattsburg with an entrance along Hwy 116 or within only two or three blocks from to Hwy 116/Clay Avenue.

In the future, if there is enough demand and resources available, satellite locations and/or bookmobile stops could be explored further. The team did consider the idea of partnering with each of the school district's libraries, however, security protocols and other challenges deemed this option to be more expensive and less practical than focusing on one hub for services. It is recommended, however, that any library programs that are offered at the main location and can be easily delivered in other spaces, should be offered through partnerships with entities in communities within the library district in addition to the county seat of Plattsburg.

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3. LOCATION OF TEMPORARY SPACE IN A RENOVATED FACILITY

Several existing properties in Plattsburg were discussed as renovation projects. Several are private properties that are not currently listed on the market for sale or rent. To protect the privacy of those property owners, they are not listed in this report. A couple of options that were on the market at the time of this report are included as ideal locations for a temporary facility. Establishing a smaller temporary space to get operations organized and some services started would be beneficial for county residents and stakeholders. It should be noted that all of the existing properties explored in Plattsburg and Lathrop would not be ideal longer-term options for a library as they have a wide variety of issues including inadequate parking, absence of outdoor library learning space, not as easily accessed by people from all areas of the county, ADA accessibility challenges, and renovation expenses that could instead be invested in a larger permanent facility.

That said, **initial office space** will be needed. It will be important to ensure that the space is open and as accessible as possible to the public for:

- Workspace and meetings with the library director
- Meetings of the Board
- Some initial storage for early donations of items while the capital campaign for the building is conducted
- Potentially some smaller public programs such as story hours, book clubs, and trainings on entrepreneurship/business start-up and growth, marketing, financial management, and strategic planning
- Potentially, start an interlibrary loan program with other library systems for residents with this temporary facility serving as a pick-up and drop-off location. This sort of situation has worked well for Park University in Parkville, MO, and has been recommended to Clinton County as a short-term program to help expedite some library services before a new building can be completed.

The options listed below are strongly recommended as facilities that the new Library District Board of Trustees could pursue as quickly as possible after a tax levy is approved by voters, if they are still on the market:

1) **The Courtside Restaurant Building**
   Purchase or lease the former restaurant and apartment that is across the street from the county courthouse that is for sale at 206 N Main Street, Plattsburg, MO (https://www.show-merealestate.com/property/2499360/) to use some or all of the space as interim library and meeting space and rent out additional space on the second floor to another organization or business to help cover the monthly payment. Or, the extra space could be utilized for economic development needs. If purchased, sell or rent the property as soon as the new building is ready to occupy;

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2) **The Corner House with Outbuildings, Deck, Porch, and Yard**
Purchase or lease the house and property for sale at 200 W. Broadway, Plattsburg, MO (https://www.zillow.com/homedetails/200-W-Broadway-St-Plattsburg-MO-64477/194293596_zpid/) to use some of the space as interim library and meeting space and rent out additional rooms in the home to other organizations or businesses to help cover the monthly payment. Or, the extra space could be utilized for economic development needs. If purchased, sell or rent the property as soon as the new building is ready to occupy;

3) **A Library Desk in A Partner's Offices**
Rent office space within the University of Missouri Extension's office building (the former Tri-County Ambulance building at 100 S State Hwy Y) in Plattsburg, MO, or the Youth Building at the Clinton County Fairgrounds (251 Hwy 116, Plattsburg, MO). There is not much space available, but it may be an option with some minor rearranging for a short period of time.

4) **A Joint Restoration Effort**
Partner with the grassroots group that is raising support to restore the old train depot in Plattsburg, MO, and share the renovated space until the new building is ready to occupy. This option would take more time and likely more money, however, would be a mutually beneficial situation that uplifts another local project.

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5) **An Unknown Option**
Locate another space within the county seat to rent. There may be other residences downtown or on the periphery of the city that could be renovated and expanded, but the team feels it is difficult to assess the options based on what was currently on the market at the time of the discussion.

4. LAND FOR A NEW FACILITY

As a reminder to this report's readers, the funds raised through the tax levy, by law, must be used only to deliver library services. Maintaining a secure, stable, and comfortable building on land that does not flood or erode is a key part of delivering services. However, the amount of the tax levy has been set to primarily cover operational expenses. For that reason, most of the expenses related to acquiring land and building a new permanent facility will be raised through sources in addition to the tax levy funds. Voters are not voting for a building, but for delivery of library services.

Considerations in Exploring the County

A group of University of Missouri Trulaske School of Business students supplemented the Facilities Team's discussions with research to identify key considerations related to the site fitness of a new library. They summarized their findings in the following table:

Location	*A site that is as centrally located as possible to most library users.*
Compatibility	*The site should benefit from the surroundings and adjacent neighbors and be an enhancement to the area.*
Access	*The site should be conveniently accessible to cars as well as to the walkers and cyclists of the community it is located within.*
Quality of Site	*The site should allow for convenient parking and create a pleasant overall library experience from an accessibility perspective.*
Visibility	*The signage, and site itself, should have a street presence along a highly traveled roadway.*
Indoor-Outdoor Flow	*There should be plenty of windows and there should be enough space for outdoor activities such as a community garden and walking pathway around the building. Positive indoor-outdoor flow has been proven to reduce stress and help the overall well-being and health of patrons.*
Acquisition Cost	*The cost of acquiring enough land which will support both current and future library needs.*
Development Cost	*The cost of developing the site to provide access drives, parking, landscaping and walkways, and utilities.*

(Quinn Evans Architects, 2016)

With the above considerations in mind, several pieces of land across the county were identified and discussed, most of which were private properties not on the market that could be further explored by visiting with property owners about the library project. Details, beyond basic information, are not listed in this report to protect the privacy of landowners.

1) Land on Clay Ave./Hwy 116 in Plattsburg that is near the school.
2) Several sites of land on the North and South sides of Hwy 116 on the West side of Plattsburg.
3) Several sites of land on the North and South sides of Hwy 116 on the East side of Plattsburg near the county fairgrounds.
4) Several plots of land in Lathrop on Hwy 116. The group felt these locations may be too far to the East side of the county.
5) Land on the South side of Hwy 116 and West of I-35. Again, these locations may be too far East given the survey results clearly showed a majority of county residents and stakeholders indicating a desire for a more central location.

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6) Land on one of the corners of Hwy 33 and Hwy 116 as it is closer to Plattsburg, however, is not the best option as it would be in the middle of the countryside.
7) 15 acres of commercially zoned land in Trimble. The group felt this location is too far South and West in the county.
8) Land in Gower on Hwy 169. However, a note was made that several former projects have looked at the location and found it to be unfavorable due to traffic concerns and it is too far West in the county.

Donation

It should be noted that at the time of the final writing of this feasibility report by The Clinton County Initiative, **the Clinton County Library District Board of Trustees has been approached by Dr. Jim and Grace Hobbs with a generous offer to donate 5+ acres to the library** for the purpose of constructing a new facility. The land donation is contingent upon a tax levy being approved by the voters. The site is located between Hildebrand Dental, The Plattsburg Country Club and Golf Course, and Plattsburg High School's parking lot. The property has entryway access on Clay Ave./Hwy 116 so the location meets all of the requirements recommended in this report.

The slope and shape of the property may or may not match the requirements of the following architectural floor plans and renderings that were prepared prior to notification of this land donation. Appropriate design adjustments will need to be done in the next phase of planning.

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Facilities and Technical Feasibility

Architectural Floor Plans and Rendering Recommendation

The following was received from Davidson Architecture and Engineering (davidson a+e) as one recommendation from many deign possibilities to help residents and stakeholders envision a 21st century facility. It is an inspiring *form* to house all the potential *functions* identified by the Content Team. This floor plan and rendering meets the criteria of the feasibility study by providing an option to consider. It is recommended that further input from Clinton Countians of all ages be sought to determine a final plan. These drawings should be revised and further developed as appropriate when the final site is determined and actual budgets, bidding processes, and building planning is undertaken.

This idea is designed to stretch traditional perceptions of older libraries and imagine the possibilities with an envisioned structure that would serve Clinton County's residents for many decades.

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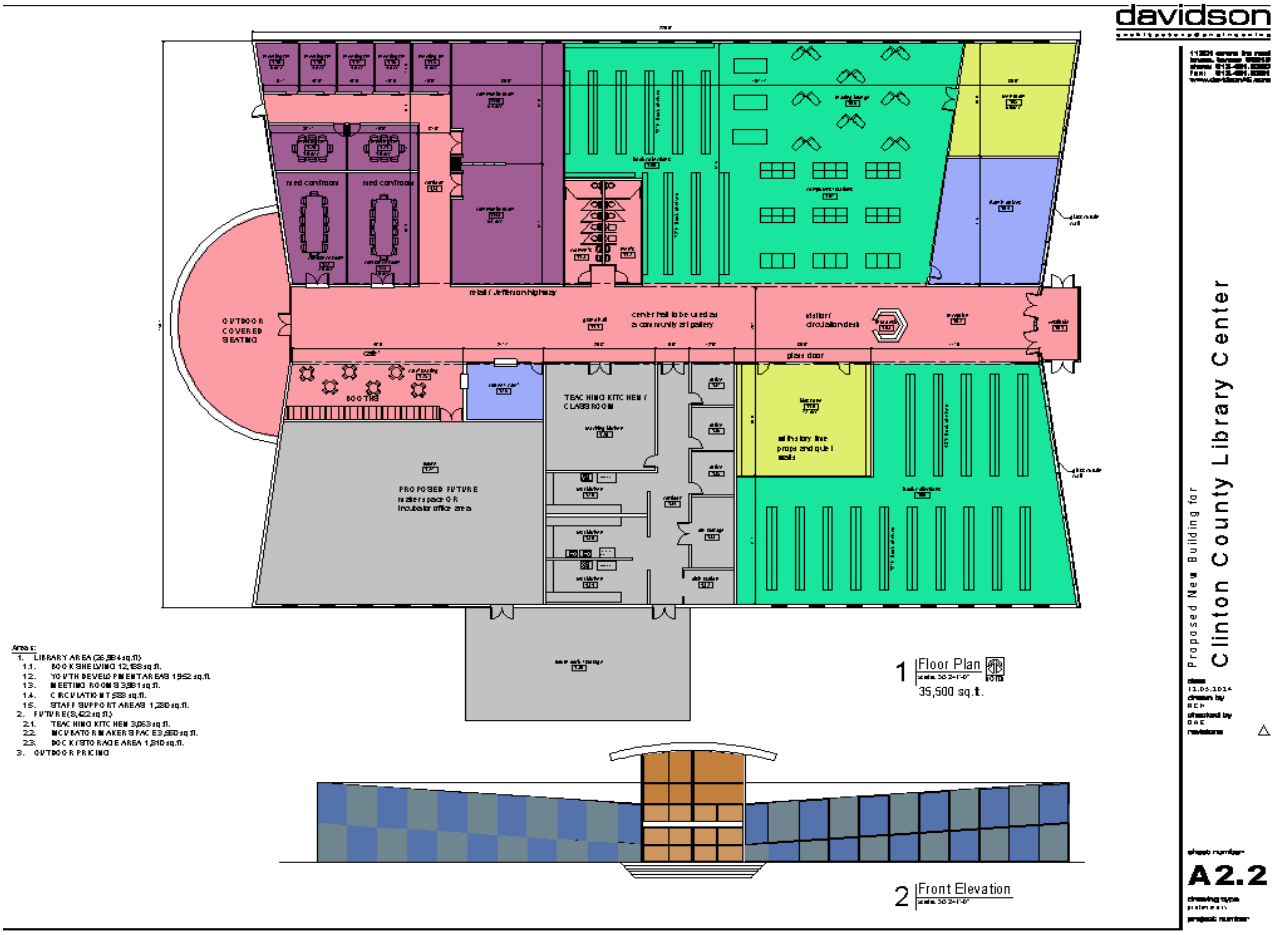

This version of a new facility has been color-coded to indicate zones of functionality as well as the areas that could be completed in a second phase (gray). The breakdown of the 35,500 square footage is:

Please see the following page for a larger black and white drawing of the floor plan.

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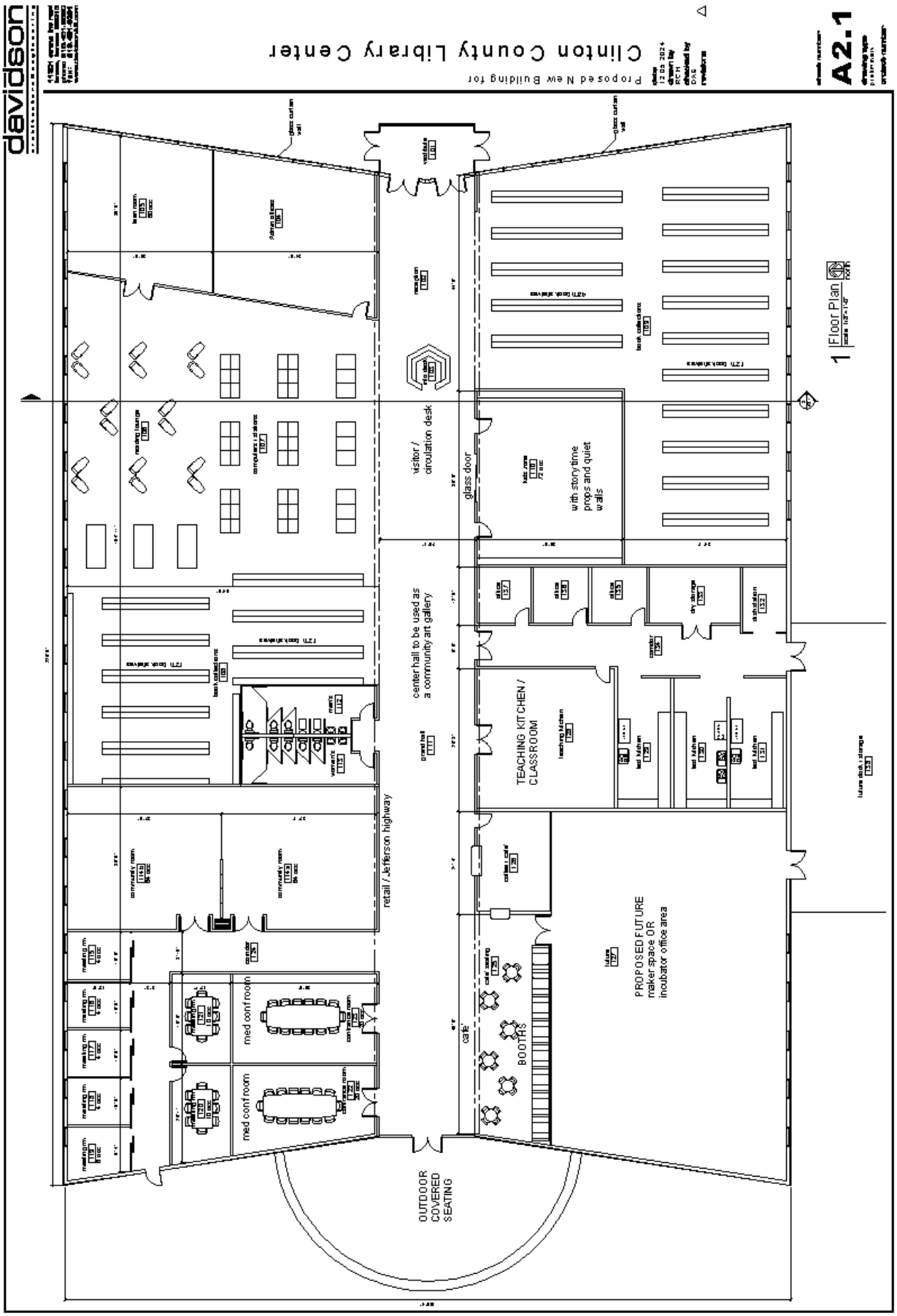

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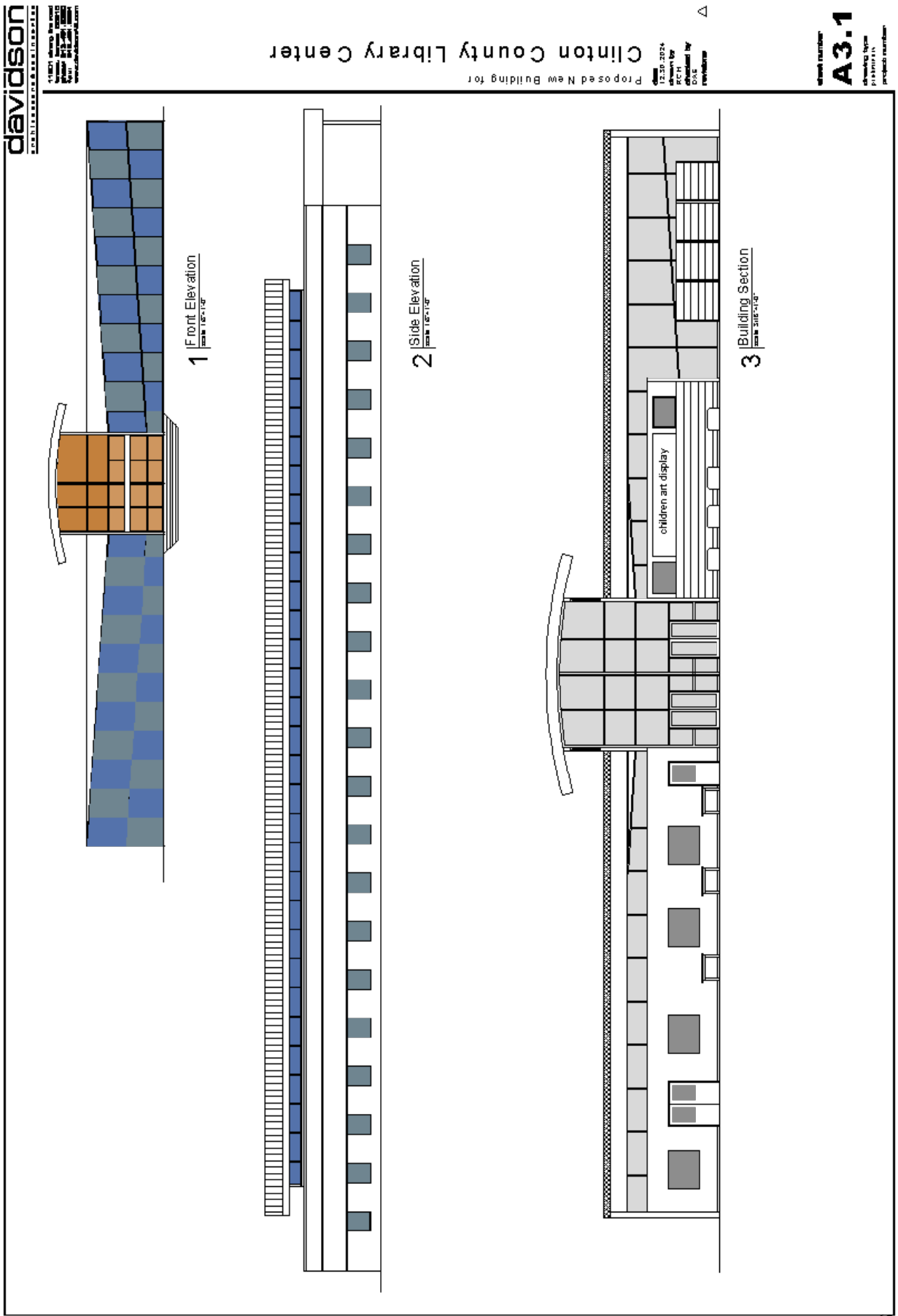
davidson
Clinton County Library Center
Proposed New Building for
A3.1
1 Front Elevation
2 Side Elevation
3 Building Section
children art display

Financial Feasibility

BUDGET ESTIMATES FOR ESTABLISHING AN INNOVATION CENTER AND LIBRARY

HOW THE INFORMATION WAS COLLECTED

Understanding that the library is the initial step in the Innovation Center project, the following budget estimates are based on research conducted by several autonomous volunteer teams. Conversations regarding content and operations activities, including staffing, in the building were held with dozens of librarians and library system directors from eastern Kansas, north Missouri, western Illinois, and northwest Minnesota by Content Team members, University of Missouri Trulaske School of Business students, and JUPER Communications. The building and real estate estimates were gathered by the Facilities Team members including multiple real estate agents, Davidson Architecture and Engineering (davidson a+e), and JUPER Communications.

It should be noted that budgeting for a new library district is difficult. The feasibility study focused primarily on answering The Clinton County Initiative's Dream Big Listening Projects results, which includes establishing an innovation center including a modern-day library with all of today's potential library services, resources, and spaces. Achieving a facility such a facility is going to be a significant investment considering that it will serve as a hub for most of the desires voiced by residents and stakeholders from the initial Dream Big surveys and community forums in 2021-2022 as well as the needs and desires voiced by Clinton County residents and stakeholders in the deeper dive feasibility study surveys and community forums in 2023-2024.

LOCAL PUBLIC FUNDING RECOMMENDATION

It is recommended by this study that the Clinton County Library District Board of Trustees place a $0.25 (25 cent) per $100.00 property valuation (personal and real estate combined) to establish library services on the ballot for voters in all geographic areas of Clinton County, Missouri, except those already paying a library tax within the City of Cameron's library district. The tax levy must be passed within five years of establishing the district per Missouri Revised Statute Section 182.015. The soonest possible election would be April 2025. When successfully passed, approximately $700,000 would be raised through the tax levy the first year and incrementally increase each year as property valuation increases.

ADDITIONAL PUBLIC AND PRIVATE FUNDING RECOMMENDATIONS

A resource development campaign would need to be launched to help with some of the initial start-up expenses of making the library services component of the innovation center accessible to the residents of the Clinton County Library District. It is recommended that an action plan be developed and implemented to raise funds and in-kind gifts for the following key investment areas in order of priority:

1. Library Director and Online Presence
2. Property for a Library
3. Library Building
4. Library Collection Initial Acquisitions
5. Annual Operations for the First Year After the Initial Opening

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Following is a breakdown of the above five areas with further details:

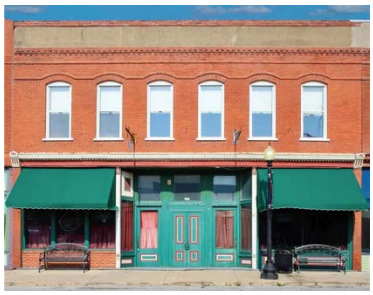
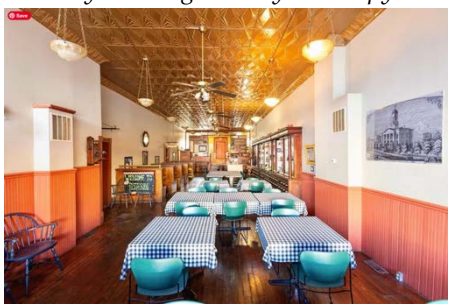
1. Library Director and Online Presence

- This is critical for ensuring that **a person is dedicated to carrying out the initial start-up and organization functions of library operations** starting with:
    - *Developing a website,*
    - *Community engagement,*
    - *Organizing programs through partnering organizations that can be delivered in a small scale in existing physical spaces around the county benefiting economic development*
    - *Developing a collection acquisition cataloging budget and process for purchases and donations of books, DVDs, etc.,*
    - *Set-up partnerships and relationships with other library systems that benefit residents,*
    - *Adopt a library account system for residents, and*
    - *Establish virtual library services (See https://www.livcolib.org/virtual-services-update/for an example of what is possible based on Livingston County's library system located in Chillicothe, MO) that can be started prior to the physical library building project is completed.*

2. Property for a Library

- **Initial office space** will be needed that is open and accessible to the public (not a remote working position) for meetings with the library director, meetings of the Board, and potentially some initial storage for early donations of items while the capital campaign for the building is conducted. It may be possible to set-up an interlibrary loan program with other library systems for residents and this initial office could serve as pick-up and drop-off location. This sort of situation has worked well for Park University in Parkville, MO, and has been recommended to Clinton County as a short-term program to help expedite some library services before the building can be completed. Potential options for initial office space that have been suggested in various feasibility study team meetings include:

    - *Purchase or lease the former restaurant and apartment for sale at 206 N Main Street, Plattsburg, MO (https://www.show-merealestate.com/property/2499360/) to use some or all of the space as interim library and meeting space and rent out additional space on the second floor to another organization or business to help cover the monthly payment. Or, the extra space could be utilized for economic development needs. If purchased, sell or rent the property as soon as the new library building is ready to occupy.*

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- *Purchase or lease the house and property for sale at 200 W. Broadway, Plattsburg, MO (https://www.zillow.com/homedetails/200-W-Broadway-St-Plattsburg-MO-64477/194293596_zpid/) to use some of the space as interim library and meeting space and rent out additional rooms in the home to other organizations or businesses to help cover the monthly payment. Or the extra space could be utilized for economic development needs. If purchased, then sell or rent the property as soon as the new library building is ready to occupy.*

- *Rent office space within the University of Missouri Extension's office building (the former Tri-County Ambulance building at 100 S State Hwy Y) in Plattsburg, MO, or the Youth Building at the Clinton County Fairgrounds (251 Hwy 116, Plattsburg, MO).*

- *Partner with the grassroots effort to purchase and restore the old train depot in Plattsburg, MO and share the renovated space until the new library building is ready to occupy.*

or,

- *Locate another space within Plattsburg to rent.*

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Expense Category	Total Category Estimated Amount	Notes
Rent, Lease, or Mortgage Payment	**$0 - $2,200/Month**	This range of estimated amount is based on the (a) potential of an in-kind donation of space to (b) the purchase of the Broadway property for $299,000 or the Main Street property for $300,000, plus utilities and taxes. This does not take into consideration any potential rental income from other tenants that may be interested in renting co-working space in the same property.

- **Property for a new library building, outdoor learning garden, and parking lot –** Approximately 5+ acres is recommended to accommodate the proposed innovation center and library building (See page 59-62 for floor plans and elevation sketches). Ideally, the land would be secured as a donation from a landowner who is interested in investing in the future of Clinton County's quality of life as a legacy. Based on a recent web search, commercial property in Clinton County is between $75,000-$100,000 per acre. A donation of five acres of land for the new library would be a charitable tax-deductible contribution under 26 U.S.C. Sec. 170(c)(1) as a political subdivision of the State of Missouri to the Library District Board of Trustees in the range of $375,000-$500,000.

  See the Facilities Team Section for more information about the conversation on potential properties identified as ideal for locating a new library.

Expense Category	Total Category Estimated Amount	Notes
Rent, Lease, or Mortgage Payment	$0 - $500,000	This range is based on the potential of an in-kind donation of land or purchase of land as described above.

NOTE: At the time of the final writing of this feasibility report by The Clinton County Initiative, **the Clinton County Library District Board of Trustees has been approached by Dr. Jim and Grace Hobbs with a generous offer to donate 5+ acres to the library** for the purpose of constructing a new facility. The land donation is contingent upon a tax levy being approved by the voters. The site is located between Hildebrand Dental, The Plattsburg Country Club and Golf Course, and Plattsburg High School's parking lot. The property has entryway access on Clay Ave./Hwy 116, so the location meets all of the requirements recommended in this report.

3. Innovation Center and Library Building

- **New Construction Phase I:** Building, landscaping, and all furniture, fixtures, and equipment. This feasibility study report focuses on the dream vision in response to what residents and other stakeholders voiced throughout the study. It outlines what is possible. What is practicable may be a smaller building with the same features and functions shown in the current 35,500 sq. ft. floor plan (See pages 59-62). Regardless of the building's final size, Phase I includes all areas indicated in the greens, pinks, and purples being fully finished and furnished, and the gray areas framed for future finishing.

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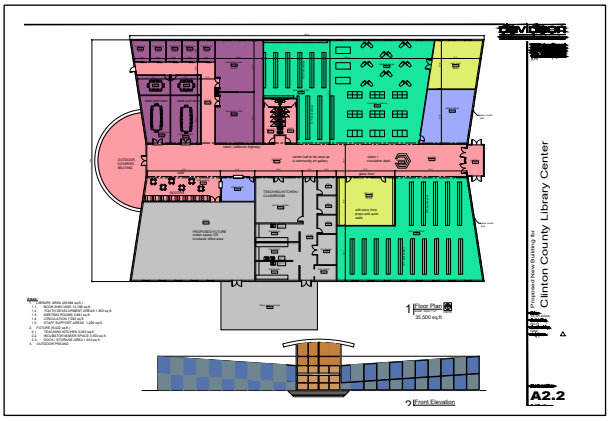
- *Book and Digital Resource Collection Shelving*
- *Kids Zone and separate Teen Area*
- *Multigenerational Computer Stations and Reading Lounge Area*
- *Community Spaces for Library Programs, Meetings, Study Space, and Other Gatherings*
- *Common Area for Local Art Gallery and Historical Kiosks*
- *Study Booths and Small Café Space*
- *Outdoor Covered Patio Space*
- *Restrooms*
- *Administrative Offices*



- **New Construction Phase II:** Innovation Center completion including the buildout of the gray areas with all furniture, fixtures, and equipment.
  - *Teaching/Testing Kitchen Classrooms and Storage*
  - *Maker Space for Hands-On Learning*
  - *Loading Dock and Storage*

Expense Category	Total Category Estimated Amount	Notes
Architectural and Engineering Fees for Final Building Plan	TBD	
Geo Tech Site Preparation/Excavation	TBD	*If the site location requires for unsuitable soils and/or rock excavation.*
Interior Design	TBD	*Some of this would be covered in the architectural fees and other may be donated by local professionals.*
Inspection Fees		*.5 FTE*
Building Construction of Phase I and Phase II Combined	$10,983,573	*Estimate secured through Davidson A+E from BCCM Construction Group for the Feasibility Study.*
Parking Lot Pavement	TBD	
Landscaping Design, Plants, and Materials	$100,000	
Furniture, Fixtures, and Equipment	$3,540,600	*Estimated at $100/sq. ft. x 35,406 sq. ft.*
TOTAL	**$14-16M**	

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4. Library Collection Initial Acquisition

Expense Category	Total Category Estimated Amount	Notes
Physical Collection of Initial Print and Electronic Titles	**$750,000**	*Based on a goal of 50,000 titles and serial subscriptions costing approximately $15 per title. This number could be significantly less or more depending on donations and collection choices.*

5. Annual Operations for the First Year After the Initial Opening

The 2023 population of Clinton County, Missouri, according to the U.S. Census Bureau (https://www.census.gov/quickfacts/fact/table/clintoncountymissouri) is 21,548. The Clinton County Library District covers all of Clinton County except the City of Cameron municipality's 2023 population of 7,324, which makes the population of the library district 14,224 potential library patrons.

The following operations budget is based on the 9,500-14,999 Population Group Average Expenditures reported through the 2023 Missouri Public Library Survey (PLS):

STAFF

Job Title	Estimated Annual Gross Salary	Number	Budgeted Cost
Librarian/Library Director, MLS	$75,000	1 FTE	$75,000
Administrative, Finance, and Acquisitions Manager	$48,000	1 FTE	$48,000

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Librarian Assistant/Adult Services Coordinator	$45,000	.5 FTE	$22,500
Library Assistant/Youth Services Coordinator	$45,000	.5 FTE	$22,500
Communications/Partnerships/ Outreach Coordinator	$65,000	.5 FTE	$32,500
Circulation Desk Clerk	$35,000	2 FTE	$70,000
IT and Facilities Manager	$65,000	.25 FTE	$16,250
Custodian	$24,000	.25 FTE	$6,000
TOTAL		**6 FTE**	**$270,250***

* For the sake of comparison,

- The 2023 PLS states an average of 6 Total FTE Paid Staff with a personnel budget of $226,401, so the above estimate is in line with other similar library districts in Missouri.
- The Livingston County Library in Chillicothe, MO similarly serves a population of 14,557, employs 16.9 full time equivalent (FTE) team members with a personnel budget of $559,683.
- The Maryville Public Library reported a population of 10,633, employs 4.9 FTE with a personnel budget of $271,499.
- The Cameron Public Library reported 4.3 FTE with a personnel budget of $131,295.

CONTENT EXPENDITURES

Category	Estimated Annual Budgeted Cost	2023 MO PLS Average*	Livingston County Library*	Maryville Public Library*	Cameron Public Library*
Print Material and Serial Subscriptions	$30,000	*$22,982*	*$39,241*	*$30,771*	*$15,601*
Electronic Materials	$35,000	*$9,004*	*$39,453*	*$32,063*	*$2,695*
Audio/Visual (AV) and Other Materials	$5,000	*$3,398*	*$16,137*	*$3,280*	*$135*
Collection Expenditures	$60,000	*$35,384*	*$98,831*	*$66,114*	*$18,431*
Other Expenditures (programming, supplies, etc.)	$200,000	*$142,938*	*$311,202*	*$250,630*	*$68,124*
TOTAL	**$330,000**	***$213,706***	***$504,864***	***$382,858***	***$104,986***

* For the sake of comparison.

COMBINED TOTAL ESTIMATED OPERATIONS BUDGET

The estimated combined total of annual expenditures (Staff + Content) after the initial building and opening investments is **$600,250.** While this estimate does not take into consideration inflation, it is encouraging to know that **it is definitely feasible to operate a library of significant scope and impact on the lives of Clinton County Library District's 14,000+ residents within the estimated proposed tax levy annual collection of approximately $700,000**. This amount is also consistent with general operations estimates quoted to the Content Team members from other library directors.

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Risk Assessment and Project Limitations

Without voters supporting a tax levy, this project will not be able to progress any further as a public library. Voter approval is required to access state and federal resources as well as most private foundation grants to support the building and ongoing operations of a library in Clinton County.

The project will also be limited by the amount of private funds that can be raised within 1-3 years. There is a donation of land that has been presented to the Board of Trustees with a sense of urgency to move from a temporary location to a permanent facility. It will be important to keep the momentum moving forward to secure all donations needed for the project.

Loss of population is a risk as the amount that is annually collected for library services is dependent on the population and the amount of personal property being assessed. Given that several of the realtors who have worked in the county for years expressed that many individuals, couples, and families considering a move to Clinton County ask where the public library is, it can be assumed that its absence is a contributing factor to those who choose other places to purchase property. Businesses that consider Clinton County also consider the area's amenities for their employees. Having a library is important for retaining population/taxpayer numbers.

The project's limitations are primarily tied to the amount that can be raised and the speed at which it can be raised. Secondary limitations may be tied to attracting the right expertise to run the library quickly enough to ensure effective and efficient leverage of all resources gathered for the project. The board will need to start the search for a director as quickly as possible after the tax levy passes.

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Strategies for Launch, Sustainability, and Growth

PHASED INTRODUCTION OF LIBRARY SERVICES IN CLINTON COUNTY

Once approved, the Clinton County Library District Board of Trustees will be able to get busy establishing a temporary location, hiring a library director, setting up initial operations and launching a website for patrons to begin accessing digital resources as quickly as possible.

The first phase can also involve starting some business support and literacy programs for all ages.

Concurrently, the Board, along with the help of The Friends of Clinton County Library and The Clinton County Initiative, can launch a comprehensive campaign that includes support for content and capital through partnerships, grants, and individual contributions.

The second phase will be the capital project of building a permanent facility. In this phase the board can launch the next round of more formal planning beyond this feasibility study for an innovation center and hub of library services in the county. Site and building planning, responsible bidding processes, communications, and all other considerations will be the first steps of the second phase.

A third phase can address expansion of the permanent facility to include all desired functions that are not included in the initial building project of the second phase.

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Strategies for Launch, Sustainability, and Growth

Recommended 2025 Integrated Strategic Action Plan

The following recommendations are included in this feasibility study based on the information gathered from The Clinton County Initiative volunteers, residents and other stakeholders involved in the study's community forums and meetings, as well as the professional experience of JUPER Communications, LLC in community engagement, public relations, and marketing.

1. **Post the final Clinton County Initiative Feasibility Study Report** on either the www.maximizenwmo.org/clinton-county webpage or a new landing page on the same website that is accessible from the above-mentioned Clinton County page at a URL such as www.maximizenwmo.org/clinton-county-library-study so that it is findable where Clinton County Initiative information has been housed online for the past several years.

2. **Create a QR Code** that directs people to where the report and other collateral is posted including supporting documents, drawings, video recordings, educational materials, and links to other organizations related to the project. Organizations and individuals may include the Clinton County Commissioners, the new Clinton County Library Board of Trustees, the new Friends of Clinton County Library group, and any other partners that wish to be advocates of the project and listed publicly as such.

3. Utilize the common messaging in this integrated communications plan and accompanying **Frequently Asked Questions (FAQs) document regarding the results of the feasibility study developed collaboratively by** The Clinton County Initiative's Feasibility Study Marketing Team and the Friends of Clinton County Library group, in alignment with the new Library Board. The document encompasses the actions taken within the study period and the actions and decisions that have been made because of the study's completion. The information is designed to be transparent as each group carries out their appropriate roles and responsibilities in educating and advocating for the establishment of a library within the Clinton County, Missouri Library District. The geographic area includes all of Clinton County except the City of Cameron, as they already have a city library district.

INTEGRATED COMMUNICATIONS PLAN ACTIVITIES AND TOOLS
January – Early April 2025

EDUCATION EVENTS, COMMUNITY DISCOVERY GROUPS, AND COMMUNITY FORUMS

- Schedule and hold **community discovery group presentations on the results of the feasibility study** with **standard talking points, slides, and handouts** so all people and organizations involved are using the same messaging as awareness is raised regarding the benefits of a library. Hold these in February and March 2025.
- **Identify grassroots influencers** to help advocate for the library. Split the list up among the Friends of Clinton County Library members to share the workload of contacting individuals.
- Hold **informational programs and story hour events** in each community to demonstrate the value of programs for all ages. However, be cognizant while demonstrating the value of library services, to not be so successful in the delivery that people feel we can "make do" without an actual library. The reality is that we don't have a venue anywhere in the county where all the resources, programs, and services that a modern-day library houses in one location. These events

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could be coordinated and hosted by the new Clinton County Library District Board of Trustees along with help and advocacy from both CCI and the Friends of the Clinton County Library group.

- Possibly offer to **coordinate a road trip to visit other libraries AFTER a tax levy passes** for any volunteers and donors who are interested in seeing examples of what is possible as the library building plans are finalized and implemented. This activity could also be a joint effort involving the Clinton County Library District Board of Trustees, CCI, and the Friends of the Clinton County Library.
- **Hold a celebration event that also serves as a capital campaign kick-off event in the summer of 2025 AFTER a tax levy passes.** It is recommended that this be led by the Library District Board of Trustees with help from the Friends of the Clinton County Library.
    - Consider securing a donated parcel of land for the new library and hold the event under large tents with banners and screens showing the feasibility study's initial architectural floor plan and elevation drawings.
    - Invite all of Clinton County residents and stakeholders. It could be an ice cream social with various activities and demonstrations taking place that are representative of some of the library services that will be offered in the new library.
    - A reading corner with comfy outdoor folding chairs, pillows, and bean bags on an indoor/outdoor carpet with books for all ages.
    - A table with a couple of laptops and iPads set up to introduce people to various digital resources that will be offered.
    - Farm to Table local products such as ice cream, homemade toppings, meat sticks, and honey from local successful entrepreneurs are displayed jump starting CCI's next community project.
    - A Save-the-Monarch butterfly program presented and initiated
    - Launch a naming and branding contest along with naming opportunities as part of the fundraising initiative.

NEWS RELEASES AND MEDIA STORIES

- Follow-up on the November 2024 story by promoting the availability of the feasibility study report/results as of January 15, 2025.
- Promote events and community gathering dates.
- Secure interviews on radio (Cameron and St. Joseph) and television (morning shows in Kansas City and St. Joseph, MO).

SOCIAL MEDIA POSTS

- Establish a Friends Facebook page and Instagram page with contact information for its co-chairs.
- Promote the availability of the feasibility study report/results as of January 15, 2025.
- Promote the benefits of a countywide library and FAQ's posts (work with CAPS [Career Advancement Professional Studies) high school students).
- Post short video interviews with advocates of all ages, income levels, and countywide geographic perspectives. Also include all other diversity characteristic perspectives such as gender, race, religion, etc.
    - Develop a short list of interview questions designed to draw out meaningful and relevant quotes that will help educate viewers about the heartfelt benefits expected from a library located in the central county seat of Clinton County.
    - Work with Clinton County CAPS students and possibly Plattsburg Film Club students to conduct interviews and post videos with the approval of the FCCL leadership.

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EMAIL

- Promote the availability of the feasibility study report/results as of January 15, 2025.
- Include videos from the students showing a wide variety of perspectives that share their excitement about the value of the project.

PRINTED COLLATERAL AND MAIL

- Postcard mailing of facts and information to educate district residents.
- Vertical banner with facts and information to educate viewers at the driver license office.
- Tri-fold brochure with facts and information to educate residents.
- Flyers with facts and information to educate viewers hung in grocery stores, post offices, and gas stations.
- Yard signs (Not out of CCI budget, but out of the Friends budget.)

INTEGRATED COMMUNICATIONS PLAN ACTIVITIES AND TOOLS
Mid-April – Fall/Winter 2025

EDUCATION EVENTS, COMMUNITY DISCOVERY GROUPS, AND COMMUNITY FORUMS

- Possibly offer to **coordinate a road trip to visit other libraries AFTER a tax levy passes** for any volunteers and donors who are interested in seeing examples of what is possible as the library building plans are finalized and implemented. This activity could also be a joint effort involving the Clinton County Library District Board of Trustees, CCI, and the Friends of the Clinton County Library.
- **Hold a celebration event that also serves as a capital campaign kick-off event in the summer of 2025 AFTER a tax levy passes.** It is recommended that this be led by the Library District Board of Trustees with help from the Friends of the Clinton County Library.
    - Consider securing a donated parcel of land for the new library and hold the event under large tents with banners and screens showing the feasibility study's initial architectural floor plan and elevation drawings.
    - Invite all of Clinton County residents and stakeholders. It could be an ice cream social with various activities and demonstrations taking place that are representative of some of the library services that will be offered in the new library.
    - A reading corner with comfy outdoor folding chairs, pillows, and bean bags on an indoor/outdoor carpet with books for all ages.
    - A table with a couple of laptops and iPads set up to introduce people to various digital resources that will be offered.
    - Farm to Table local products such as ice cream, homemade toppings, meat sticks, and honey from local successful entrepreneurs are displayed jump starting CCI's next community project.
    - A Save-the-Monarch butterfly program presented and initiated
    - A table for USDA-Rural Development to share information about their agricultural programs and grants for economic development.
    - A small stage for announcements and interviews with Clinton County authors and illustrators.
    - A maker space area with Plattsburg Artist Coalition members facilitating the start of a community art project that could eventually be displayed in the new library once it is finished.
    - A Clinton County Historical Society table with information about the history of education, libraries, and authors in Clinton County.

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    - And any other relevant ideas . . .
- **Launch a naming and branding contest** along with naming opportunities as part of the fundraising campaign.

NEWS RELEASES AND MEDIA STORIES

- Send an election follow-up news release thanking voters and outlining immediate next steps, including the announcement of the celebration event and capital campaign launch.

SOCIAL MEDIA POSTS

- Establish a Clinton County Library Facebook page and Instagram page with contact information for its Board of Trustees.
- Continue to build support for the library with posts asking for further resident and other stakeholder input, announcing milestone progress, and sharing information about decisions made and resources needed.

EMAIL

- Send a thank you to all volunteers and donors with information on how to continue supporting the new library.

PRINTED COLLATERAL AND MAIL

- Design and print bookmarks to promote reading and share information. Distribute them through schools, churches, and civic organizations.
- Update the vertical banner at the license office.
- Update the tri-fold brochure as needed to reflect the tax passing and next steps with a call to action to help.
- Update the flyers hung in grocery stores, post offices, gas stations.

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This is a tri-fold brochure that shares the completion of the feasibility study and progress made towards establishing a public library in Clinton County.

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This is a short two-sided flyer that highlights the key information from the longer version of frequently asked questions listed following this Top 10 FAQs Flyer.

TOP 10 Frequently Asked Questions

About a Countywide Library in Clinton County, MO

THE CLINTON CO INITIATIVE

Friends OF THE CLINTON CO MISSOURI LIBRARY

1) Why do we need a library now?

Our country's founders believed that knowledge is power. Over the past 18 months of research and talking with hundreds of people of all income levels across the county, The Clinton County initiative's volunteers have learned that we are part of **only 9%** of Missouri's population who don't have access to this fundamental pillar of American democracy and individual liberty that can build the knowledge base of all residents. **It's time.**

We deserve the opportunity to improve our ability to manage, control, and invest our resources wisely and grow our prosperity. Libraries are critical resources for bolstering long-term economic prospects by improving the literacy rates of all ages. **Our kids deserve** every opportunity we can give them to be successful citizens!

2) Where is the new library district, and where will the library be located?

The Clinton County Commissioners defined the district as all of the county **except the city limits of Cameron**, where a municipal library district already exists through a city tax levy.

Based on 18 months of research and input from county residents in Gower, northern Holt, Lathrop, Plattsburg, Trimble, Turney, and the southern rural areas of Stewartsville, Osborn, and Cameron, **67% (two-thirds)** indicated that the best location would be in **the county seat** and center, Plattsburg.

3) How much will the library cost?

A **temporary library will be launched first** to provide the county with services **as soon as** tax funds are available at the end of 2025 and early 2026. We can get started for only $274,000. That includes hiring a library director, renting/ purchasing an existing storefront or house, buying essential software and equipment, and creating a website.

As the library's programs and collections expand, efforts will launch to get the best library possible. **No new taxes will be requested** for a larger building, which will be planned and built in phases as private and public funds accumulate.

4) Does a library benefit taxpayers?

YES! An accessible modern library is a practical resource that will boost the local economy, improve property values, and support workforce development. Families and individuals will **save money by accessing free resources** like books, magazines, movies, high-speed internet, computer programs, and other educational materials. Libraries foster self-education, innovation, and civic engagement! A Clinton County Library will benefit YOU and the people you care about!

5) What is the proposed tax levy?

A tax levy is required by state law to start a public library. Private grants that could be pursued also require voters to approve a tax levy. Almost everyone in the county will pay less than the cheapest streaming service subscription (i.e., Amazon Prime or Netflix) costs. And eBooks, audiobooks, and movies from the library don't have ads. **A library can help us fight rising costs and save money!**

Here are some examples of the proposed annual tax based on actual 2024 statements from residents in the district. Someone with:

- 110 acres of ag land could be $16.26;
- A 1,000 sq. ft. 2-bedroom home on a single city lot may be $40.41;
- A 1,200 sq. ft. 3-bedroom home on a third of an acre may be $51.16;
- A 1,500 sq. ft. home with 3 small bedrooms, a barn on 8.5 acres, and 2 vehicles may be $87.50;
- A larger 4,000 sq ft. home with outbuildings and several vehicles on 20 acres could be $228.86.

The amount will be **$0.25 (25 cents) per $100.00 assessed valuation of personal and real estate property tax**. Assessment calculations are complex. They are different for everyone based on what you own and where you live.

Look at your most recent Clinton County tax statements to find your total assessed valuation and follow this formula:

FORMULA to figure your tax amount:

Total tax valuation divided by 100 and then multiplied by $0.25.

Average in Clinton County = $28,000/100 = $280 x $0.25 = $70

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6) Does anybody support starting a library in Clinton County?

YES! The list of businesses, elected officials, educators, faith community leaders, and individuals who have voiced support is too long to list here. **This effort has a solid factual footing with experienced fiscal planning and management.** The Clinton County Initiative has gathered new data and held public forums and surveys to listen to hundreds of youth and adults. The nearly 2-year feasibility study generated detailed information that is available to the public as recommendations to the Library Board of Trustees appointed by the county commissioners to read at **www.maximizenwmo.org/clinton-county**.

7) What is the mission of modern libraries?

Today's libraries are much more than books!

They are **vibrant hubs** that bring people of all ages together for information, job advancement, training programs, and educational events. They are **safe places** to gather, learn, and connect with neighbors.

A modern library has 21st-century tools such as:

- **Digital resources** such as eBooks, audiobooks, music, magazines, newspapers, and journals that can be expensive to buy or rent elsewhere.
- Opportunities to connect with each other and the world through **physical resources,** including books, newspapers, magazines, and other reference materials. They are also a great place to learn about the world through credible news sources and find helpful programs and services.
- **Economic development** - Libraries help businesses grow their knowledge and help them **increase their bottom lines**.
- Library technologies offer creativity tools for people of all ages. Some libraries have **learning kitchens** and **maker spaces** with sewing machines, 3-D printers, large format printers, and other equipment for hobby and professional use.
- **Programs** on recreational, conservation, and agriculture land management, hunter education, gardening, wisely leveraging technology, and more through partners like the MO Department of Conservation and MU Extension!
- **Business support services** with copiers, scanners, and computers essential for navigating today's world.
- **Local history and genealogical resources**.
- **Access to local artists** with gallery walls and public spaces to display their work.
- **Local visitor information** as a great first impression for people outside the county.

8) How will the library reflect our county's values of a "great rural life?"

The Clinton County Library will be **locally managed** and tailored to meet residents and business owners' specific needs and interests to ensure it aligns with the county's shared values. The Board of Trustees—comprised of **experienced business and nonprofit leaders**—will ensure a **qualified and professional** library director and team uphold legal and transparent policies.

9) How will controversial materials be handled?

The Clinton County Library Board of Trustees will **follow all applicable laws** and put Clinton County residents' intellectual needs and freedom first. It will be an institution that **upholds learning, not endorsement of any particular viewpoint**. All collections will be organized in designated sections based on age appropriateness. Parents will be able to guide what their children access and residents will have opportunities to provide feedback on acquisitions.

10) Who will oversee the library to ensure taxpayer money is well-spent?

The Clinton County Library Board of Trustees will oversee the library, hire a library director, set policy, and apportion funding through detailed annual budgeting and monthly monitoring processes. It is a group of five members who are residents of the library district—none of whom are elected officials—and are **appointed by the county commission**.

The Clinton County Library District was established on October 10, 2024, per Section 182.015 of the Revised Statutes of Missouri. Trustees serve four-year terms except the first trustees. Two are appointed for one year, one for two years, one for three years, and one for four years from July 1, 2025, in addition to their first few months. Annually thereafter, before July 1, the County Commission will appoint successors. The initial appointees represent a wide range of the county's residents and include Christel Gollnick, president (Trimble); Trey Talley, vice president (Lathrop); Jennifer Howerton, secretary (Lathrop); Paul Pottier, treasurer (Gower); and Tony Stone, member at large (Plattsburg).

The Board plans to continue engaging residents and stakeholders of all ages – youth and adults – in the planning and implementation of library services in Clinton County.

Visit The Clinton County Initiative's website at www.maximizenwmo.org/clinton-county for more information on the feasibility study this nonprofit countywide organization has been working on since Fall 2023.

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The following is a **longer version of frequently asked questions** that can be used as desired by The Clinton County Initiative, the Friends of the Clinton County Library group, and/or the Clinton County Library District Board of Trustees.

CLINTON COUNTY LIBRARY

Frequently Asked Questions and Answers

2.6.2025 | Prepared by The Clinton County Initiative Through a Countywide Feasibility Study and Shared with the Clinton County Library District Board of Trustees, the Friends of Clinton County Library, and Clinton County Residents and Other Stakeholders

Why do we need a library now?

Our country's founders believed that knowledge is power. Over the past 18 months of research and talking with hundreds of people of all income levels across the county, The Clinton County initiative's volunteers have learned that we are part of **only 9%** of Missouri's population who don't have access to this fundamental pillar of American democracy and individual liberty that can build the knowledge base of all residents. **It's time.**

We deserve the opportunity to improve our ability to manage, control, and invest our resources wisely and grow our prosperity. Libraries are critical resources for bolstering long-term economic prospects by improving the literacy rates of all ages. **Our kids deserve** every opportunity we can give them to be successful citizens!

Key points:

- Clinton County is **one of only nine (9) of Missouri's 114 counties and 9% of the state's population without a countywide library system**. It's about time we provide our residents of all ages, especially our children, with the resources they need that most others already have.
- Recent surveys conducted by the volunteer group Clinton County Initiative indicate county **residents want and need a library**. (*See the results of the Dream Big Survey here: https://www.maximizenwmo.org/clinton-county*.)
- Survey respondents also indicated **a need for more businesses, job growth, and innovation opportunities along with accessible and reliable broadband.** A strong library system can help with all these things because a modern library provides economic development, lifelong learning, and human connections.

Why do we need a library when everyone uses the Internet?

Modern libraries build strong communities. The Internet is a marvelous informational tool. But it does not enrich and build local communities like modern libraries do. **They provide human connection.** They are vibrant physical hubs that bring neighbors of all ages together for information, job help, educational programs, and story hours. They are safe places to gather and connect with neighbors. For these reasons, library use across the country is stronger than ever. In fact, it is **on the rise by nearly 16% over the last decade[1] with 53.52% of all Americans registered borrowers at a public library – up 7.6% over the last two decades.[1]**

Here are other reasons why a library—along with the Internet—is vital to residents of our county:

- **The Internet is not free.** Besides paying for access, you pay for content such as subscriptions, streaming channels and special access. **Libraries offer families free access to books, academic journals, newspapers, magazines, music, movies, and software such as Ancestry.com**. With a library card, you can access all of this from the convenience of your phone.
- Not everyone has **access to high-speed broadband**. Some can't afford it, and many rural residents still must rely on spotty cellular signals. A library would give people a convenient place to go when they need to connect to the world with speedy, reliable broadband.
- Some people need **help navigating** the features of their computers, cell phone and the Internet. A librarian and library programs can help.

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- A modern library is **a safe, public space** where individuals or groups can meet. It can accommodate kids after school, scheduled meetings, and even impromptu social gatherings.
- Libraries can provide other **public services** including access to information about funding programs, social services, entrepreneurship investments, budget assistance, and much more!

Where is the new Clinton County Library District?

The Clinton County Commissioners defined the district as all of the county **except the city limits of Cameron**, where a municipal library district already exists through a city tax levy. According to 2023 U.S. Census Bureau and Federal Reserve Economic Data, the county's total population is 21,548. The library district would be only 14,224 (21,548 - 7,324 from the City of Cameron) and approximately 5,600 households. If national trends apply to our area, it is expected that at least 55% of those households (more than 3,000) will regularly use the new library's services as cardholders.

Where will the new Clinton County Library be located?

Based on 18 months of research and input from county residents in Gower, northern Holt, Lathrop, Plattsburg, Trimble, Turney, and the southern rural areas of Stewartsville, Osborn, and Cameron, **67% (two-thirds)** indicated that the best location would be in **the county seat** and center, Plattsburg.

How much will the library cost?

A temporary library will be launched first to provide the county with services **as soon as** tax funds are available at the end of 2025 and early 2026. We can get started for only $274,000. That includes hiring a library director, renting/ purchasing an existing storefront or house, buying essential software and equipment, and creating a website.

As the library's programs and collections expand, efforts will launch to get the best library possible. **No new taxes will be requested** for a larger building, which will be planned and built in phases as private and public funds accumulate.

The physical library will be **built in phases**.

- Library services and programs in Clinton County can begin as soon as tax levy funds and donations are received. Offering digital services at the **start could cost as little as $274,400**. That would be sufficient to hire a library director, establish partnerships with other library districts and build a website to make available lending services. County residents would then have access to a trove of audiobooks, eBooks, and online publications (newspaper, magazines, software services, research journals, and more).
- As our funding and programming grows, our facility and operations capacity will expand as needed using nontax **sources such a donations, grants and economic development funds.** Eventually, a new building--an asset to the county--will be necessary. Cost will depend on size, land needed and features. No new taxes are foreseen for construction.

What is the mission of modern libraries?

The core mission of today's libraries is the same as it's always been--**to provide access to information and to support lifelong learning in a safe environment**. A modern library has 21st-century tools such as:

- **Digital resources** such as eBooks, audiobooks, music, magazines, newspapers, and journals that can be expensive to buy or rent elsewhere.
- Opportunities to connect with each other and the world through **physical resources,** including books, newspapers, magazines, and other reference materials. They are also a great place to learn about the world through credible news sources and find helpful programs and services.
- **Economic development** - Libraries help businesses grow their knowledge and help them **increase their bottom lines**.
- Library technologies offer creativity tools for people of all ages. Some libraries have **learning kitchens** and **maker spaces** with sewing machines, 3-D printers, large format printers, and other equipment for hobby and professional use.

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- **Programs** on recreational, conservation, and agriculture land management, hunter education, gardening, wisely leveraging technology, and more through partners like the MO Department of Conservation and MU Extension!
- **Business support services** with copiers, scanners, and computers essential for navigating today's world.
- **Local history and genealogical resources**.
- **Access to local artists** with gallery walls and public spaces to display their work.
- **Local visitor information** as a great first impression for people outside the county.

What are some planned features of our library?

- A **Kids Zone** for early childhood education and elementary aged children may feature story hours, child-sized seating, an activity area, youth-themed maker space, special programs, and more.
- A **Teen Room** for middle school and high school youth may feature comfortable study areas, listening stations, charging outlets, special programs, and a game area. Also, some of the library's smaller meeting rooms may be used for online classes, crafting and soundproof music practice spaces. A public library offers youth a safe and free place to connect and spend time outside of school, extracurricular, and church activities.
- **Multi-generational** reading, meeting, and program areas will serve all ages. Artwork and local history information will be available. Modern library services may also include a learning kitchen, crafting room, maker space for learning and testing innovative and creative ideas, and space for youth and adults to connect with and learn from each other.

Hasn't a library tax been on the ballot in the past and failed?

- Yes. However, the last attempt was more than a dozen years ago, and **a lot has changed in Clinton County**. A new generation of parents, grandparents, younger adults, seniors, and business owners see the need for today's library services.
- This effort also has a solid factual footing with experienced fiscal planning and management. **The Clinton County Initiative has gathered new data** and held public forums to listen to hundreds of youths and adults. The nearly 2-year feasibility study generated detailed information that is available to the public as recommendations to the county commissioner-appointed Library Board of Trustees to read at **www.maximizenwmo.org/clinton-county**.

How will the library be funded?

- Establishing a countywide resource will require weaving together **private and public funds**. A recent feasibility study discovered several private foundations, government grants, and individual donors interested in this project.
- A reasonable **property tax is essential** because thriving communities and counties must invest in themselves before others are willing to invest.
- Donor contributions and **state and federal funds** through low-interest loans, tax credits, and grants can only be secured after voters pass a tax levy.
- **Reciprocal agreements** with neighboring library districts will relieve some of the funding burden. Relationships with the Cameron Municipal Library, the Mid-Continent Library System, and Rolling Hills Library in St. Joseph, can be established once a local library tax is passed.
- **Partnerships with other organizations** will provide added value. North Central Missouri Business Facilitation, the University of Missouri Extension, and the Small Business Development Center can use library space to provide programs, mentoring and supporting services for entrepreneurs and growing businesses.
- The Clinton County Board of Services (SB 40) can use library space to offer **vocational information, education, and training to individuals with developmental disabilities**.
- Arts, culture, and historic preservation groups can use the library as a facility that **enriches the quality of life**.

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Why spend tax dollars on a library district?

Libraries are **a community investment in resources** that benefit everyone.

- Our public library will be a valuable community asset that **supports local families, businesses, and education**. A local tax levy ensures Clinton County residents keep local **control** and allows access to additional public and private funding.
- Libraries build local economies by providing **resources to job seekers, entrepreneurs, small businesses, workforce development and remote workers**.
- Libraries and local school districts work together to support **homeschooling families and lifelong learners** with free educational resources that aren't available online.
- Libraries serve as guardians and teachers of **local history and culture** that help maintain our traditions and community identity.

What is the proposed tax levy?

A tax levy is required by state law to start a public library. Private grants that could be pursued also require voters to approve a tax levy. Almost everyone in the county will pay less than the cheapest streaming service subscription (i.e., Amazon Prime or Netflix) costs. And eBooks, audiobooks, and movies from the library don't have ads. **A library can help us fight rising costs and save money!**

Here are some examples of the proposed annual tax based on actual 2024 statements from residents in the district. Someone with:

- 110 acres of ag land could be $16.26;
- A 1,000 sq. ft. 2-bedroom home on a single city lot may be $40.41;
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- A 1,500 sq. ft. home with 3 small bedrooms, a barn on 8.5 acres, and 2 vehicles may be $87.50;
- A larger 4,000 sq ft. home with outbuildings and several vehicles on 20 acres could be $228.86.

The amount will be **$0.25 (25 cents) per $100.00 assessed valuation of personal and real estate property tax**. Assessment calculations are complex. They are different for everyone based on what you own and where you live.

Look at your most recent Clinton County tax statements to find your total assessed valuation and follow this formula:

FORMULA to figure your tax amount:

Total tax valuation divided by 100 and then multiplied by $0.25.

Sample Amount in the Range of Average Clinton County Homes ($30,210 was the average in 2020) = $28,000/100 = $280 x $0.25 = $70

For most voters the tax will cost the same or less than a non-resident library card and mileage expense for access to library services in the Greater Kansas City area such as Mid-Continent Public Library.

How will the tax funds be used?

Local public library district funds collected through taxes can, by state statute, only be used for a library in the district. In Clinton County's case, that includes any facilities, organizational, operational, and offerings expenses to provide library services to residents of the district (all of the county except for the City of Cameron due to those residents already having a city library district). The approximately $700K the tax levy will raise for the library annually will be critical for helping to cover the many start-up and ongoing expenses of digital and physical collections, programming, staffing, and more. The tax levy will not affect funds for other county uses and because it is a new tax, it will not be affected by the new senior property tax freeze.

Where will the library be located?

The Clinton County Initiative's feasibility study's 18 months of research and input from county residents in Gower, northern Holt, Lathrop, Plattsburg, Trimble, Turney, and the southern areas of Stewartsville, Osborn, and Cameron reveal that **67% (two-thirds) say the library should be in the centrally located in the county seat** of Plattsburg. The

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board agrees with the 242 study participants and has been visiting with **Dr. Jim and Grace Hobbs, who have approached them with a generous donation of 5+ acres in Plattsburg with access from Clay Avenue/Hwy 116. No formal decision can be made until the tax levy passes.** The USDA-funded feasibility study recommends all the key communities in the library district be served locally through bookmobiles and traveling programs coordinated with the library, schools and other organizations.

When will the library be built?

The simple answer is as soon as funding is available.

- Soon after the levy passes, **temporary facilities** (office space) will be acquired or rented. It may take almost a year before tax revenues become fully available to the library.
- As additional public and private funds become available for **a permanent building**, the Library Board of Trustees will select an architectural firm to draw up plans for a new building to meet the needs of a growing library district. Construction could begin as early as 2027-2028.

What will the library be called?

The working name is simply the Clinton County Library. However, through the capital campaign, there will be legacy naming opportunities for the library, rooms, activity areas, and features within the building. The feasibility study recommends encouraging the involvement of children and youth in the naming process to develop a sense of ownership among those responsible for sustaining the library in the future.

How will the library represent the culture of Clinton County?

- The design of the library will include **local art and history** on each community in the county. It will feature large windows, a central hallway to display artwork, and reading areas with a design that honors the agricultural and transportation crossroads roots of the area.
- Each of the county's school district colors and mascots will also be incorporated into the design of the Teen Room and meeting rooms to make **everyone across the county feel at home.**
- The Library Board will establish **partnerships with county arts and history organizations** to build community camaraderie and showcase the best of the area for residents and visitors alike.

Who is involved in the Clinton County Library? Who will oversee the library?

- **The Clinton County Initiative**, a 501(c)(3) nonprofit organization conducted the original surveys and researched the USDA feasibility study. CCI then helped focus citizens' efforts on survey results. Officers are Joe Gagnon, president (Lathrop); Jan Schwarz, vice president (Gower); Jim Patrico, secretary (Plattsburg) and Kristy Young, treasurer (Plattsburg). Nearly three dozen voting members and over 120 participants from all areas of the county are involved.
- The **Clinton County Commissioners** weighed recommendations from CCI's feasibility study and created a library district. The commissioners also appointed five citizens to a board which will oversee the library once a levy is passed.
- **Clinton County Library Board of Trustees** will oversee the library, hire a library director, set policy, and apportion funding through detailed annual budgeting and monthly monitoring processes. It is a group of five members who are residents of the library district—none of whom are elected officials—and are **appointed by the county commission**. The Clinton County Library District was established on October 10, 2024, per Section 182.015 of the Revised Statutes of Missouri. Trustees serve four-year terms except the first trustees. Two are appointed for one year, one for two years, one for three years, and one for four years from July 1, 2025, in addition to their first few months. Annually thereafter, before July 1, the County Commission will appoint successors. The initial appointees represent a wide range of the county's residents and include Christel Gollnick, president (Trimble); Trey Talley, vice president (Lathrop),; Jennifer Howerton, secretary (Lathrop),; Paul Pottier, treasurer (Gower); and Tony Stone, member at large (Plattsburg).
- The **Friends of the Clinton County Library** is a new group of volunteers and several dozen county residents whose mission is to advocate for the library and campaign for a county tax levy. FCCL is coordinated by Diane Shryock and Tracy Pigg (Trimble). Please contact Diane Shryock, at dshryock74@gmail.com to add your name to the email invitation list for meetings.

Will the library be accessible and serve those with special needs?

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Yes! The library will be **ADA compliant**. If there are stairs in the new building, ramps and an elevator will be installed, as appropriate. Braille books and signage, audio books with headsets, and special computer learning programs for those with sight and hearing challenges are recommended.

How and when was the Clinton County Initiative's feasibility study conducted?

- **Factual data was collected from Fall 2023 to Summer 2024** regarding potential library features, functions, activities, locations, partnerships, and funding structures.
- The study was **conducted by three teams of volunteers within The Clinton County Initiative** to understand better the needs and desires of as many people as possible who live, learn, work, and play in Clinton County. Survey questions related to how a modern library--with the programs, educational resources, and types of space that attract many residents in other rural communities--could work for us in Clinton County.
- The study was funded by USDA-Rural Development and Clinton County Initiative members and private donors.

Can I make a monetary, in-kind, and/or building site donation?

Yes, please! The Library Board of Trustees is **accepting donations** in support of a temporary office, the construction of a library, and the contents and services provided through the new library. Contact Clinton County Library District Board of Trustees President Christel Gollnick at connect@clintoncountylibrary.org to discuss any questions about donations.

REFERENCES:
1 *https://wordsrated.com/state-of-us-public-libraries/*
and https://www.imls.gov/research-evaluation/data-collection/public-libraries-survey

As The Clinton County Initiative, we come together to create a growing economy, an inclusive and diverse countywide community, and a vibrant learning environment as the building blocks of a GREAT RURAL LIFE.

For more information about The Clinton County Initiative and how you can get involved, the guidance we are using, "The Maximize [My Community] Journey Framework" through Maximize NWMO/The Community Foundation of Northwest Missouri, and funding we've received for helping residents please visit https://www.maximizenwmo.org/clinton-county.

THANK YOU!

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Appendix

- Missouri Revisor of Statutes - Revised Statutes of Missouri, RSMo Chapter 182
- Missouri Public Library Standards 2022
- Results of the Missouri Fiscal Year 2023 Statewide Summary of Public Libraries
    - Missouri Public Library Survey [PLS] FY23 Income
    - Missouri Public Library Survey [PLS] FY23 Revenue and Expenses
- Missouri Public Library Levy Campaign Planning 2024

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Revisor of Missouri
Words 1st search term or section number And 2nd search term CH n
View entire chapter

Title XI EDUCATION AND LIBRARIES

Chapter 182 County and City Libraries — Libraries Generally

COUNTY LIBRARY DISTRICTS

182.010 County library districts — petition — tax levy — notice — elections — ... (12/31/1985)
182.015 County commission may establish library district without vote, when — tax ... (8/28/2007)
182.020 Levy and collection of tax — reconsideration of tax — increase in tax levy ... (8/28/1987)
182.030 Voters of municipal district may vote on establishing or inclusion in ... (8/28/1978)
182.040 City may become part of county library district — procedure — effect. (8/28/1974)
182.050 County library boards — appointment, qualification, removal, vacancies — ... (8/28/1986)
182.060 Board to organize — rules and regulations — county librarian, appointment. (8/28/1984)
182.070 General powers of district — seal. (8/28/1995)
182.073 Treasurer of board, custodian of funds, duties. (8/28/1984)
182.075 Bond requirement for treasurer, librarian and other employees — cost — ... (8/28/1984)
182.080 Board may contract for library service — procedure. (8/28/1955)
182.100 Tax for library building, election — duration, rate — building fund — ... (12/31/1985)
182.105 Issuance of bonds for building — limits — maturity — election — tax to pay. (8/28/2006)
182.110 Librarians required to attend meetings — expenses. (8/28/1955)
182.120 Services accessible to all residents of county. (8/28/1955)
182.130 Certain areas excluded from county library districts (first class charter ... (8/28/1988)

CITY LIBRARIES

182.140 Petition for library tax — rate — election — funds, management and ... (8/28/1987)
182.143 Treasurer of board of trustees, duties. (12/31/1985)
182.145 Cities maintaining library prior to August 29, 1955, may levy tax for and ... (8/28/1957)
182.150 Election on tax to establish and maintain library, procedure — funds, ... (12/31/1985)
182.170 Trustees, number, appointment. (8/28/1955)
182.180 Terms of office of trustees — removal. (8/28/1955)
182.190 Vacancies, how filled — three terms disqualifies — nepotism forbidden. (8/28/1955)
182.200 Board, organization, powers, duties — funds, management and disbursement — ... (8/28/1995)
182.210 Annual report of librarian, contents, when submitted. (8/28/1955)
182.221 Treasurer, librarian and board employees — bond, duties (cities 600,000 or ... (12/31/1985)
182.230 Library free to public subject to regulations. (8/28/1955)
182.240 Council may provide penalties for damage to property. (8/28/1955)
182.260 Library building tax — duration, rate, election — funds, management and ... (12/31/1985)
182.270 Plans — contracts for library building (cities 10,000 or over). (8/28/1955)
182.280 Board may sell lands, when — exceptions (cities 10,000 or over). (8/28/1955)
182.291 City-county library, how organized — board of trustees, duties — effect of ... (8/28/1990)
182.296 Treasurer, librarian and board employees — bond, duties (city and county ... (12/31/1985)
182.301 City or city-county library may contract for cooperative service. (8/28/1955)

BOARD OF DIRECTORS — CITIES 300,000 OR OVER

182.410 Directors — appointment — number — board to be bipartisan. (8/28/1939)
182.420 Term of directors — removal. (8/28/1939)
182.430 Vacancies, how filled — no compensation. (8/28/1939)
182.440 Duty of board — appointment of officers — powers. (8/28/1995)
182.450 Board to make annual report — contents. (8/28/1939)
182.460 City to provide penalties. (8/28/1939)

MUNICIPAL LIBRARY DISTRICTS

182.480 Municipal library districts created in cities — property subject to taxation. (8/28/1969)
182.490 City library tax rate to be continued — construction of library laws. (8/28/1978)
182.500 Excluded property subject to taxation for payment of bonded indebtedness — ... (8/28/1969)
182.510 Law not to prevent merger of city and county district. (8/28/1971)

CONSOLIDATED PUBLIC LIBRARY DISTRICTS

182.610 County library districts may consolidate, when. (8/28/1972)
182.620 Consolidation — resolution — election — form of ballot — transfer of property. (8/28/1978)
182.630 Consolidated district is body corporate and a political subdivision — ... (8/28/1972)
182.640 Board of trustees — how appointed, grounds for removal, vacancies how ... (8/28/2017)
182.645 Fiscal year — budget — treasurer custodian of funds. (8/28/1972)
182.647 Bonds of employees — records and reports required. (8/28/2010)

182.650 Rate of tax — election to increase rate — form of ballot. (8/28/1978)
182.655 Board may purchase land and erect buildings — bonds issued, when — election. (8/28/1978)
182.660 May incorporate other public library districts — petition, notice — ... (8/28/2017)
182.670 Board to adopt rules and regulations — suspension of library privileges, when. (8/28/1972)

URBAN PUBLIC LIBRARY DISTRICTS

182.701 Definitions. (8/28/1988)
182.703 Urban public library district, procedure to create — boundaries — new ... (8/28/1988)
182.705 Powers — duties of urban public library districts. (8/28/1988)
182.707 Board of trustees, appointment, qualifications, terms, vacancies, expenses, ... (8/28/2005)
182.709 Retirement system, employees eligible for certain public school retirement ... (8/28/1988)
182.711 Fiscal year for library district — budget to be approved, when, ... (8/28/1988)
182.713 Bond required for treasurer, librarian and certain other employees. (8/28/1988)
182.715 Taxes raised for a library district transferred to successor urban ... (8/28/1988)
182.717 Bonds issued by district, limitation, purposes, rate — approval by voters ... (8/28/1988)
182.719 Rules and regulations, duties of board to establish, filed with county ... (8/28/1988)
182.721 Real property, obligations, rights of nine-director urban school district ... (8/28/1988)
182.723 Personal property, funds and obligations of nine-director urban school ... (8/28/1988)

LIBRARIES GENERALLY

182.800 Free libraries — funds, investment of. (8/28/1971)
182.802 Public libraries, sales tax authorized — ballot language — definitions ... (8/28/2016)
182.810 Insurance for library boards. (8/28/1982)
182.812 Library network defined — appropriations, rules and regulations — library ... (8/28/1995)
182.815 Disclosure of library records, definitions. (8/28/2014)
182.817 Disclosure of library records not required — exceptions — complaint may be ... (8/28/2014)

ACCESS TO COMPUTER PORNOGRAPHY

182.825 Definitions. (8/28/2002)
182.827 Responsibilities of public schools and public libraries with public access ... (8/28/2002)
182.900 City libraries — organization of library board — state aid, requirements to ... (8/28/1987)

- Cross References

Board in urban school districts may establish and maintain libraries, 170.211, 177.151
Bond issues of cities of the third classification for library, 95.345
Constitutional provisions relative to libraries, Const. Art. IX § 10
Counties authorized to levy library tax, 137.030
Library tax rate limits, 80.470, 90.020, 94.070, 94.260, 94.400
Property for libraries, acquisition by special charter cities, 81.190
Public library building tax, certain city school districts may levy, 164.081 to 164.111
School loan for libraries, 164.131, 164.141
State aid to public libraries, 181.060

Official Website for the Revised Statutes of Missouri
10 Oct 2024 06:55

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Site changes **Pictures** **Contact**

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182.010. County library districts — petition — tax levy — notice — elections — election to increase levy. —

1. Whenever voters equal to five percent of the total vote cast for governor at the last election in any county, outside of the territory of all cities and towns in the county which at the time of election as hereinafter provided maintain and control free public and tax supported libraries pursuant to other provisions of this chapter, except as provided in section 182.030, shall petition the county governing body in writing, asking that a county library district of the county, outside of the territory of all the aforesaid cities and towns, be established and be known as "_____ County library district", and asking that an annual tax be levied for the purpose herein specified, and specifying in their petition a rate of taxation, then the county governing body, if it finds the petition was signed by the requisite number of voters and verified in accordance with the provisions of section 126.040, pertaining to initiative petitions, shall enter of record a brief recital of the petition, including a description of the proposed county library district, and of its finding; and shall order that the questions of the petition be submitted to the voters of the proposed county library district. The order of the county governing body and the notice shall specify the name of the county and the rate of taxation mentioned in the petition.

2. The question shall be submitted in substantially the following form:

Shall there be established a _____ County library district?

Shall there be a tax of _____ (insert amount) on each one hundred dollars assessed valuation for a county library?

3. In case the boundary limits of any city or town hereinabove mentioned are not the same as the boundary limits of the school district of the city or town, and the school district embraces territory outside the boundary limits of the city or town and within the boundary limits of the proposed county library district, then all voters, otherwise qualified and residing in the school district, but outside the limits of the city or town and within the limits of the proposed county library district, shall be eligible to vote on the proposition, and may cast a vote thereon at the designated polling place within the county. The ballots shall be certified to county governing body as provided in section 179.020.

4. In case the proposed tax is sought as an increased tax for the maintenance of a library already established hereunder, over a lesser tax rate theretofore voted and adopted, then such fact shall be recited in the petition and the notice of the submission of the question.

5. The question shall be submitted in substantially the following form:

Shall there be a tax increase of _____ (insert amount) over the present _____ tax for the county library?

6. If a majority of all the votes cast on the question are for the tax as submitted, the tax specified in the notice shall be levied and collected in the same manner as other county library taxes as provided in section 182.020, and shall be known as and become a part of the "County Library Fund" to be administered as provided in section 182.020.

(RSMo 1939 § 14767, A.L. 1955 p. 547, A.L. 1969 p. 78, A.L. 1974 H.B. 1643, A.L. 1978 H.B. 971, A.L. 1985 S.B. 152)

Prior revision: 1929 § 13463

Effective 12-31-85

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182.015. County commission may establish library district without vote, when — tax levy, submitted how — dissolution of library district — change of boundaries, procedure. — 1. In addition to the provisions of section 182.010, the county commission of any county of the state may establish by its order a county library district without a petition or submission to the voters as provided in section 182.010, provided such district conforms otherwise to the provisions of that section and does not include any part of a regional library system established pursuant to other provisions of this chapter. In the event a district is so established, the county commission shall propose an annual rate of taxation within the limitations prescribed by section 182.010, which proposal shall be submitted to a vote of the people in the same manner as though the district were formed under the provisions of that section.

2. Where the county library district of any county is not operating a library within such county, the county commission may divide the county library district into subdistricts. In the event the subdistricts are established, the county commission shall propose an annual rate of taxation, which proposal shall be submitted to a vote of the people residing in the subdistrict in the same manner as provided for in section 182.010. If a majority of the votes cast on the question are for the tax as submitted, the tax shall be levied and collected on property within the subdistrict in the same manner as other county library taxes are levied and collected pursuant to section 182.020. Such funds shall be used to provide library services in the subdistrict of the county library district.

3. Where a tax has not been approved by the voters within a five-year period from the establishment of a library district, such library district shall be dissolved.

4. (1) The boundaries of any subdistrict established under this section in any county may be expanded as provided in this subsection. Whenever not less than ten percent of registered voters residing in an area in such county adjacent to an existing subdistrict desire to be annexed into the subdistrict, such registered voters shall file a petition with the governing body of the county requesting, subject to the official approval of the existing county library board, the expansion of the subdistrict. The petition shall contain the following information:

(a) The name and residence of each petitioner; and

(b) A specific description of the proposed subdistrict boundaries, including a map illustrating the boundaries.

(2) Upon the filing of a petition under this subsection, subject to the official approval of the existing county library board, the governing body of the county may, by resolution, approve the expansion of the subdistrict. Any resolution to expand such subdistrict adopted by the governing body of the county shall contain the following information:

(a) A description of the proposed boundaries of the subdistrict;

(b) The time and place of a hearing to be held to consider expansion of the subdistrict; and

(c) The rate of tax to be imposed in the area of expansion and voted on within the proposed subdistrict, if any.

Following the hearing required in this subsection, if the existing library board approves the expansion, and if the governing body of the county determines that expansion is in the best interest of the current subdistrict, then the governing body may, by order or ordinance, provide for the expansion of the subdistrict and for any imposition of the existing subdistrict tax rate within the area of expansion. The order or ordinance shall not become effective unless the governing body of the county submits to the voters residing within the proposed subdistrict, at a state general, primary, or special election, a proposal to authorize the governing body of the county to expand the boundaries of the subdistrict and, if necessary, to impose the existing subdistrict tax rate within the area of expansion. If a majority of the votes cast on the question by the qualified voters voting thereon and residing in the existing subdistrict and a majority of the votes cast on the question by the qualified voters voting thereon and residing in the area proposed to be annexed into the subdistrict are in favor of the question, then the expansion of the subdistrict and the imposition of the tax within the area of expansion shall become effective on the first day of the second calendar quarter immediately following the vote. If a majority of the votes cast on the question by the qualified voters voting thereon in either the existing subdistrict or in the area proposed to be annexed into the subdistrict are opposed to the question, then the expansion of the subdistrict and the imposition of the tax shall not become effective unless and until the question is resubmitted under this subsection to the qualified voters and such question is approved by the required majorities of the qualified voters voting on the question under this subsection.

(3) The governing body of any county that has expanded subdistrict boundaries or imposed a tax increase authorized in this subsection may submit the question of repeal of the expansion of boundaries and the accompanying imposition of the tax in the area of expansion to the voters of the subdistrict on any date available for elections for the county.

If a majority of the votes cast on the question by the qualified voters voting thereon are in favor of repeal, that repeal shall become effective on December thirty-first of the calendar year in which such repeal was approved. If a majority of the votes cast on the question by the qualified voters voting thereon are opposed to the repeal, then the expansion of boundaries and the imposition of the tax as authorized in this subsection shall remain effective until the question is resubmitted under this subsection to the qualified voters and the repeal is approved by a majority of the qualified voters voting on the question.

(4) Whenever the governing body of any county that has expanded subdistrict boundaries or imposed a tax as authorized in this subsection receives a petition, signed by ten percent of the registered voters of the library subdistrict, calling for an election to repeal the expansion of boundaries and the accompanying imposition of the tax in the area of expansion under this subsection, the governing body shall submit to the voters of the subdistrict a proposal to repeal the expansion and the accompanying imposition of the tax. If a majority of the votes cast on the question by the qualified voters voting thereon are in favor of the repeal, the repeal shall become effective on December thirty-first of the calendar year in which such repeal was approved. If a majority of the votes cast on the question by the qualified voters voting thereon are opposed to the repeal, then the expansion of boundaries and the imposition of the tax as authorized in this subsection shall remain effective until the question is resubmitted under this subsection to the qualified voters and the repeal is approved by a majority of the qualified voters voting on the question.

(L. 1972 S.B. 583, A.L. 1987 H.B. 179 & 307, A.L. 1995 S.B. 14, A.L. 2007 S.B. 22)

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182.020. Levy and collection of tax — reconsideration of tax — increase in tax levy procedure, ballot form. — 1. If, from returns of the submission of the question, the majority of all the votes cast are in favor of establishing a county library district and for the tax for a free county library, the county governing body shall enter of record a brief recital of the returns and that there has been established "_____ county library district", and thereafter such "_____ county library district", shall be considered established; and the tax specified in the notice, subject to the provisions of this section, shall be levied and collected, from year to year.

2. At least once in every month the county collector in each county of the first and second classes, including such counties having a charter form of government, shall pay over to the treasurer of the county library district all moneys received and collected by him to which the district is entitled and take duplicate receipts from the treasurer, one of which he shall file with the secretary of the county library district and the other he shall file in his settlement with the county governing body. The county collector in the counties of the third and fourth classes shall pay over to the county treasurer at least once in every month all moneys received and collected by him which are due the county library district and shall take duplicate receipts therefor, one of which he shall file in his settlement with the county governing body. The county treasurer in such counties shall pay over to the treasurer of the county library district, at least once in every month, all moneys so received by him to which the district is entitled. Upon payment he shall take duplicate receipts from the treasurer of the county library district, one of which he shall file with the secretary of the county library district, and the other he shall file in his settlement with the county governing body.

3. The tax may be reconsidered whenever the voters of any county library district shall so determine by a majority vote on such questions after petition, order, and notice of the election and of the purpose thereof, first having been made, filed, and given, as in the case of establishing such county library district. At least five years must elapse after the county library district has been established and a tax therefor has been levied before a question to reconsider the tax may be submitted under this subsection.

4. Whenever the county library board of trustees finds it appropriate, it may order an election on the question of increasing the tax established pursuant to subsection 2 of section 182.010 or increased pursuant to subsection 5 of section 182.010. Notice of the election shall be published in the same manner as is notice of an election to establish a county library district under section 182.010. The notice and order shall each recite the amount of the proposed increase. The question shall be submitted in substantially the following form:

> Shall the _____ per hundred dollars assessed valuation tax for the county library be increased to _____ per hundred dollars assessed valuation?

If a majority of votes cast on the question are in favor of the increase, then the increased tax shall be levied and collected in the same manner as the tax was at its previous lower rate.

5. As used in sections 182.010 to 182.120, the words "**county commission**" or "**county governing body**" shall be construed to mean the proper commission or official in any county operating under a special charter.

(RSMo 1939 § 14767, A.L. 1955 p. 547, A.L. 1978 H.B. 971, A.L. 1984 S.B. 423, A.L. 1987 H.B. 179 & 307)

Prior revision: 1929 § 13463

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182.030. Voters of municipal district may vote on establishing or inclusion in county district when — effect. — Whenever voters equal to five percent of the total vote cast for governor at the last election in an existing municipal library district within the geographical boundaries of a proposed or existing county library district shall petition in writing the county commission to be included in the proposed or existing county library district, subject to the official approval of the existing county library board, the voters of the municipal library district shall be permitted to vote on the question for establishing or joining the county library district, and on the proposition for a tax levy for establishing and maintaining a free county library. If the question carries by a majority vote, the municipal library district shall become a part of the county library district at the beginning of the next fiscal year and the property within the municipal library district shall be liable to taxes levied for free county library purposes. If a majority of voters in the existing municipal library district oppose the county library district, the existing municipal library district shall continue.

(RSMo 1939 § 14771, A.L. 1955 p. 547, A.L. 1978 H.B. 971)

Prior revision: 1929 § 13467

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182.040. City may become part of county library district — procedure — effect. — After the establishment of a free county library district the legislative body of any incorporated city, town or village in the county which was excluded from the county library district because of the maintenance of a tax supported municipal library established and maintained pursuant to other provisions of this chapter, after approval of the proposed change by the trustees of the free county library district, may become a part of the free county library district by notifying the county commission that the municipality desires to become a part of the free county library district at the beginning of the next fiscal year; and thereafter the municipality shall be liable for taxes levied for free county library purposes at the same rate as is levied for the free county library district in the county.

(RSMo 1939 § 14772, A.L. 1955 p. 547, A.L. 1961 p. 403, A.L. 1974 H.B. 1643)

Prior revision: 1929 § 13468

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182.050. County library boards — appointment, qualification, removal, vacancies — nepotism forbidden. — For the purpose of carrying into effect sections 182.010 to 182.120, in case a county library district is established and a free county library authorized as provided in section 182.010, within sixty days after the establishment of the county library district, there shall be created a county library board of trustees, of five members, who shall be residents of the library district, none of whom shall be elected county officials. The members shall be appointed by the county commission for terms of four years each, except that as to the members of the first board, two shall be appointed for one year, and one each shall be appointed for two years, three years, and four years, respectively, from the first day of July following their appointment; and annually thereafter before the first day of July the county commission shall appoint successors. Vacancies in the board occasioned by removals, resignations or otherwise shall be reported to the county commission and shall be filled in like manner as original appointments; except that if the vacancy is in an unexpired term, the appointment shall be made for only the unexpired portion of that term. No member of the board shall receive compensation as such. No person shall be employed by the board of library trustees or by the librarian who is related within the third degree by blood or by marriage to any trustee of the board.

(RSMo 1939 § 14768, A.L. 1955 p. 547, A.L. 1972 S.B. 581, A.L. 1986 H.B. 1372)

Prior revision: 1929 § 13464

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182.060. Board to organize — rules and regulations — county librarian, appointment. — 1. The board of trustees, immediately after their appointment by the county governing body, shall meet and organize by the election of one of their number as president and one as treasurer and by the election of such other officers as they may deem necessary; shall make and adopt such bylaws, rules and regulations for their own guidance as may be expedient, not inconsistent with law, for the government of the library and in general shall carry out the spirit and intent of sections 182.010 to 182.120 in establishing and maintaining the free county library.

2. The board, in case such library district establishes its own free county library, shall appoint a qualified librarian who shall be the chief executive and administrative officer for the library district and shall serve at the pleasure of the board.

(RSMo 1939 § 14768, A.L. 1955 p. 547, A.L. 1984 S.B. 423)

Prior revision: 1929 § 13464

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182.070. General powers of district — seal. — The county library district, as a body corporate, by and through the county library board of trustees, may sue and be sued, complain and defend, and make and use a common seal, purchase or lease grounds, purchase, lease, occupy or erect an appropriate building for the use of the county library and branches thereof out of current funds if such funds are available above those necessary for normal operations or, as provided in section 182.105, and sell, convey, lease, exchange, transfer and otherwise dispose of all or any part of its real or personal property, or any interest therein, or other assets wherever situated for and on behalf of the county library and branches thereof, receive gifts of real and personal property for the use and benefit of the county library and branch libraries thereof, the same when accepted to be held and controlled by the board of trustees, according to the terms of the deed, gift, devise or bequest of such property.

(RSMo 1939 § 14769, A.L. 1955 p. 547, A.L. 1995 S.B. 14)

Prior revision: 1929 § 13465

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182.073. Treasurer of board, custodian of funds, duties. — 1. The treasurer of the board of trustees of a county library district shall receive and be the custodian of all money belonging to the district from whatever source derived. All funds of the county library district derived from local taxation for the county library fund and received from the county collector shall be kept in the county library fund. All funds of the county library district derived from local taxation for the county library building fund and received from the county collector shall be kept in the county library building fund; all funds derived from state aid or federal grants, other than land, building and furnishing grants, shall be kept in the county library operating fund; and the board may establish any other funds that it deems necessary. The treasurer shall deposit all moneys belonging to the county library district in the depositaries that are selected by the board of trustees. The treasurer shall also be the custodian of all bonds or other securities belonging to the county library district.

2. County library district moneys shall be disbursed by the treasurer by appropriate instrument of payment only upon due authorization of the county library district board of trustees and duly certified for payment by the president. The certification shall specify the amount to be paid, to whom payment is to be made and the purpose for which payment is being made. The board by resolution may direct that the signature of the president or treasurer be a facsimile signature in the manner provided by sections 105.272 to 105.278.

3. No authorization or certification shall be made, and no instrument of payment issued, for the payment of any county library district indebtedness unless there is sufficient money in the treasury and the proper fund for the payment of the indebtedness and be in the proper form.

4. The treasurer of the board of trustees shall submit to the board of trustees, at each regularly scheduled meeting of the board, an accounting reflecting receipt and disbursement of funds belonging to the county library district.

(L. 1984 S.B. 423)

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182.075. Bond requirement for treasurer, librarian and other employees — cost — librarian's duties, accounts and reports. — 1. The treasurer, the librarian and other employees as designated by the board, before entering upon the discharge of their duties as such, shall enter into bond or bonds with a corporate surety to be approved by the board of trustees in such amount as may be fixed by the board, conditioned that they will render a faithful and just account of all money that comes into their hands, and otherwise perform the duties of their office according to law. The county library district shall pay the premium for the bond or bonds from its operating fund. A copy of such bond or bonds shall be filed with the treasurer of the board and the county clerk. In case of a breach of the conditions of the bond or bonds, the board or any taxpayer of the county library district may cause suit to be brought thereon. The suit shall be prosecuted in the name of the state of Missouri at the relation of and for use of the proper county library district.

2. The librarian, for and on behalf of the board, shall keep or cause to be kept financial records and accounts according to generally accepted accounting standards, and shall furnish to the board or any member thereof the financial records and accounts, or summaries thereof, that the board or any member thereof may request.

3. On or before the second Monday in March of each year, the librarian shall make a report to the board, stating the condition of the library and its services as of the thirty-first day of December of the preceding fiscal year. On or before the thirtieth day of April, the reports shall be submitted to the county governing body and to the Missouri state library by the board of trustees of the county library district.

(L. 1984 S.B. 423)

---- end of effective 28 Aug 1984 ----

use this link to bookmark section 182.075

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182.080. Board may contract for library service — procedure. — The county library board of trustees may contract with the body having control of a public library for assistance in the operation of a free county library under such terms and conditions as may be stated in the contract, or it may contract with the body having control of a public or a school library or any other library to furnish library service to the people of the county library district, under such terms and conditions as may be stated in the contract. The body having control of any library district may contract with any such county library board of trustees to provide library service to the people of the library district under such terms and conditions as may be stated in the contract. The county library board of trustees may contract with any other county library district under the terms outlined in sections 70.210 to 70.320. In case a contract is made for services by any library, the contracting library boards of trustees shall advise and consult together with regard to the management and disbursement of funds, and other policies relating to the proper management of the library.

(RSMo 1939 § 14770, A.L. 1955 p. 547)

Prior revision: 1929 § 13466

---- end of effective 28 Aug 1955 ----

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182.100. Tax for library building, election — duration, rate — building fund — revenues paid to district, when. — 1. Whenever, in any county library district which has decided or shall hereafter decide to establish and maintain a free county library under the provisions of sections 182.010 to 182.120, the county library board of trustees, by written resolution entered of record, deems it necessary that free county library buildings be erected in the county and voters equal to five percent of the total vote cast for governor at the last election of any county library district shall petition the county governing body in writing asking that an annual tax be levied at and as an increased rate of taxation for the library buildings and specify in their petition a rate of taxation annually, and not to be levied for more than ten years, on all taxable property in such county library district, then the county governing body, if it finds the petition was signed by the requisite number of voters, shall enter of record a brief recital of the petition, and of its finding, and shall order that the question of the petition be submitted to the voters of the county library district at an election. The order and the notice shall specify the rate of taxation mentioned in the petition.

2. The question shall be submitted in substantially the following form:

Shall there be a tax of _____ (insert amount) on each one hundred dollars assessed valuation for the erection of a free county library building?

3. If the majority of the voters of the county library district voting on the question vote in favor of the tax, the tax specified in the notice shall be levied and collected in like manner with other taxes of the county library district, and shall be known as the "County Library Building Fund", and shall be subject to the exclusive control of the county library board of trustees. At least once in every month the county collector in all counties of the first and second classes, including such counties having a charter form of government, shall pay over to the treasurer of the county library district all money received and collected by him for the fund and take duplicate receipts from the treasurer, one of which he shall file with the secretary of the county library district and the other he shall file in his settlement with the county governing body. The county collector in counties of the third and fourth classes shall pay over to the county treasurer, at least once in every month, all moneys received and collected by him for the county library building fund and shall take duplicate receipts therefor, one of which he shall file in his settlement with the county governing body. The county treasurer in such county shall pay over to the treasurer of the county library district, at least once in every month, all moneys so received by him for the fund; upon payment he shall take duplicate receipts from the treasurer of the county library district, one of which he shall file with the secretary of the district, and the other he shall file in the settlement with the county governing body. This fund shall be used for expenses incident to the erection and furnishing of the library building. The tax hereby provided for the erection of free county library buildings in such county shall be in addition to the tax levied for the establishment and maintenance of such county library.

(RSMo 1939 § 14773, A.L. 1955 p. 547 § 182.090, A.L. 1978 H.B. 971, A.L. 1984 S.B. 423, A.L. 1985 S.B. 152)

Prior revision: 1929 § 13469

Effective 12-31-85

---- end of effective 31 Dec 1985 ----

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182.105. Issuance of bonds for building — limits — maturity — election — tax to pay. — 1. The county library board in any county library district may provide for the purchase of ground and for the erection of public library buildings, and for the improvement of existing buildings, and may provide for the payment of the same by the issue of bonds or otherwise, subject to the conditions and limitations set forth in this section.

2. No bonds shall be issued in an amount in excess of five percent of the value of taxable, tangible property in the county library district, as shown by the last completed assessment for state and county purposes, nor shall such indebtedness be incurred unless it has been approved by the vote of the constitutionally required percentage of the voters of the county library district voting on the question at a municipal election.

3. Before incurring any indebtedness as authorized in this section, the county library board shall provide for the collection of an annual tax on all taxable, tangible property in the county library district sufficient to pay the interest and principal of the indebtedness as they shall fall due and to retire the same within twenty years from the date contracted.

4. If, upon the returns from the election, which shall be certified to the county commission, it appears that the question to incur or increase such indebtedness has been assented to by the constitutionally required percentage of the voters voting on the question, the county commission shall enter of record a brief recital of the returns and shall declare that the county library board may issue bonds of the county library district in a total amount not in excess of that authorized by the voters. The bonds shall be issued in denominations of not less than one hundred dollars, or some multiple thereof, payable in not more than twenty years from the date they bear, bearing interest from date at a rate not exceeding the rate per annum authorized by law. All bonds shall be signed by the chairman of the county library board, attested by the signature of the secretary, and each bond shall have impressed thereon the corporate seal of the county library district.

(L. 1955 p. 500 § 182.100, A.L. 1978 H.B. 971, A.L. 1990 H.B. 1621, A.L. 2006 S.B. 936)

---- end of effective 28 Aug 2006 ----
use this link to bookmark section 182.105

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182.110. Librarians required to attend meetings — expenses. — County librarians shall be required to attend state library meetings and district library institutes, the actual and necessary expenses incident thereto being a charge against the county library fund.

(RSMo 1939 § 14774, A.L. 1955 p. 547)

Prior revision: 1929 § 13470

---- end of effective 28 Aug 1955 ----

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182.120. Services accessible to all residents of county. — The services of a free county library may be direct loan of books and other library materials, through branches, stations, or mobile units; but in all cases service shall be available to all residents of the county library district.

(RSMo 1939 § 14775, A.L. 1955 p. 547)

Prior revision: 1929 § 13471

---- end of effective 28 Aug 1955 ----

use this link to bookmark section 182.120

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182.130. Certain areas excluded from county library districts (first class charter counties). — If, in any county of the first class having a charter form of government, any property located within the geographical boundaries of a county library district is now, or hereafter, included within the geographical boundaries of an urban public library district supported at least in part by taxation, the property now, or hereafter, included within the geographical boundaries of the urban public library district shall be excluded from the county library district, and the excluded property shall only be subject to taxation for library purposes by the urban public library district and shall no longer be subject to taxation for county library district purposes.

(L. 1965 p. 312 § 4, A.L. 1975 H.B. 124, A.L. 1988 S.B. 681)

---- end of effective 28 Aug 1988 ----

use this link to bookmark section 182.130

- All versions

	Effective	End
182.130	8/28/1988	
182.130	8/29/1955	8/29/1955

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182.800. Free libraries — funds, investment of. — The governing board of any free library district may invest funds of the district. The board may invest the funds in either open time deposits for ninety days or certificates of deposit in a depositary selected by the board, if the depositary has deposited securities under the provisions of sections 110.010 and 110.020; or in bonds, redeemable at maturity at par, of the state of Missouri, of the United States, or of any wholly owned corporation of the United States; or in other short term obligations of the United States. No open time deposits shall be made or bonds purchased to mature beyond the date that the funds are needed for the purpose for which they were received by the district. Interest accruing from the investment of funds in such deposits or bonds shall be credited to the library district fund from which the money was invested.

(L. 1971 H.B. 104 § 1)

---- end of effective 28 Aug 1971 ----

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182.810. Insurance for library boards. — The library board or board of trustees of any library in the state supported in whole or in part by taxation may purchase and maintain insurance for members of the board, individually, against any liabilities incurred as board members.

(L. 1982 S.B. 835)

---- end of effective 28 Aug 1982 ----

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182.812. Library network defined — appropriations, rules and regulations — library networking fund established — rulemaking, procedure. — 1. As used in this section, the term "**library network**" shall mean a formal process of cooperation between libraries and other entities to serve the people of Missouri in an improved fashion through planning and implementing projects and joint activities designed to share and extend combined resources.

2. The state librarian shall promulgate rules and regulations to administer any moneys appropriated by the general assembly for library networks. The sum so appropriated for library networks shall be separate and apart from any and all appropriations made to the state library for any other purpose. The state librarian shall certify the amount of each grant to each approved library network, and warrants shall be issued for the amount so allocated and approved.

3. A special fund to be known as the "Library Networking Fund" is hereby established within the state treasury. It shall consist of any gifts, contributions, grants, or bequests received from federal, private or other sources. Notwithstanding the provisions of section 33.080 to the contrary, moneys in the fund for library networking shall not be transferred to the credit of the general revenue fund at the end of any biennium. All yield, interest, income, increment or gain received from time deposit of moneys in the state treasury to the credit of the library networking fund shall be credited by the state treasurer to the fund.

4. No rule or portion of a rule promulgated under the authority of this section shall become effective until it has been approved by the joint committee on administrative rules in accordance with the procedures provided in this section, and the delegation of the legislative authority to enact law by the adoption of such rules is dependent upon the power of the joint committee on administrative rules to review and suspend rules pending ratification by the senate and the house of representatives as provided in this section.

5. Upon filing any proposed rule with the secretary of state the state librarian shall concurrently submit such proposed rule to the committee which may hold hearings upon any proposed rule or portion thereof at any time.

6. A final order of rulemaking shall not be filed with the secretary of state until thirty days after such final order of rulemaking has been received by the committee. The committee may hold one or more hearings upon such final order of rulemaking during the thirty-day period. If the committee does not disapprove such order of rulemaking within the thirty-day period, the state librarian may file such order of rulemaking with the secretary of state and the order of rulemaking shall be deemed approved.

7. The committee may, by majority vote of the members, suspend the order of rulemaking or portion thereof by action taken prior to the filing of the final order of rulemaking only for one or more of the following grounds:

(1) An absence of statutory authority for the proposed rule;

(2) An emergency relating to public health, safety or welfare;

(3) The proposed rule is in conflict with state law;

(4) A substantial change in circumstance since enactment of the law upon which the proposed rule is based.

8. If the committee disapproves any rule or portion thereof, the state librarian shall not file such disapproved portion of any rule with the secretary of state and the secretary of state shall not publish in the Missouri Register any final order of rulemaking containing the disapproved portion.

9. If the committee disapproves any rule or portion thereof, the committee shall report its findings to the senate and the house of representatives. No rule or portion thereof disapproved by the committee shall take effect so long as the senate and the house of representatives ratify the act of the joint committee by resolution adopted in each house within thirty legislative days after such rule or portion thereof has been disapproved by the joint committee.

10. Upon adoption of a rule as provided in this section, any such rule or portion thereof may be suspended or revoked by the general assembly either by bill or, pursuant to Section 8, Article IV of the Constitution of Missouri, by concurrent resolution upon recommendation of the joint committee on administrative rules. The committee shall be authorized to hold hearings and make recommendations pursuant to the provisions of section 536.037. The secretary of state shall publish in the Missouri Register, as soon as practicable, notice of the suspension or revocation.

(L. 1983 H.B. 300 § 1, A.L. 1995 S.B. 14)

---- end of effective 28 Aug 1995 ----

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182.815. Disclosure of library records, definitions. — As used in this section and section 182.817, the following terms shall mean:

(1) "**Digital resource or material**", any E-book, digital periodical, digital thesis, digital dissertation, digital report, application, website, database, or other data available in digital format from a library for display on a computer screen or handheld device;

(2) "**E-book**", any book composed or converted to digital format for display on a computer screen or handheld device;

(3) "**Library**", any library established by the state or any political subdivision of the state, or combination thereof, by any community college district, or by any college or university, and any private library open to the public;

(4) "**Library material**", any book, E-book, digital resource or material, document, film, record, art work, or other library property which a patron may use, borrow or request;

(5) "**Library record**", any document, record, or other method of storing information retained, received or generated by a library that identifies a person or persons as having requested, used, or borrowed library material, and all other records identifying the names of library users. The term "library record" does not include nonidentifying material that may be retained for the purpose of studying or evaluating the circulation of library material in general.

(L. 1986 H.B. 1372 § 1, A.L. 2014 H.B. 1085)

---- end of effective 28 Aug 2014 ----
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182.817. Disclosure of library records not required — exceptions — complaint may be filed for compromised privacy, procedure. — 1. Notwithstanding the provisions of any other law to the contrary, no library, employee or agent of a library, or third party contracted by a library that receives, transmits, maintains, or stores library records shall release or disclose a library record or portion of a library record to any person or persons except:

(1) In response to a written request of the person identified in that record, according to procedures and forms giving written consent as determined by the library; or

(2) In response to an order issued by a court of competent jurisdiction upon a finding that the disclosure of such record is necessary to protect the public safety or to prosecute a crime.

2. Any person whose privacy is compromised as a result of an alleged violation of this section may file a written complaint within one hundred eighty days of the alleged violation with the office of the attorney general describing the facts surrounding the alleged violation. Such person may additionally bring a private civil action in the circuit court of the county in which the library is located to recover damages. The court may, in its discretion, award punitive damages and may award to the prevailing party attorney's fees, based on the amount of time reasonably expended, and may provide such equitable relief as it deems necessary or proper. A prevailing respondent may be awarded attorney fees under this subsection only upon a showing that the case is without foundation.

3. Upon receipt of a complaint filed in accordance with subsection 2 of this section, the attorney general shall review each complaint and may initiate legal action if deemed appropriate.

(L. 1986 H.B. 1372 § 2, A.L. 2014 H.B. 1085)

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MISSOURI PUBLIC LIBRARY STANDARDS

Table of Contents

Introduction 2

Use of the Standards 3

Minimum Requirements for Missouri Public Libraries 4

1. **Administration & Governance** 5
2. **Finances** 9
3. **Facilities** 13
4. **Human Resources** 17
5. **Collections** 20
6. **Services & Programming** 23
7. **Technology** 26
8. **Communications & Advocacy** 29

Appendix A – Glossary 32

Appendix B – Missouri Statutes Concerning Libraries 42

Appendix C – Formulas and Calculations 45

Appendix D – Essential Library Policies 46

Introduction

Public Library Standards were first issued in Missouri in 1996 and committees have been formed periodically since then to update them. The most recent Standards Committee was established in 2020 at the request of the Missouri Public Library Directors group and included library directors from small, medium, and large libraries along with ex officio assistance from the State Librarian and the Library Development Division Director at the State Library.

A significant change to this edition of the Public Library Standards is the transition to a tiered structure. Basic, minimum requirements are listed at the beginning of the document followed by sections providing standards listed in topical categories and subcategories. Each of these categories are then split out into Essential, Enhanced, and Exemplary levels. An overall rating level can then be calculated when the document is fully reviewed which will provide a benchmark against peer libraries across the state and provide incentive to improve future scores.

The intention of the committee is to provide a relevant and useful tool for library directors, boards of directors, and other library stakeholders to manage the resources entrusted to them under state law, and to aid in strategic planning regardless of the current level of services offered. The standards are designed to encourage the ongoing development of quality library service across Missouri by providing public libraries with a self-evaluation tool to identify strengths, recognize areas for improvement, help with goal setting, and assist libraries in gaining community support.

These standards are not intended to be a one-size-fits-all set of elements that all libraries must meet. Some libraries currently plan and carry out activities that exceed many of those listed, while others are constrained by resources in ways that make achieving many of the basic standards difficult. Every community is different. What is important is that the director, staff, board, and community members constantly review where they are, where they want to be, and what it will take to get there.

These standards are a means for the Missouri public library community to accomplish the following tasks:

1. To stimulate the growth and development of public libraries by providing a common tool to be used for the development of goals.
2. To motivate improvement in the quality and effectiveness of service.
3. To develop a concern and appreciation for the necessity of evaluation and public accountability.
4. To provide a vehicle for eliminating barriers as well as a reminder that all Missouri citizens need and deserve quality library service.

2020-2022 Missouri Public Library Standards Review Committee

Michelle Mears, Rolling Hills Library, Chair
Gina Milburn, Barry Lawrence Regional Library
Katie Hill Earnhart, Cape Girardeau Public Library
Steve Campbell, Scenic Regional Library
Steve Potter, Mid-Continent Public Library
Tony Benningfield, Jefferson County Library
Elizabeth Plotner, Daviess County Library
JoEllen Pratt, Cameron Public Library
Mary Beth Revels, St. Joseph Public Library
Stacey Embry, Morgan County Library
Teresa Tidwell, Caruthersville Public Library

The Review Committee would like to thank the following individuals for their assistance with this project:

Robin Westphal, State Librarian, Missouri State Library
Debbie Musselman, (former) Division Director for Library Development, Missouri State Library

This standards document was approved by the Missouri Public Library Directors organization in July 2022 and adopted by the Missouri Library Association at its September 2022 annual conference. The Association then transmitted the document to the Office of Missouri Secretary of State for consideration as official state standards. The Secretary's Council on Library Development approved the standards as an advisory document in November 2022.

Use of the Standards

The use of these public library standards requires strong commitment on the part of the library director and the board of trustees. Some of the standards can be achieved through time, energy, and leadership. Others will require a funding increase to meet higher standards. Securing additional funding requires significant efforts at both the local and state level.

The first commitment necessary is that of time. Library directors and trustees should work together to study the standards and measure their library against this document, which may assist in enhancing the services currently offered and lead the library to find efficiencies and make improvements.

This document should serve as a regular evaluation tool, encouraging libraries to move from Essential to Enhanced and Exemplary. It can be used annually or every two to three years as a gauge of the library's progress. As the trustees and library director take a closer look at current plans and services, it will assist them in determining the future direction of the library. With this information in hand and employing long-range planning techniques, the board and administration will be able to move the library forward and make it stronger.

NOTE: For any standard listed that begins with an "If" statement, a library can mark YES if they meet the criteria listed OR if the statement does not apply to their library situation. It is on the library itself to determine applicability and answer appropriately.

A library will be considered to have reached each of the target levels below when the minimum percentage of statements listed have been marked YES in each section categorized at the three levels. These same percentages will apply to the standards as a whole, and then a library can use the category designation in their marketing and promotional materials. As these standards mature and develop further, there may be incentives or rewards at the state level tied to these performance categories as a further inducement for improvement. The PDF version of these standards is for reading and review and the companion spreadsheet will assist in scoring. Be sure to use the same version number of both documents together.

Essential 75% **Enhanced 85%** **Exemplary 95%**

Minimum Requirements for Missouri Public Libraries

The Missouri Public Library Directors Standards Committee has determined the following minimum requirements for a legally established public library in the state of Missouri. The goal is for all public libraries to provide a basic level of service to all residents in their community, free of charge.

Entry Level Requirements	Y	N
1. The library has a tax levy or receives an appropriation from another political subdivision, such as a municipality or county.		
2. The library has an appointed Board of Trustees or elected supervisory body, such as a city council or county commission.		
3. The library is open a minimum of 20 hours per week.		
4. The library abides by the American Library Association (ALA) Code of Ethics.		
5. The library offers free public wireless internet access (wi-fi).		
6. The library offers at least one free public access computer with internet access.		
7. The library has a website.		
8. The library dedicates at least one .50 full-time equivalent (FTE) staff member exclusively to library functions during operating hours.		
9. The library has basic policies in place for personnel, collection management, circulation, and patron confidentiality, which are periodically reviewed and updated.		
10. The library provides basic library programming, which is at least one program a month. For example, a book discussion group or preschool storytime.		
11. The library has a dedicated space to make materials and services accessible, and this space is minimally compliant with the Americans with Disabilities Act (ADA).		
12. The library spends at least 5% of its annual budget on new materials.		
13. The library provides a physical collection, which includes books and media.		
14. The library provides a digital collection, which includes e-books and e-audiobooks.		
15. The library operates with an integrated library system; the library is automated.		
16. The library maintains Directors' & Officers' insurance, general liability insurance, and Workers Compensation insurance.		
17. The library complies with all Missouri Ethics Commission reporting requirements.		
18. The library operates in accordance with the applicable section of the Revised State Statutes which pertain to Missouri public libraries, RSMO 182.		
19. The library complies with the Missouri Sunshine Law, RSMO 610.		
20. The library complies with the Missouri Prevailing Wage Law, RSMO 290.220.		
21. The library complies with the Missouri Revised Statutes pertaining to tax levy hearings, RSMO 67.110 and RSMO 137.055.		
22. The library complies with the Missouri Work Authorization Program, RSMO 285.530.		
23. The library complies with the Missouri Revised Statutes pertaining to auditing and financial reporting, RMSO 105.145.		
24. The library complies with the Missouri Revised Statutes pertaining to the retention periods for administrative, fiscal, and legal records, RSMO 109.255.		
25. The library complies with the Missouri Revised Statutes pertaining to the investment of public funds, RSMO 182.630.		

1. Administration & Governance

All Missouri residents should have access to a legally established, readily accessible public library capable of connecting individuals with comprehensive information resources of the region, state, and nation. Public library districts are established and maintained according to the provisions of the Missouri Statutes and are funded by property and/or sales tax revenue, state, federal and private funds. All Missouri public library districts are governed by library boards or as otherwise provided by law.

1.1 Policies

	Y	N
Essential		
1.1.1. The board establishes written bylaws that outline its purpose, list its operational procedures, and address conflict of interest issues.		
1.1.2. A library policy manual is created with input from library staff and regularly reviewed and updated by the board (see Essential Policy List in Appendix D).		
1.1.3. The board assures that adequate records and statistics on library operations are kept in accordance with relevant state statutes and state library requirements.		
Enhanced		
1.1.4. The library's public policies are posted to the library's website.		
1.1.5. Library staff are required to review and certify that they have read all library policies.		
Exemplary		
1.1.6. If more than 5 percent of the library community speaks a language other than English in the home, the library's policies are provided in those languages as needed by the communities that they serve.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

1.2 Planning

	Y	N
Essential		
1.2.1. The library has a written mission and/or vision statement.		
1.2.2. The board is involved in the development of the library's strategic plan and sees to it that the plan is updated every 3-5 years.		
Enhanced		
1.2.3. The library uses surveys or other feedback tools to regularly assess the effectiveness of its services.		
1.2.4. The library has an active Friends of the Library support group with a staff person who serves as a liaison to this group.		

Exemplary		
1.2.5. The board encourages and develops a library foundation/endowment to enhance and supplement the library district's primary operations.		
1.2.6. The board and director maintain a written plan of emergency procedures and/or a risk management plan.		
1.2.7. The library has a written succession plan for library staff development and library management and leadership.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

1.3 Board Members & Meetings

	Y	N
Essential		
1.3.1. Library administration works with the appointing body to recruit board members who reflect the demographics of the population served by the library district.		
1.3.2. Newly appointed board members complete an orientation process.		
1.3.3. The board is offered ongoing board training relevant to state and local laws for public officials, including but not limited to government ethics, public records, public meetings, and contracting.		
1.3.4. The board meets at a regularly scheduled time and place at least the minimum number of times as prescribed by Missouri law, which is posted publicly at least 24 hours in advance.		
1.3.5. The library director is present at all board meetings, except when indicated by state law for closed sessions.		
1.3.6. The library director ensures that current financial and statistical reports are available for review at each board meeting.		
1.3.7. Board meetings include a designated public comment period.		
Enhanced		
1.3.8. Contact information for the board is made available on the library's website.		
1.3.9. Board meeting minutes are made available on the library's website.		
1.3.10. Board members are informed about continuing education activities directly related to public libraries, such as conferences and webinars.		
Exemplary		
1.3.11. Library administration works with the appointing body to ensure continuity of an active and supportive library board.		
1.3.12. Board members are encouraged to join relevant regional, state, and national associations, with dues paid for by library funds.		

1.3.13. Board members are offered continuing education and training with registration and expenses paid by library funds.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

1.4 Board/Director Relationship

	Y	N
Essential		
1.4.1. The board directs and participates in the hiring process for a library director.		
1.4.2. The board approves proposed policies/budgets for the library and shapes the direction of the library through the mission statement and strategic plan.		
1.4.3. The board is not involved in the day-to-day operations of the library, instead they rely on the director for library operations and management.		
Enhanced		
1.4.4. There is a written statement in library policy or board bylaws that differentiates the responsibilities of board members from those of the library director.		
1.4.5. The board approves and encourages the professional development of the director, including attendance at statewide meetings.		
Exemplary		
1.4.6. The library director informs the board of pending legislation on local, state, and national levels and how it may affect local library service.		
1.4.7. The board provides for the professional development of the director with travel and registration paid for by library funds.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

1.5 Cooperation & Partnerships

	Y	N
Essential		
1.5.1. The library cooperates with other libraries (public, school, academic, special) to offer information, services, and programs for library users, such as interlibrary loan, reciprocal borrowing, and consortium access to collections.		
1.5.2. The library occasionally partners with other local agencies for program and services, such as a local service organization's canned food drive.		

Enhanced		
1.5.3. The library cooperates with other government agencies to offer specialized services, such as passport acceptance or fingerprinting.		
1.5.4. The library creates partnerships with other local agencies involved with early childhood learning and literacy.		
1.5.5. The library has management or board members who are representatives to local service or social organizations.		
Exemplary		
1.5.6. The library has regular or annual partnerships with other local entities for fundraising, special events, and other regular and ongoing services to the library district such as author visits or workforce development activities.		
1.5.7. Library representatives are leaders and/or officers of local service or social organizations.		
1.5.8. The library is sought out by other community groups for partnerships and activities, specifically that the other organization contacts the library first to request collaboration.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

Section 1 TOTALS

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

2. Finances

A key responsibility of the board is to assist library staff in seeking and securing funding from public and private sources and to monitor those funds in a way that supports the long-term sustainability of the library district. Public libraries supported by local taxes are political subdivisions of the State of Missouri, and therefore many processes and procedures regarding library finances are dictated by Missouri statutes. A listing of these statutes is provided in Appendix B.

It is essential that libraries are as transparent as possible concerning the use of public money. Libraries should be proactive in this regard, distributing information on a consistent and reliable basis to the board, other administrative bodies, and the community at large.

2.1 Income

	Y	N
Essential		
2.1.1. The library district has a voter approved operating property tax rate of $.10 or above per hundred dollars of assessed valuation, or a minimum support of $20.00 per capita from all local funds including any library sales tax (See Appendix C for formula).		
2.1.2. The library district board certifies the annual tax rate in the manner prescribed by Missouri statutes.		
Enhanced		
2.1.3. The library district has a voter approved operating property tax rate of $.20 or above per hundred dollars of assessed valuation, or a minimum support of $40.00 per capita from all local funds including any library sales tax.		
2.1.4. Library staff apply for and are awarded one to four grants per fiscal year from private or public funds.		
2.1.5. The library has a Friends group that annually contributes funds towards library programs and services.		
Exemplary		
2.1.6. The library district has a voter approved operating property tax rate of $.30 or above per hundred dollars of assessed valuation, or a minimum support of $60.00 per capita from all local funds including any library sales tax.		
2.1.7. Library staff apply for and are awarded five or more grants per fiscal year from private or public funds.		
2.1.8. The library has a foundation/endowment that solicits and invests funds with long term support of the library as its goal.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

2.2 Budget & Expenditures

	Y	N
Essential		
2.2.1. The library district follows fiscal procedures consistent with Missouri state law in preparing, presenting, and administering its annual budget.		
2.2.2. The director presents financial reports for review at each meeting of the board and makes them available to members of the public upon request.		
2.2.3. A minimum of 5% of the annual operating budget is allocated for the acquisition of or access to both digital and physical materials.		
2.2.4. At least 40% of annual operating budget is allocated for salaries and benefits of library staff.		
Enhanced		
2.2.5. The library's annual budget is posted on the website.		
2.2.6. The library director includes both a narrative and financial section of the proposed annual budget for board review and approval.		
2.2.7. A minimum of 10% of the annual operating budget is allocated for the acquisition of or access to both digital and physical materials.		
2.2.8. At least 50% of annual operating budget is allocated for salaries & benefits of staff.		
Exemplary		
2.2.9. A minimum of 15% of the annual operating budget is allocated for the acquisition of or access to both digital and physical materials.		
2.2.10. At least 60% of annual operating budget is allocated for salaries & benefits of staff.		
2.2.11. The library has a financial plan with a long-range planning instrument that includes recent analysis of community, political, and economic factors that may impact library finances.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

2.3 Reserves

	Y	N
Essential		
2.3.1. The library district maintains a capital reserve fund for future needs such as maintaining facilities and the replacement of furniture and equipment.		
2.3.2. The library district maintains operational reserve funds to specifically cover the percent of their annual operating budget that is a gap between the beginning of the fiscal year and the receipt of tax income.		

Enhanced		
2.3.3. The library district maintains capital reserve funds equal to or greater than 30% of their annual operating budget for future needs such as maintaining facilities and the replacement of furniture and equipment.		
2.3.4. The library district maintains operational reserve funds to cover both gap expenditures until tax income is received and for emergencies and unforeseen circumstances such as insurance deductibles or staff PTO liabilities.		
2.3.5. Fund balances of the library district held in reserve are optimally invested and insured within the legal parameters established by Missouri statutes, and investment plans are reviewed annually.		
Exemplary		
2.3.6. The library district maintains capital reserve funds equal to or greater than 50% of their annual operating budget for future needs such as maintaining facilities and the replacement of furniture and equipment.		
2.3.7. The library district maintains operational reserve funds to cover 75% of their annual operating budget for gap expenditures, emergencies, or unforeseen circumstances, such as a precipitous drop in property valuations or local disaster.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

2.4 Insurance

	Y	N
Essential		
2.4.1. The library district maintains liability insurance.		
2.4.2. The library district carries an errors and omissions insurance policy on its board and staff (also called directors and officers coverage).		
Enhanced		
2.4.3. The library district bonds staff and board members with access to funds of $500 or more, either in cash or bank accounts, as required by Missouri statute.		
2.4.4. The library district maintains buildings and contents insurance to the extent they are able. Few policies can cover full replacement cost for a library's collection and contents.		
Exemplary		
2.4.5. The library district maintains separate funds to specifically cover all deductibles and insurance co-payments that may be required in the event that claims need to be filed.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

2.5 Financial Oversight

	Y	N
Essential		
2.5.1. Library districts with a budget over $1 million are annually audited by an independent C.P.A. firm with experience in governmental accounting. Library districts with a budget under $1 million regularly conduct a financial review by an independent source with experience in governmental accounting.		
2.5.2. After review, an audit/review document and management letter are sent to the State Library, the State Auditor, and the district's board-appointing bodies.		
Enhanced		
2.5.3. The library board receives an in-person presentation from the firm conducting an audit or review, and all questions are answered to their satisfaction.		
Exemplary		
2.5.4. The library's annual audit/financial review document is posted on the website.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

Section 2 TOTALS

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

3. Facilities

The well-planned library building is efficiently organized for use by patrons and staff. It allows for flexibility in space utilization, accommodates technology, provides an inviting interior, and is designed around the service needs of the community as reflected in the library's plan. The role of the library district in a particular community determines the type and number of physical facilities required. There should be a welcoming atmosphere of openness, which encourages a wide segment of the population to use the library and regard it as an essential component of community life. Libraries are a meeting place for many people and organizations in the community and strive to have space to accommodate this important function.

There are a number of facilities standards that use terms which may be subjective or mention assessments. It is up to the library to determine what is acceptable or "adequate" by using commonly available tools for library space analysis and planning. The Missouri State Library will provide links to resources for library directors to use for facilities evaluation whenever possible.

In this section only, library systems with multiple locations or branches might answer sections 3.2 and 3.3 for each location separately and then tally the Yes and No answers to give an overall answer that trends towards one side or the other as an analysis of the system as a whole.

3.1 Planning & Design

	Y	N
Essential		
3.1.1. Physical facilities are adequate to carry out the mission of the library district and fill the needs of the population it serves.		
3.1.2. All library district buildings are designed to comply with federal, state, and local laws; including fire, safety, sanitation, ADA accessibility, and energy conservation.		
3.1.3. The library utilizes architects and engineers certified to practice in Missouri for construction or addition projects.		
Enhanced		
3.1.4. Space is designed to encourage self-directed use of the library but also locates staff in places they are regularly needed.		
3.1.5. Building design and layout provide for appropriate sightlines and control points for security.		
Exemplary		
3.1.6. Placement of facilities is determined by careful community data analysis and projections for future growth.		
3.1.7. Buildings and grounds are designed to be environmentally friendly and sustainable, and whenever possible meet LEED standards.		
3.1.8. Natural light is available as much as possible in public areas of the facility.		

3.1.9. Heating, air conditioning, and lighting designs are chosen to balance energy conservation, patron comfort, materials preservation, and financial considerations.		
3.1.10. The library staff compiles a space needs assessment at least every five years to share with the library board, with or without consultant assistance.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

3.2 Building & Property Features

	Y	N
Essential		
3.2.1. The minimum number of parking spaces, including adequate handicapped accessible parking spaces, is provided according to local ordinances, or at least 1 space per 500 S.F. of library area.		
3.2.2. Storage space is available for library needs.		
3.2.3. For the comfort of the public and staff as well as the protection of library materials, proper temperature and humidity control is maintained throughout the year.		
3.2.4. Exterior lighting is sufficient to provide for the security of patrons and staff.		
Enhanced		
3.2.5. Convenient, sufficient, well-lit parking is located near or adjacent to the facility.		
3.2.6. Interior lighting is evenly distributed, bright, and free of glare.		
3.2.7. Separate, non-public areas for staff workspace, breaks, and staff restroom(s) are provided.		
3.2.8. *Public spaces and furnishings are provided for the following:* • Visually and/or physically separate areas for children, teens, and adults.		
3.2.9. • Space for programming for different ages or groups.		
3.2.10. • Group and individual study.		
3.2.11. • Quiet space.		
3.2.12. • Public meetings.		
3.2.13. • Utilization of materials in the building (e.g. study tables/comfortable chairs).		
3.2.14. • Public computing.		
3.2.15. • Public restrooms with diaper changing tables.		
3.2.16. An exterior book return or return slot is provided during hours the library is closed.		
3.2.17. Shelving and displays are appropriately sized and visually appealing.		
3.2.18. The library has security cameras for staff and patron safety.		
3.2.19. The library has specific furniture that meets the needs of people with disabilities.		

3.2.20. The library regularly assesses the facility and/or surveys the public for facility input.		
Exemplary		
3.2.21. Usage statistics are maintained and compared to space allocation in order to ensure library facilities meet demands of the community.		
3.2.22. The library system has significantly sized and useful storage spaces throughout its facilities.		
3.2.23. Buildings have multiple security features, such as badge entry, security cameras, and after-hours security monitoring.		
3.2.24. Library has a wellness room for use by the public for breastfeeding or when a quiet and soothing space is needed for any reason.		
3.2.25. Family-friendly restroom is located in the children's section of the library.		
3.2.26. Unisex or family restrooms are available for both the public and for library staff.		
3.2.27. Library has an exterior book drop and/or pickup window accessible by a vehicle.		
3.2.28. If an exterior book return is attached to the library or feeds inside the building, it is fire retardant or considered fire safe.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

3.3 Signage

	Y	N
Essential		
3.3.1. Exterior signs include building number, name of library/branch, and hours of service.		
3.3.2. Interior signs are highly visible and comply with ADA guidelines as required.		
Enhanced		
3.3.3. Library signage has a cohesive look and feel and uses professional design elements.		
3.3.4. Signage to market library collections and services is easily changed and does not contribute to visual clutter or confusion from too much signage.		
Exemplary		
3.3.5. Signs are provided in multiple languages if at least 5% of the community and/or neighborhood speaks a language other than English in the home.		
3.3.6. Exterior signs are lighted and visible on the street from multiple directions and clearly indicate the purpose of the building(s).		
3.3.7. Traffic or other standard signs on adjacent or arterial streets direct residents to the library.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

3.4 Maintenance

	Y	N
Essential		
3.4.1. Library building(s) do not require a disproportionate part of the annual operating budget to maintain (where basic upkeep does not reduce spending on other library needs).		
3.4.2. Library policies are in place to address usage and maintenance of facilities.		
3.4.3. The annual budget includes appropriations for building and grounds maintenance, repair, and replacement.		
Enhanced		
3.4.4. Funds for current and future capital improvements and facility and grounds maintenance are budgeted each year.		
3.4.5. Furniture and equipment are promptly replaced when damaged or worn.		
3.4.6. Contact lists for all mechanical service providers are up-to-date and maintained in a location that is easily accessible by all relevant staff.		
Exemplary		
3.4.7. The library has a comprehensive, written maintenance plan for all facilities with an annual checklist of tasks to complete.		
3.4.8. The library has dedicated maintenance staff who are not also expected to perform custodial duties on a daily basis.		
3.4.9. Long range plans for the library have a specific section addressing facility needs.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

Section 3 TOTALS

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

4. Human Resources

Personnel are the library district's most valuable resource and usually account for the largest portion of the budget. Library staff are responsible for carrying out the mission and the service plan of the library. All library staff should be competent, well-trained, and able to provide high-quality service in a friendly and courteous manner.

If the library does not use volunteers at all, skip section 4.4 but use the alternate line for your totals in this section and for your final scores. A library may choose to answer section 4.4 from the perspective of a Friends of the Library group that utilizes volunteers on behalf of the library.

4.1 Employment & Compensation

	Y	N
Essential		
4.1.1. The library district has a properly qualified and paid director or chief executive.		
4.1.2. The library has qualified staff members with education or experience who are able to accomplish the goals of the library.		
4.1.3. There are written job descriptions for all staff positions that are updated regularly.		
4.1.4. The library has a written set of personnel policies and procedures approved by the board and shared with all employees.		
4.1.5. Salaries and benefits are commensurate with other Missouri libraries and the regional employment marketplace, using available tools and data for comparison.		
4.1.6. Background checks are conducted for staff who regularly work with children.		
Enhanced		
4.1.7. The library director/chief executive has a master's-level library science degree.		
4.1.8. At least 15% of FTE employees have a master-level library science degree.		
4.1.9. The library has a regularly updated compensation schedule that lists library positions and a starting wage or low-high wage range.		
4.1.10. The library offers health insurance to all full-time employees.		
4.1.11. The library offers a retirement plan or retirement savings options to all full-time employees.		
4.1.12. The library has designated staff to serve different age levels or service areas of the library.		
4.1.13. The library offers some benefits to part-time employees, such as holiday pay.		
4.1.14. The library staff reflects the diversity of the community served.		
4.1.15. Background checks are conducted for all library staff.		

Exemplary		
4.1.16. The library has at least 15% of positions that require and are filled by people with a masters-level library science degree.		
4.1.17. The library offers pro-rated benefits to part-time employees comparable to full-time employees.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

4.2 Performance Evaluation

	Y	N
Essential		
4.2.1. Staff performance is formally or informally evaluated at least once every three years.		
4.2.2. Library user surveys or other feedback mechanisms include questions about staff and the customer service they provide.		
Enhanced		
4.2.3. Staff are evaluated annually and have an opportunity to participate in the evaluation process.		
4.2.4. Feedback is given to all staff on a regular basis.		
4.2.5. The board conducts a regular evaluation of the library director or chief executive at least once every three years.		
4.2.6. The library has an organizational chart that clearly shows supervisors and subordinates.		
Exemplary		
4.2.7. All staff are encouraged to provide feedback to their supervisors and managers in relation to library management practices.		
4.2.8. The library director or chief executive requests evaluative feedback from their direct reports or management staff in order to get a full picture of their job performance.		
4.2.9. Staff performance and accomplishments are celebrated with a special event or public recognition.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

4.3 Professional Development & Training

	Y	N
Essential		
4.3.1. All staff receive a new employee orientation.		
4.3.2. Library staff have or will obtain all the necessary technology skills to serve users in the modern library environment.		
4.3.3. The library director participates in community engagement opportunities.		
4.3.4. Professional development is made available to supervisory/management staff.		
4.3.5. The library has a method to record and keep track of staff training activities.		
4.3.6. The library pays for the director's professional association dues, and/or for local organization dues when acting as a library representative or spokesperson.		
Enhanced		
4.3.7. Funds are budgeted for selected staff to attend in-person conferences and training every year.		
4.3.8. All staff are encouraged to participate in as much virtual or computer-based training as possible, considering their other regular duties and responsibilities.		
4.3.9. Multiple library staff have the opportunity to participate in community engagement activities or organizations.		
4.3.10. Director attends municipal or regional government meetings other than when making a budget request or invites governing bodies to meet in the library.		
Exemplary		
4.3.11. Formal, in-house staff training is provided one or more times per year.		
4.3.12. Staff are trained specifically in emergency procedures and protocols.		
4.3.13. The director and other key staff attend regional or national conferences on a regular basis, such as ALA, PLA, ABOS, or ARSL.		
4.3.14. Library staff "give back" by sharing their education and experiences with other libraries through presentations at conferences or other informal meetings and training across the state or region and/or service on local or professional committees.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

4.4 Volunteers

	Y	N
Essential		
4.4.1. Volunteers enhance the general level of library service but do not replace paid staff.		

4.4.2. Volunteer hours are tracked and reported for statistical purposes.		
Enhanced		
4.4.3. The library and/or Friends of the Library has a written set of policies and written job descriptions guiding the use of volunteers.		
4.4.4. The library and/or Friends has a designated person who coordinates volunteer recruitment and activities.		
4.4.5. The library and/or Friends encourages volunteers of all ages and abilities to assist at their optimal levels.		
4.4.6. Volunteers that are not enhancing library services and/or Friends' activities are removed from duty.		
Exemplary		
4.4.7. The library and/or Friends of the Library develops and maintains a written volunteer manual.		
4.4.8. Library and/or Friends volunteers are celebrated and rewarded at a public or recurring event.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

Section 4 TOTALS

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		
Without Section 4.4 Volunteers								
Essential			**Enhanced**			**Exemplary**		

5. Collections

A library's main purpose is to provide access to materials with a diverse spectrum of content to the community that it serves. As communities change, so must library collections. The collection should include print and electronic materials easily accessible through an integrated library system (ILS).

A successful collection embodies the principle of free access to ideas on all sides of an issue, including potentially controversial topics. A successful collection also supports the services the library provides and helps the library meet its defined goals. Collection development also considers other resources in the community, the region, and the state.

Collection management requires a studied approach to the selection, maintenance, and development of the collection. Collection evaluation is the continuous process of analyzing use, age, condition, timeliness, and scope of library materials. Materials are defined as print materials, audiovisual materials, digital/downloadable resources, periodicals, and research databases.

5.1 Collection Development

	Y	N
Essential		
5.1.1. The library collection is available through an online catalog to the public.		
5.1.2. The library provides materials in a variety of formats and media, including digital materials.		
5.1.3. The library collection is cataloged, organized, and displayed to facilitate access.		
5.1.4. The library maintains a collection representing a wide variety of viewpoints and subjects.		
5.1.5. The library acquires age-appropriate collections and formats for children, teens, and adults.		
5.1.6. The library users have access to electronic resources, including e-books, e-audiobooks, and online databases.		
5.1.7. The library makes purchases at multiple intervals through the budget year to ensure a steady flow of materials to the public.		
5.1.8. The library shares materials within a local consortium or with other libraries within the state.		
Enhanced		
5.1.9. The collection development process allows for suggestions for purchase by district residents.		
5.1.10. The library provides additional online resources beyond those provided by the State Library and the statewide e-book consortium.		
5.1.11. If more than 5 percent of the library community speaks a language other than English in the home, the library responds by purchasing a significant amount of culturally appropriate materials in that language in a variety of formats.		

5.1.12. The library offers a collection of specialty, non-book items for check out, such as cake pans, fishing poles, or table games.		
Exemplary		
5.1.13. The library participates in a multi-state or national interlibrary loan program as both a borrower and lender.		
5.1.14. The library has set up standing orders for popular materials and formats with vendors to get items to users more quickly.		
5.1.15. Patrons can recommend material purchases through the public access catalog and/or their personal account.		
5.1.16. The library has access/subscriptions to video or audio streaming services for patrons.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

5.2 Collection Management & Access

	Y	N
Essential		
5.2.1. Collection management policies are based on the ALA intellectual freedom principles (https://www.ala.org/advocacy/intfreedom).		
5.2.2. Collection management includes policies and procedures for materials selection and acquisition.		
5.2.3. Collection management includes policies and procedures for material removal utilizing the CREW method or another recognized method to maintain the relevancy of the collection to community needs.		
5.2.4. Collection management includes policies and procedures for materials reconsideration requests.		
5.2.5. Collection management includes policies and procedures for gifts/donations.		
5.2.6. Collection management includes policies and procedures for non-circulating items.		
5.2.7. The library collects and reviews usage data to assess collection development, collection management, and resource performance.		
Enhanced		
5.2.8. The library promotes use of the collections through marketing, displays, and/or programs that increase user awareness and resource circulation.		
5.2.9. The library reviews collection statistics on usefulness, weeding, and diversity using percentages or other comparative figures for children, youth, and adult materials.		
5.2.10. If rare books/local history are a part of the collection, policies should include a plan for preservation of these unique materials.		

5.2.11. The public online catalog includes book cover images or other cover art.		
5.2.12. Collection decisions are based on a 5:1 holds ratio.		
Exemplary		
5.2.13. The library has a mobile app that includes catalog access, account review, and placing holds.		
5.2.14. The ILS system uses an acquisitions module for efficiency in ordering and receiving materials.		
5.2.15. Collection decisions are based on a 3:1 holds ratio.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

Section 5 TOTALS

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

6. Services & Programming

The services of the public library are designed to meet the needs of the community. Specific plans for library services are developed as part of the library district's strategic plan. Services and program standards dictate that library offerings are free of charge to everyone in the library's service area.

The library district has a written plan to meet community needs, developed by the board and staff with input from the community.

6.1 Service Characteristics

	Y	N
Essential		
6.1.1. The library provides services free of charge to everyone in the library taxing district, as defined by written policies.		
6.1.2. Full library services are available to all residents of the library district without restriction according to age or abilities.		
6.1.3. The library provides basic reference services and reader's advisory services.		
6.1.4. Library hours are set to meet community needs and include some morning, afternoon, evening (after 5:00 p.m.), and weekend hours each week.		
6.1.5. Library services are available in person, by telephone, online, or virtually all hours the library is open to the public.		
6.1.6. The library offers services that include a circulating collection, public technology, and programming for all ages.		
6.1.7. The library provides services that meet the needs of the community's demographics including special populations.		
6.1.8. The library does not place patron age restrictions on the circulation of materials.		
Enhanced		
6.1.9. The library facilitates or serves as a custodian of local history.		
6.1.10. The library provides resources and services to support local workforce and economic development.		
6.1.11. The library offers outreach services in the community.		
6.1.12. The library has a dedicated service for home or outreach delivery of materials.		
Exemplary		
6.1.13. The library provides extra services to the public such as small business assistance, notary, passport acceptance, or fingerprinting.		
6.1.14. If a library district has more than 5% of its population that speaks a language other than English in the home, the library has signage, publications, and staff members designed to help non-English speakers of this language at the library.		
6.1.15. The library offers information on basic literacy resources for all ages.		

6.1.16. Live virtual reference services are offered outside of library in-person open service hours.		
6.1.17. At least one location has curbside pick-up or drive-up window service available.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

6.2 Programming

	Y	N
Essential		
6.2.1. The library develops and hosts informational, educational, recreational, and cultural programs designed to meet the diverse needs and interests of the community.		
6.2.2. The library offers summer reading programs for children and young adults.		
6.2.3. The library provides current information in digital form and/or print about agencies and organizations that connect community programs of interest to the patrons, like on a web page, bulletin board, or brochure rack.		
6.2.4. The library has funding in its annual budget for program materials and program staffing.		
Enhanced		
6.2.5. The library offers summer reading programs for adults.		
6.2.6. The library collaborates with community organizations, schools, and other educational institutions to provide community programming.		
6.2.7. The library provides space for, or referrals to, other agencies in the community who provide educational support to patrons.		
6.2.8. The library provides or collaborates with other organizations to offer workforce development programs.		
6.2.9. The library charges no fees for programming beyond minimal materials costs if necessary.		
6.2.10. The library offers maker-types of programs with special materials or equipment, such as computer or robotic coding, sewing machines, or model building connectors.		
Exemplary		
6.2.11. The library offers special programming and unique events based on community needs and interests, such as local history fairs or seasonal celebrations.		
6.2.12. Library has a dedicated area or “makerspace” for creation and discovery programs with advanced tools such as a 3D printer, power tools, crafting home appliances, or a laser cut or pattern making machine.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

6.3 Lifelong Literacy

	Y	N
Essential		
6.3.1. The library offers regular storytime for preschool-age children.		
6.3.2. The library offers, partners with, or refers adults with basic literacy needs to appropriate and accessible resources and programs.		
Enhanced		
6.3.3. The library supports agencies who offer early literacy/developmental programs in the community through space, partnerships, or outreach programs.		
6.3.4. The library offers baby and toddler storytimes with different goals and purposes than regular preschool storytime.		
6.3.5. The library offers family programming based on early literacy development.		
6.3.6. The library offers literacy programming to categories of users that include special needs, developmentally challenged, or disabled adults.		
Exemplary		
6.3.7. Literacy programs for children are offered both in-person and as virtual (recorded or live) programs to reach the widest possible audience.		
6.3.8. The library has at least one annual or ongoing reading challenge aimed at ages 0-6 to encourage and reward exposure to books and shared reading experiences.		
6.3.9. If a library district has more than 5% of its population that speaks a language other than English in the home, the library offers storytime or other literacy programming in that language.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

6.4 Service Evaluation

	Y	N
Essential		
6.4.1. The library offers onsite resources for formally or informally making comments or suggestions about library services and programs.		
6.4.2. The library evaluates patron/user satisfaction with programs and services on a regular basis.		

Enhanced		
6.4.3. The library provides opportunities for the public to offer feedback on programs and services online or electronically.		
6.4.4. The library takes the time for staff to debrief and discuss library programs with each other to improve subsequent programs.		
Exemplary		
6.4.5. The library conducts community-wide surveys of both users and non-users to inform and adjust its services to the public.		
6.4.6. The library conducts outcome-based surveys on its programs annually, such as asking users to share stories of how library programs made a difference or if tangible benefits were perceived based on library programs such as increased performance at school or adults finding employment.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

Section 6 TOTALS

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

7. Technology

Library technology is a critical factor in providing high quality library services and should be integrated at all levels of the library organization. Technology changes and improves cooperative efforts among libraries, including their ability to share resources and increase efficiency of service delivery to patrons. Electronic information systems complement traditional materials and allow the library to provide online connectivity to a variety of data sources.

Technology is interwoven with almost every other standard featured in this document. Investments in technology should be thought of in the same way as investments in facilities, collections, and staff. Changing technologies will lead to changing services, with a consistent goal of maintaining relevance to the user population and needs of the community.

7.1 Basic Computing

	Y	N
Essential		
7.1.1. The library has anti-virus, filtering, and/or spam blocking software on all public computers for the protection of both users and the internal network.		
7.1.2. The library has a replacement/maintenance schedule for equipment and software, reviewed at least every three years.		
7.1.3. The library district has personnel or contracts with a firm to provide technological support and troubleshooting in a timely manner and with minimal interruption to patron or library services.		
7.1.4. The library district engages in practices to preserve the confidentiality, safety, and integrity of data collected by the library.		
7.1.5. The library has a data backup process and maintenance plan for all internal data, documents, and files.		
Enhanced		
7.1.6. The library adopts industry standards for physical and wireless networking in remodeling and new construction decisions of facilities.		
7.1.7. The library district follows best practices for PC, server, and network security, engaging in ongoing and overlapping security protocols.		
7.1.8. Networking equipment is monitored for disruption or unauthorized intrusion, and library staff are alerted to disruption or intrusion.		
7.1.9. The library has copying and scanning equipment for the public to use.		
7.1.10. The library has a color printer for public access.		
7.1.11. The library has a separate computer area for children.		
7.1.12. The library has computer gaming equipment available.		
7.1.13. The library has laptop computers and tablets for in-house and/or checkout purposes.		

Exemplary		
7.1.14. The library has wireless printing access.		
7.1.15. Library copying and scanning equipment allows for email or saving to a portable drive.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

7.2 Internet Access/Services

	Y	N
Essential		
7.2.1. The library district maintains an up-to-date, universally accessible web presence and uses that web presence to provide information to its user community.		
7.2.2. The library has a board-approved, acceptable use policy for internet access computing.		
7.2.3. If internet access is filtered, the library district has a policy and procedures to allow patrons unfiltered access to information upon request.		
7.2.4. The library offers authentication of remote access to e-resources with patron library cards.		
7.2.5. Free wireless internet access is available at all library locations throughout the entire building.		
Enhanced		
7.2.6. The library offers wireless, internet hotspots for checkout purposes.		
7.2.7. The library has high-speed internet access with enough bandwidth to support streaming audio and video files.		
7.2.8. Time and print management services are installed that include online session data clearing.		
7.2.9. Mobile-friendly access is provided for the catalog and/or website.		
7.2.10. The library has self-checkout equipment.		
Exemplary		
7.2.11. The ILS system offers secure online payment processing that follows industry standards for user privacy.		
7.2.12. The library has a stand-alone mobile app for catalog and/or website access.		
7.2.13. The library has combined access to e-content, through a service such as Simply-E.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

7.3 Technology Support & Training

	Y	N
Essential		
7.3.1. The library offers instruction for online and digital resources and other services using technology.		
7.3.2. The library offers resources or one-on-one assistance in basic computer skills.		
7.3.3. The library offers resources or one-on-one assistance in business productivity software like word processing, spreadsheets, and presentations.		
7.3.4. The library offers resources or one-on-one assistance in internet search techniques.		
7.3.5. The library offers resources or one-on-one assistance in using online library resources.		
Enhanced		
7.3.6. The library offers resources and support for digital content creation, including audio/video editing software.		
7.3.7. The library offers scheduled computer and technology instruction classes.		
Exemplary		
7.3.8. The library provides access to industry-standard multimedia editing software or other high-end software packages such as flight simulation or virtual reality.		
7.3.9. The library has dedicated space or rooms for distance learning or videoconferencing.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

Section 7 TOTALS

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

8. Communication & Advocacy

Communication and advocacy for libraries incorporate a marketing plan for programs and service promotion as well as public relations to strengthen community awareness and service relevance.

These standards address the importance of library participation in the community for its transformation and growth, as well as community member involvement in the library to develop effective community champions for library sustainability and growth initiatives.

A library's communication effort is guided by the marketing plan; a coordinated, continuous effort to communicate a positive image of the library district. It is designed to target local demographics (age, income, and education of those living in your service are), reflect language(s) spoken in the community and address both external (patrons, general public, media, and community leaders) and internal (staff, library board, volunteers, Friends, and patron organizations) groups.

Library advocacy incorporates community engagement in the work of its community as well as the participation of community members in the work of the library. Advocacy also includes the promotion of library initiatives like funding measures and capital campaigns.

8.1 Communication Plan

	Y	N
Essential		
8.1.1. The library district creates and maintains a professional image. The created "brand" (including a logo) is consistent across all printed, electronic, and verbal communication.		
8.1.2. The library uses multiple ways to communicate its message to the public with both traditional and new/digital message channels.		
8.1.3. A library district designates a spokesperson to receive all public and media inquiries.		
8.1.4. Library staff and board members project a positive image of the library district in all public communications.		
8.1.5. The library website includes pertinent information regarding library operations, including list of board members, administrative staff, minutes, public policies, annual reports, audit, and financial review, etc.		
Enhanced		
8.1.6. A written marketing plan has been approved by the board and implemented.		
8.1.7. The budget includes funds for all aspects of marketing the library district and its services.		
8.1.8. The library has interior digital signage promoting services, programs, and event activities.		
8.1.9. A library representative is available to speak to community groups about library programs and services.		
8.1.10. The library communicates back to its appointing body/bodies at least once per year, informing them of library activities and services.		

8.1.11. The library offers a regularly scheduled newsletter that promotes events, programs, and services.		
Exemplary		
8.1.12. The library has exterior digital signage promoting event activities, programs, and services.		
8.1.13. The library has a coordinated plan to communicate with both new members and lapsed users informing them of library collections, programs, and services.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

8.2 Community Engagement

	Y	N
Essential		
8.2.1. Library staff members participate as active members and supporters of community organizations.		
8.2.2. The library participates in community initiatives and regular community events such as festivals, fairs, and parades.		
8.2.3. The library actively partners with local schools and maintains a school contact list.		
Enhanced		
8.2.4. The library partners with community organizations towards ongoing projects/goals.		
8.2.5. Library staff members are appointed to serve on community commissions, foundations, and boards, i.e., TIF, planning and zoning, economic development, hospital boards, etc.		
Exemplary		
8.2.6. The library convenes, initiates, or hosts community meetings involving multiple stakeholders to address community issues.		
8.2.7. The library initiates and sponsors a major community event annually, such as a One Book program or author/genre celebration.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

8.3 Library Advocacy

	Y	N
Essential		
8.3.1. Library staff, board, and community members advocate for improved library services at the local, state, and federal level.		
8.3.2. Library staff members are informed of MLA and ALA legislative issues and promote those issues whenever possible.		
8.3.3. The library cultivates relationships with elected officials at all levels of government.		
8.3.4. The library invites elected officials and community leaders to library events and programs.		
8.3.5. The library develops and distributes key messages for staff, volunteers, and community partners.		
Enhanced		
8.3.6. The library provides resources and encouragement to staff and supporters to ensure they can be successful library advocates.		
8.3.7. The library provides legal and state election law training to staff and supporters through multiple channels such as in-person meetings or webinars.		
8.3.8. Library staff and supporters attend events, hearings, and programs where public policy that affects the community is reviewed and discussed.		
8.3.9. Library staff, volunteers, and community partners support MLA Legislative Day with calls, mail, and in-person representation, as allowed by law.		
Exemplary		
8.3.10. Formal training in advocacy skills for the benefit of the library is offered to staff, board, Friends of the Library groups, library foundation, and/or volunteers.		

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

Section 8 TOTALS

	YES	NO		YES	NO		YES	NO
Essential			**Enhanced**			**Exemplary**		

Your Library Score

After your library answers all the statements YES or NO, then a percentage of your YES answers is calculated against the total YES answers possible of the standards in each tiered level. If you meet or exceed the target percentage, then you have reached that tiered level for that section. Once your library meets or exceeds the target percentage of all the Essential, Enhanced, and Exemplary standards, you may refer to your library as meeting that tiered level in marketing and promotional materials.

Section 1 Administration & Governance

75%	YES	PERCENT	85%	YES	PERCENT	95%	YES	PERCENT
Essential	**/ 17**		**Enhanced**	**/ 12**		**Exemplary**	**/ 12**	

Section 2 Finances

75%	YES	PERCENT	85%	YES	PERCENT	95%	YES	PERCENT
Essential	**/ 12**		**Enhanced**	**/ 13**		**Exemplary**	**/ 10**	

Section 3 Facilities

75%	YES	PERCENT	85%	YES	PERCENT	95%	YES	PERCENT
Essential	**/ 12**		**Enhanced**	**/ 23**		**Exemplary**	**/ 19**	

Section 4 Human Resources

75%	YES	PERCENT	85%	YES	PERCENT	95%	YES	PERCENT
Essential	**/ 16**		**Enhanced**	**/ 21**		**Exemplary**	**/ 11**	
Without Section 4.4 Volunteers								
Essential	**/ 14**		**Enhanced**	**/ 17**		**Exemplary**	**/ 9**	

Section 5 Collections

75%	YES	PERCENT	85%	YES	PERCENT	95%	YES	PERCENT
Essential	**/ 15**		**Enhanced**	**/ 9**		**Exemplary**	**/ 7**	

Section 6 Services & Programming

75%	YES	PERCENT	85%	YES	PERCENT	95%	YES	PERCENT
Essential	**/ 16**		**Enhanced**	**/ 16**		**Exemplary**	**/ 12**	

Section 7 Technology

75%	YES	PERCENT	85%	YES	PERCENT	95%	YES	PERCENT
Essential	**/ 15**		**Enhanced**	**/ 15**		**Exemplary**	**/ 7**	

Section 8 Communication & Advocacy

75%	YES	PERCENT	85%	YES	PERCENT	95%	YES	PERCENT
Essential	**/ 13**		**Enhanced**	**/ 12**		**Exemplary**	**/ 5**	

Missouri Public Library Standards – TOTAL SCORE

75%	YES	PERCENT	85%	YES	PERCENT	95%	YES	PERCENT
Essential	**/ 116**		**Enhanced**	**/ 121**		**Exemplary**	**/ 83**	
Without Section 4.4 Volunteers								
Essential	**/ 114**		**Enhanced**	**/ 117**		**Exemplary**	**/ 81**	

Appendix A Glossary

24/7/365	Access to library service(s) 24 hours a day, 7 days a week, 365 days a year.
ADA	Americans with Disabilities Act. (www.ada.gov)
ADA-Accessible	An unobstructed space designed specifically to be negotiated safely by a person with a disability.
Adaptive Technologies	Adaptive technologies enable disabled persons (visual, hearing, mobility) to utilize products that they would not normally be able to use such as computers, phones, movies, etc.
Advisory Board	External group of citizens that advises a library director and local government on the operations of the library.
Advocacy	The promotion of library initiatives like funding measures and capital campaigns; connections and communications with elected officials and stakeholders for the benefit of the library.
ALA	American Library Association. www.ala.org
ALA-Accredited MLS	A master's degree in the field of library and information awarded by an ALA accredited university.
Audit	A systematic examination of the financial records of an organization conducted, as a rule, by an external party to verify the accuracy of and determine conformance to established financial criteria; a written report of such examination.
Authentication	The verification of an individual's library account status in regard to online services to either provide or deny access.
Bandwidth	The amount of information that can be sent through a data connection between two computers in a given amount of time. A connection that can transmit more data in a shorter period is said to have more bandwidth than another, slower connection. Bandwidth directly affects the quality of transmitted information.
Blog	A blog is a type of website, typically in journal format, that permits user posts. The posts generally are arranged in chronological order with the most recent post at the top.
Boundaries (Library)	The library's legally defined, geographic service area from which the library receives tax support for the provision of library services.
Branch library	A branch library is one that is administered by a central or main library and that does not report to a board. Branch libraries are included in the library legal service area and their statistics are sometimes reported as a part of the whole library statistics and sometimes broken out.

Broadband	Broadband is high-speed Internet connectivity ranging from 256kbps (kilobits per second) and higher.
Budget	A plan for conforming expenditures to income.
Bylaws	A law, ordinance, or regulation made by a public or private corporation, or an association or unincorporated society, for the regulation of its own local or internal affairs and its dealings with others or for the governance of its members.
C.F.R.	Code of Federal Regulations. www.gpoaccess.gov/cfr/index.html
Cataloging	The preparation of bibliographic records in accordance with specific uniform principles. (See also Classification)
CIPA	Children's Internet Protection Act
Classification	Arrangement of bibliographic records by specific numbers and letters in accordance with a systematically predetermined and arranged schedule, generally by subject matter. Two commonly known and used schedules are the Dewey Decimal System and the Library of Congress Classification. (See also Cataloging)
Collection	The curated set of books, media, digital resources, and other materials made available for access or reference in a library.
Collection Management	The discipline of selecting, acquiring, and weeding the books, media, digital resources, and other materials in the library's catalog; The continuous review and evaluation of the library's collection to ensure that the collection is current, relevant, and useful.
Collection Turnover Rate	A library's total annual circulation divided by the total collection.
Community Engagement	The participation of the library in the work of its community as well as the participation of community members in the work of the library.
Community Partnerships	A collaborative relationship between a library and another community organization, agency, or business.
Community-Based Organization	Service-based organizations in a community, examples include YWCA, homeless shelters, poverty eradication groups, etc.
Conditioned Power	Conditioned power is electrical service that is protected from line noise, voltage surges and spikes, brownouts, and blackouts.
Conflict of Interest Statement	Delineates areas with which public officers must comply in order to avoid conflicts of interest.
Continuing Education	Any formal training that library personnel utilize to improve job-related knowledge; see also Professional Development.

Cooperative Collection Development	A system for coordinating selection and purchase of materials between two or more libraries to avoid unnecessary duplication, complement the collections of participating libraries, and utilize public funds in a responsive manner.
Core Library Services	Circulation, reference, technology services, and applicable programming for people of all ages, as facilities and scheduling allows.
CREW	Continuous Review, Evaluation, and Weeding. An ongoing process of evaluating and weeding collections as detailed in Belinda Boon's The CREW Method: Expanded Guidelines for Collection Evaluation and Weeding for Small and Medium Sized Public Libraries (Texas State Library, 1995). www.tsl.state.tx.us/ld/pubs/crew/index.html
CSLP	Collaborative Summer Library Program
Devices	Small electronic items such as smartphones, tablets, and e-readers.
Director	Chief executive officer of a public library.
Distribution Closet	A room containing equipment racks filled with hubs and patch panels for arranging network connections.
Download	The process of transferring a file from a computer on the Internet to your own computer or device. Things you might download include software, images, email, music, videos, podcasts, etc.
DPLA	Digital Public Library of America
E-book	An electronic version of a printed book layout that can be downloaded to a computer, e-book reader, and other applicable electronic devices.
Edge	The set of tools public libraries can use to evaluate their public technology offerings against a national set of technology benchmarks.
EEOC	Equal Employment Opportunity Commission. www.eeoc.gov/
Electronic Database	An accessible collection of information stored within the memory of a computer, usually a remote server.
Electronic Use	Data that accurately reflects the number of times a library's Internet connection or database is accessed during a specific time period.
Enhanced Standards	The intermediate level of library programs, services, and other aspects of a public library that stand out compared to its peers.
E-Rate	The Schools and Libraries Program of the Universal Service Fund, commonly known as "E-Rate," is administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC) and provides discounts to assist most schools and libraries in the United States to obtain affordable Internet access. (https://www.usac.org/sl/)

Essential Standards	The basic level of library programs, services, and other aspects of a public library which adequately meet the needs of its community.
Exemplary Standards	The highest level of accomplishment which represents leadership on the state and national level of library programs, services, and other aspects of a public library.
Expenditure	Funds spent by the library from its annual budget provided by governmental funding bodies, the taxing district, or other revenue sources.
FCC	Federal Communications Commission
FY	Fiscal Year; Federal Fiscal Year is FFY; State Fiscal Year is SFY
FICA	Federal Insurance Contribution Act. FICA is the tax provisions of the Social Security Act, as they appear in the Internal Revenue Code. www.ssa.gov
Firewall	A firewall is a collection of security measures designed to prevent unauthorized electronic access to a networked computer system.
Friends of the Library	Friends of the Library is a group of individuals who value public library services to the community and are willing to volunteer their time, talents, and efforts to promote the library's goals and objectives in whatever way will be helpful. They are organized to help support the work of the library, not to engage in the work and responsibilities of the library board members or the library staff.
FSCS	Federal-State Cooperative System for Public Library Data
FTE	Full-time equivalent; full-time employee; One or more individuals whose total working hours add up to 40 per week.
Governing Board	Group of citizens appointed by a local government. A governing board is an entity that has legal, financial, and policy-making responsibilities.
Hardware	Hardware is computer components such as the monitor, keyboard, central processing unit (CPU), mouse, etc.
Homepage/Webpage	A file in HTML (Hypertext Markup Language) format that is accessed over the Internet via a web browser. The term homepage refers to the starting point that will reference other HTML pages. The address of a homepage or a webpage file is called a URL (Uniform Resource Locator).
Hub	A passive device for splitting LAN signals and distributing them among multiple computers, servers, and other network-attached devices.
HVAC	Heating Ventilating Air Conditioning.
ICR	Indirect Cost Rate; used in grant applications and funding

ILS	Integrated Library System (or Software); the software platform used by a library to keep inventory of their collection, facilitate the circulation of materials, and keep user records.
Image Evaluation	On-site evaluation by public library trustees or selected community representatives to examine the appearance of the physical building, the grounds, the library's collection, signage, etc. for the purpose of repairing, cleaning, or reorganizing the library to better appeal to its customers and potential customers.
IMLS	Institute of Museum and Library Services
Inclement Weather	Abnormal weather conditions, such as snow, ice, tornadoes, etc. that have potential safety concerns for library staff or the public.
Information and referral	The process of linking library users with community agencies which can provide a needed service.
Interlibrary Loan	Interlibrary loan (ILL) is the process by which a library requests material from, or supplies material to, another library. The purpose of interlibrary loan is to obtain, upon request of a library user, material not available in the user's local library.
Internet Accessible Computer Terminals	Computers that are available for the staff and/or the public to access the Internet in the library.
Internet	An international network of computer networks.
ISP	Internet service provider.
LAN	Local Area Network, or collection of interconnected computers, servers, and hubs within an organization. Multiple LANs linked together form a WAN, or Wide Area Network; Can be wired or wireless.
LEED	Stands for Leadership in Energy and Environmental Design, and is the most widely used green building rating system in the world. Available for virtually all building types, LEED provides a framework for healthy, highly efficient, and cost-saving green buildings. LEED certification is a globally recognized symbol of sustainability, achievement, and leadership.
Long-Range Plan	A plan for the growth of library services and management that is developed in accordance with evolving community needs, usually stating goals and objectives for the library. A Long-Range Plan typically covers from three to five years and is updated annually. Also called a **Plan of Service**.
LSTA	Library Services and Technology Act
MALA	Mid-America Library Alliance

MARC	Machine Readable Cataloging. The MARC formats are standards for the representation and communication of catalog records in computerized formats. www.loc.gov/marc/
MASL	Missouri Association of School Librarians
Materials	See Collection.
MDH	Missouri Digital Heritage
Meeting Room	A public space in a library that is used for programs, meetings, and special events.
MLA	Missouri Library Association
MLS/MLIS	Master's in Library Science degree/Master's in Library and Information Science degree.
MOBIUS	Missouri Bibliographic Information User System
MOREnet	Missouri Research and Education Network
MOSL	Missouri State Library
MP3 Player	A portable MP3 electronic device used to play and store audio files such as talking books and music, like an iPod. Most smartphones now act as audio file players.
MPLD	Missouri Public Library Directors
Non-Assignable Space	Hallways, walkways, and other areas that are not dedicated to a particular use in a building or facility.
Nonresidents	Persons who reside outside of a tax-supported library's legal service area and, therefore, are not being assessed a tax for public library service.
OCLC	Online Computer Library Center. OCLC is an international cataloging and resource-sharing database; provides bibliographic services and the WorldCat/WorldShare platform.
Online Catalog/OPAC	Online Public Access Catalog. An OPAC is an online card catalog accessible to the public; A computer-based catalog of holdings.
Open Captioning	Open captioning is on-screen text descriptions that display a video's dialogue.
Open Meetings Act	The Open Meetings Act is a Missouri law that details conduct of meetings for municipal/governmental agencies; also related to the **Open Records Act**. Also known as Sunshine Law.
OSHA	Occupational Safety and Health Administration. OSHA is the main federal agency charged with the enforcement of safety and health legislation. www.osha.gov

Outreach	Library services that extend outside the library facility.
Patron Computer	A computer assigned solely for patron use.
Per Capita	Per person; the number of people in a library service area.
PLA	Public Library Association, a division of the American Library Association.
PLS	Public Library Survey; the annual statistical report due every year to the state library.
Podcast	A podcast is a digital recording made available on the Internet for downloading to a personal audio player, including video as well as audio files. Podcasts are derived from a combination of "broadcasting" and "iPod."
Population	Service Population as assigned to a library by the State Library based on census data.
Premises Wiring	Premises wiring is the communications cabling within a building or individual office/tenant space.
Professional Development	Staff training that provides for staff staying current with trends and professional growth.
Programs/Programming	The offerings of programs, workshops, and other events by the library; A planned activity which a staff member, or a person invited by a staff member, presents to the public. A program can be on or off the library premises, as long as it is sponsored by the library. Meetings sponsored by other groups, and presented in the library meeting rooms, are not considered to be programming.
Public Access Technology	The services and resources that offer technology access to library patrons; Examples include public access computers, lendable mobile devices, high-speed Internet access (wi-fi) at the library.
Public Library	A library that is operated by a single public agency or board and is freely open to all persons in a community, district, or region under identical conditions, and that receives its financial support in whole or part from public funds.
Public Relations	Public relations refers to how a library relates to and makes itself known to the community it serves. It includes interaction with funding bodies, organizations within the community, beneficial partnerships, marketing, social media, the impact of library services on the community, etc.
REAL	Remote Electronic Access for Libraries Program; funded by the state of Missouri through MOREnet.
Reciprocal Borrowing	A form of cooperative agreement between two or more libraries allowing their users onsite circulation/borrowing privileges at another library.

Reconsideration of Materials	The practice of responding to patron requests to reclassify or remove a book or other item in the library collection.
Reference Service	An information contact with a library user which involves the knowledge, use, recommendations, interpretation, or instruction in the use of one or more resources by a member of the library staff.
Referendum	A referendum is the submission of a proposed public measure or law to the vote of the people for ratification or rejection. State law prescribes the details for submission of public questions.
Remote Access	Remote access is the ability for a library patron to access via computer various library resources (the library catalog, website, electronic databases, etc.) 24/7/365 from a location outside the physical library facility.
Router	A router is a special purpose, active switching device that links a LAN to a backbone or links multiple LANs to a WAN. Leading router vendors include Cisco, Nortel, and 3Com.
RSMO	Revised Statutes of Missouri; Missouri state laws and codes.
RSS Feeds	RSS feeds are a method of describing news or other web content that is available for "feeding" (distribution or syndication) from an online publisher to web users.
Server	A server is a computer designated as a shared resource on a LAN. Leading server vendors include Gateway, IBM, Compaq, Dell, and Hewlett-Packard.
Service Area	The population a public library serves.
Social Networking Site	An online community that allows users to share information about themselves and areas of common interest. Some of the most popular are Twitter, Facebook, and YouTube.
Software	Computer programs that operate the computer system itself as well as user programs that enable the creation and manipulation of data.
SRPPG	Summer Reading Program Promotional Grant
Standard	The ultimate outcome or condition of library services, programs, and operations; used to assess and develop a baseline of quality library service.
Structured Cabling	Structured cabling is a complete system of wiring, connecting devices, and installation standards certified to deliver a specified data-transmission speed over a LAN.
Sunshine Law	Legal requirements that certain proceedings and records of government agencies be open or available to the public; refers to Open

	Meetings/Open Records Acts and also specifies when meetings or records are not open to public access.
System Integrator (SI)	Like a general contractor for computer systems, a system integrator (SI) procures and installs all the structured cabling, servers, computers, and software for a LAN.
TDD	Telecommunications Device for the Deaf. See TTY.
Technology Plan	A written document which addresses a library's software and hardware needs, expected replacement cycle of existing hardware and software, maintenance contracts, procedures for repair, staff and/or public training needs, etc. and the projected costs of these items. Normally, a Technology Plan covers a three-year period. It may be a part of the library's overall Long-Range Plan or a separate document.
TRS	Telecommunications Relay Service. With TRS, an operator types what the caller says, and the person being called reads the text on a TTY. In turn, the person being called responds via TTY, and the operator reads the text aloud to the caller.
TTY	TTY is a text telephone that enables the deaf, hard of hearing, and speech-impaired to communicate via text messaging. A TTY is needed at both conversation points.
Turnover Rate	Total annual circulation of physical items divided by total physical items in the library's collection.
U.S.C.	United States Code. (www.gpoaccess.gov/uscode/index.html)
ULC	Urban Libraries Council
United for Libraries	An association for Library Trustees, Advocates, Friends and Foundations, a division of the American Library Association. www.ala.org/united/
USAC	Universal Services Administrative Company, administrator of the E-Rate Program.
Virtual Private Network (VPN)	A virtual private network is a private network built within a public network.
Virtual Reference	Virtual reference is a 24/7/365 collaborative web-based reference service among libraries designed to meet users' reference needs through electronic means (email, chat, instant messaging, etc.).
Voice Relay	See TRS.
WAN	Wide Area Network. A WAN is multiple LANs linked together by physical or virtual connections; Can cover larger geographic territories.
Website	A website is an entire collection of webpages and other information (such as images, sound, and video files, etc.) gathered and made available

	through what appears to users as a single web server. Each website is usually hosted on the same server (computer) and is maintained by the same individual, group, or organization.
Weeding	Evaluation and removal of library materials that are no longer of value to the library because they are outdated, worn, or no longer used by the library's patrons.
Wi-Fi	Wireless networking technology.
Wiki	A wiki is a webpage or collection of webpages designed to enable anyone who accesses the wiki to contribute or modify content.
Wikipedia	Wikipedia is a free, multilingual web-based encyclopedia project operated by the nonprofit Wikimedia Foundation. Its name is a combination of the words wiki (a technology for creating collaborative websites) and encyclopedia. Volunteers around the world have collaboratively written Wikipedia's 30+ million articles, and almost all of its articles can be edited by anyone who can access the Wikipedia website. www.wikipedia.org
Wire Management	A system of raceways, cable trays, and/or ducts to consolidate and organize cables within and between equipment racks or office furniture.
WorldCat	Worldwide Union Catalog (provides online bibliographic records and interlibrary loan).

Appendix B Missouri Statutes Concerning Libraries

All of RSMO Chapter 182 should be reviewed and applied by public libraries of all types. This is where the majority of state statutes concerning libraries are found. Here is a chapter section listing of 182:

COUNTY LIBRARY DISTRICTS

182.010 County library districts — petition — tax levy — notice — elections — ... (12/31/1985)
182.015 County commission may establish a library district without vote, — tax ... (8/28/2007)
182.020 Levy and collection of tax — reconsideration of tax — increase in tax levy ... (8/28/1987)
182.030 Voters of municipal district may vote on establishing or inclusion in ... (8/28/1978)
182.040 City may become part of the county library district — procedure — effect. (8/28/1974)
182.050 County library boards — appointment, qualification, removal, vacancies — ... (8/28/1986)
182.060 Board to organize — rules and regulations — county librarian, appointment. (8/28/1984)
182.070 General powers of the district — seal. (8/28/1995)
182.073 Treasurer of board, custodian of funds, duties. (8/28/1984)
182.075 Bond requirement for treasurer, librarian and other employees — cost — ... (8/28/1984)
182.080 Board may contract for library service — procedure. (8/28/1955)
182.100 Tax for library building, election — duration, rate — building fund — ... (12/31/1985)
182.105 Issuance of bonds for building — limits — maturity — election — tax to pay. (8/28/2006)
182.110 Librarians required to attend meetings — expenses. (8/28/1955)
182.120 Services accessible to all residents of the county. (8/28/1955)
182.130 Certain areas excluded from county library districts (first class charter ... (8/28/1988)

CITY LIBRARIES

182.140 Petition for library tax — rate — election — funds, management and ... (8/28/1987)
182.143 Treasurer of board of trustees, duties. (12/31/1985)
182.145 Cities maintaining library prior to August 29, 1955, may levy tax for and ... (8/28/1957)
182.150 Election on tax to establish and maintain library, procedure — funds, ... (12/31/1985)
182.170 Trustees, number, appointment. (8/28/1955)
182.180 Terms of office of trustees — removal. (8/28/1955)
182.190 Vacancies, how filled — three terms disqualifies — nepotism forbidden. (8/28/1955)
182.200 Board, organization, powers, duties — funds, management and disbursement (8/28/1995)
182.210 Annual report of librarian, contents, when submitted. (8/28/1955)
182.221 Treasurer, librarian and board employees — bond, duties (cities 600,000 or. (12/31/1985)
182.230 Library free to the public subject to regulations. (8/28/1955)
182.240 Council may provide penalties for damage to property. (8/28/1955)
182.260 Library building tax — duration, rate, election — funds, management and ... (12/31/1985)
182.270 Plans — contracts for library building (cities 10,000 or over). (8/28/1955)
182.280 Board may sell lands, when — exceptions (cities 10,000 or over). (8/28/1955)
182.291 City-county library, how organized — board of trustees, duties — effect of ... (8/28/1990)
182.296 Treasurer, librarian and board employees — bond, duties (city and county ... (12/31/1985)
182.301 City or city-county libraries may contract for cooperative service. (8/28/1955)

BOARD OF DIRECTORS — CITIES 300,000 OR OVER

182.410 Directors — appointment — number — board to be bipartisan. (8/28/1939)
182.420 Term of directors — removal. (8/28/1939)
182.430 Vacancies, how filled — no compensation. (8/28/1939)
182.440 Duty of board — appointment of officers — powers. (8/28/1995)
182.450 Board to make annual report — contents. (8/28/1939)
182.460 City to provide penalties. (8/28/1939)

MUNICIPAL LIBRARY DISTRICTS

182.480 Municipal library districts created in cities — property subject to taxation. (8/28/1969)
182.490 City library tax rate to be continued — construction of library laws. (8/28/1978)
182.500 Excluded property subject to taxation for payment of bonded indebtedness.. (8/28/1969)
182.510 Law not to prevent merger of city and county districts. (8/28/1971)

CONSOLIDATED PUBLIC LIBRARY DISTRICTS

182.610 County library districts may consolidate, when. (8/28/1972)
182.620 Consolidation — resolution — election — form of ballot —. (8/28/1978)
182.630 Consolidated district is body corporate and a political subdivision — ... (8/28/1972)
182.640 Board of trustees — how appointed, grounds for removal, vacancies how ... (8/28/2017)
182.645 Fiscal year — budget — treasurer custodian of funds. (8/28/1972)
182.647 Bonds of employees — records and reports required. (8/28/2010)
182.650 Rate of tax — election to increase rate — form of ballot. (8/28/1978)
182.655 Board may purchase land and erect buildings — bonds issued, when — (8/28/1978)
182.660 May incorporate other public library districts — petition, notice — ... (8/28/2017)
182.670 Board to adopt rules and regulations — suspension of library privileges, (8/28/1972)

URBAN PUBLIC LIBRARY DISTRICTS

182.701 Definitions. (8/28/1988)
182.703 Urban public library district, procedure to create — boundaries — new ... (8/28/1988)
182.705 Powers — duties of urban public library districts. (8/28/1988)
182.707 Board of trustees, appointment, qualifications, terms, vacancies, expenses, ... (8/28/2005)
182.709 Retirement system, employees eligible for certain public school retirement ... (8/28/1988)
182.711 Fiscal year for library district — budget to be approved, when, ... (8/28/1988)
182.713 Bond required for treasurer, librarian and certain other employees. (8/28/1988)
182.715 Taxes raised for a library district transferred to successor urban ... (8/28/1988)
182.717 Bonds issued by district, limitation, purposes, rate — approval by voters ... (8/28/1988)
182.719 Rules and regulations, duties of the board to establish ... (8/28/1988)
182.721 Real property, obligations, rights of nine-director urban school district ... (8/28/1988)
182.723 Personal property, funds and obligations of nine-director urban school ... (8/28/1988)

LIBRARIES GENERALLY

182.800 Free libraries — funds, investment of. (8/28/1971)
182.802 Public libraries, sales tax authorized — ballot language — definitions ... (8/28/2016)

182.810 Insurance for library boards. (8/28/1982)
182.812 Library network defined — appropriations, rules and regulations — library ... (8/28/1995)
182.815 Disclosure of library records, definitions. (8/28/2014)
182.817 Disclosure of library records not required — exceptions —... (8/28/2014)

ACCESS TO COMPUTER PORNOGRAPHY

182.825 Definitions. (8/28/2002)
182.827 Responsibilities of public schools and public libraries with public access ... (8/28/2002)
182.900 City libraries — organization of library board — state aid, requirements to ... (8/28/1987)

Chapter 610 Governmental Bodies and Records

All tax-supported Missouri public libraries are also subject to Sunshine Law, as listed in RSMO 610.

610.010 Definitions. (8/28/2004)
610.011 Liberal construction of law to be public policy. (8/28/2004)
610.015 Votes, how taken. (10/11/2013)
610.020 Notice of meetings, when required — recording of meetings to be allowed, ... (8/28/2004)
610.021 Closed meetings and closed records authorized when, exceptions. (8/28/2018)
610.022 Closed meetings, procedure and limitation —records presumed open ... (8/28/2004)
610.023 Records of governmental bodies to be in care of custodian, duties — (8/28/2004)
610.024 Public record containing exempt and nonexempt materials,... (8/28/1993)
610.025 Electronic transmission of messages relating to public business. (8/28/2004)
610.026 Fees for copying public records, limitations — fee money remitted— ... (8/28/2004)
610.027 Violations — remedies, procedure, penalty, purposeful violations — (8/28/2004)
610.028 Legal defense of members of governmental bodies, when — (8/28/2004)
610.029 Governmental agencies to provide information by electronic services, ... (8/28/2014)
610.030 Injunctive relief authorized. (8/28/1998)
610.032 Executive agency disclosure of closed records, purpose, procedure — ... (5/10/1994)
610.035 State entity not to disclose Social Security number, exceptions. (8/28/1999)

Cross References & Additional Statutes Pertaining to Libraries

Auditing and financial reporting, 105.145
Board in urban school districts may establish and maintain libraries, 170.211, 177.151
Bond issues of cities of the third classification for library, 95.345
Constitutional provisions relative to libraries, Const. Art. IX § 10
Counties authorized to levy library tax, 137.030
Library tax rate limits, 80.470, 90.020, 94.070, 94.260, 94.400
Library theft, guilty of stealing, 570.210
Prevailing wage law, 290.220
Property for libraries, acquisition by special charter cities, 81.190
Public library building tax, certain city school districts may levy, 164.081 to 164.111
Records retention, 109.255
School loan for libraries, 164.131, 164.141
State aid to public libraries, 181.060
Tax levy hearings, 67.110, 137.055
Work authorization, 285.530

Appendix C Formulas and Calculations

Per Capita Any calculation asking you to provide a per capita measure is multiplying or dividing the number by your official district population, as listed by the state library. *Example:* A physical collection goal is often listed as 2 items per capita, meaning you multiple 2 times the population of your district. If you have 5000 residents, then your minimum collection should be 10,000 items.

Reserves Reserves are usually calculated as a percent of annual budget. This is an amount to keep in an account to pay for unexpected expenses or revenue shortfalls. Some libraries have multiple designated reserves with different percentages, so the total adds up to more than one annual budget equivalent. *Example:* If your library policy is to keep 50% of your annual budget in reserve, then with a $1,000,000 budget you should have $500,000 in the bank.

Staff FTE To calculate staff full time equivalents, take the total number of hours worked per week and divide by 40 hours. Some standards set a goal of a fraction of staff FTE per 1000 in population. *Example 1:* 2 staff work 40 hours per week and 6 staff work 20 hours per week, which is 200 hours total, divided by 40 comes to 5 FTE staff. *Example 2:* If your library has a goal of .25 FTE per 1000 population and you serve 20,000 residents then your staff should be a minimum of 5 FTE.

Turnover Library turnover rates are calculated as circulation divided by total holdings. It can be calculated on a whole collection or on subsets, such as juvenile materials. This is a measure of the activity of a collection, how many times each item would have checked out had activity been evenly spread. Higher numbers are better. *Example:* If your annual circulation is 365,950 with a physical collection of 122,368, then your turnover rate is 2.99.

Local Support Local support is an aggregate of all locally acquired funds, and includes tax receipts, collected fines, copy/print revenue, additional funds provided by a local government, and local grants received or donations that are not designated or endowments. This would not include state aid, federal grants, or competitive grants. *Example:* If a library annually gets $100,000 in tax levies, $100 in overdue fines, $500 from the copy machines, and $2000 in donations from their Friends group, then their total local support would be $102,600.

Appendix D Essential Library Policies

This is not a comprehensive list of all the approved policies each public library district should have. Rather, it is intended to be a starting point. Several public libraries in Missouri and elsewhere have their policies available online, so any library can find suggestions and examples of policies online.

Library Administration and Governance

- ADA Policy
- ALA Code of Ethics
- Board Bylaws
- Board of Trustees Code of Ethics
- Disposal of Assets Policy
- Investment Policy
- Meetings & Records Policy
- Personnel Policy
- Procurement Policy
- Record Retention Schedule
- Sexual Harassment Policy
- Social Media Policy

Library Safety & Security

- Incident Report Policy
- Weapons Policy
- Weather or Emergency Closing Policy

Library Collections

- Circulation Policy
- Collection Development Policy
- Gifts and Donations Policy
- Intellectual Freedom Policies
- Interlibrary Loan Guidelines
- Patron Comment on Library Materials
- Reference Policy
- Selection Procedures

Library Technology

- Computer Filtering Policy
- Harmful for Minors Policy (CIPA)
- Public Computer Access Policy
- Technology Plan
- Wireless Internet Access Policy
- 3-D Printing Policy

Behavioral Guidelines

- Community Bulletin Board Policy
- Food and Drink Policy
- Meeting Room Policy
- Patron Behavior in Library Facilities
- Petitioning and Distribution of Literature
- Public Service to Minors Guidelines
- Unattended Children Policy

Personnel Policies

- Bereavement Leave
- Cell phone
- Compensation schedule
- Compensatory time or overtime
- Continuing education
- Corrective action
- Dress & personal hygiene
- Drug policy
- Due process
- Emergency closings
- Family in the workplace
- Family Medical Leave
- Harassment
- Holidays
- Insurance
- Jury Duty
- Leave Without Pay
- Military Leave
- Promotions
- Recruitment
- Resignation & dismissal
- Rest breaks & meal periods
- Retirement Benefits
- Service Awards
- Social networking
- Staff evaluations
- Vacation & Sick Leave (PTO)
- Worker's Compensation

Missouri Secretary of State
State Library

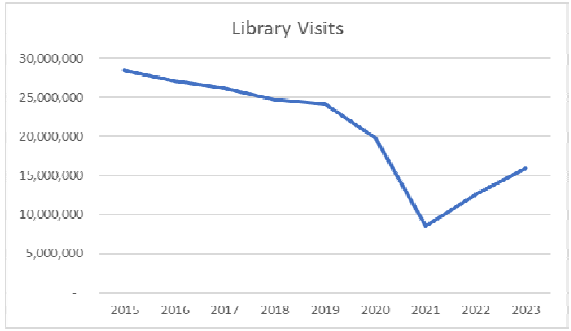
Missouri Public Library Survey 2023 Data

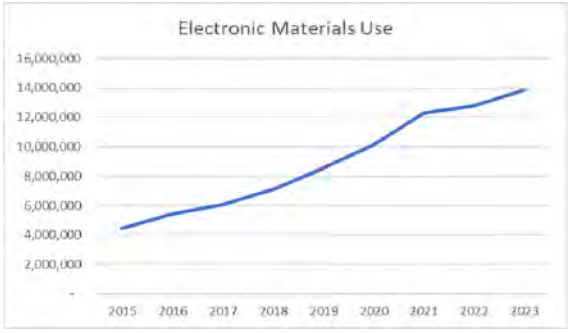
Customers	
Registered borrowers	**3,313,667**
Library Service Area Population	**5,627,557**
Without public library service	**532,724**

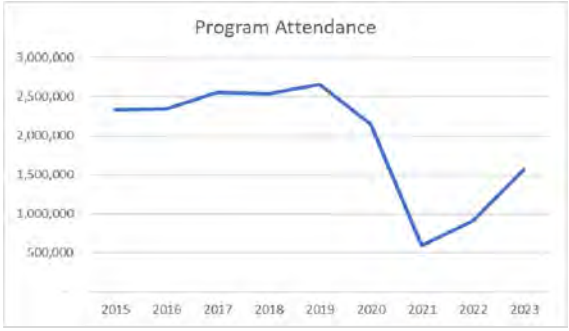
Services	
Annual visits	**15,870,558**
Virtual visits	**39,985,287**
Internet sessions	**1,937,979**
WiFi uses	**9,605,466**
Programs	**74,712**
Early Literacy	21,036
Children's	20,303
Young Adult	7,828
Adult	22,742
General Interest	2,803
Program attendance	**1,566,274**
Early Literacy	553,130
Children's	443,349
Young Adult	91,742
Adult	367,206
General Interest	110,847
Hours open per week	**17,436**
Reference transactions	**1,885,392**

Library	
Districts	**149**
Physical locations	**368**
Bookmobiles	**21**
Staff (FTE)	**3,230**

Trends







Operations	
Revenue	**$352,254,126**
Local	$316,143,671
Other	$17,679,118
State	$6,977,132
Federal	$11,454,205
Per capita revenue	**$62.59**
Expenses	**$312,998,284**
Staff	$182,186,837
Collection	$40,814,193
Operating	$89,997,254
Per capita expenses	**$55.62**

Collections	
Physical materials	**16,532,885**
Print Materials	14,331,811
Video	760,090
Audio	1,328,059
Other Physical	112,925
Electronic Materials	**11,750,375**
Ebooks	7,762,236
Downloadable Audio	3,603,887
Downloadable Video	384,252
Databases	**4,817**
Electronic subscriptions	**564,838**

Missouri Public Library Survey, 2023

Public libraries in Missouri are required by statute 181.021 RSMO and US Congress (P.L. 103-382, Title IV, National Education Statistics Act of 1994, Sec. 404(a)) to submit annual data. This submission is required in order to be eligible for State Aid funding. The data received from the libraries is used by policy makers at the local, state, and national level.

Each library submits data based on their most recently completed fiscal year, which for 2023 ranged from January 1, 2022 to October 31, 2023. The data is publicly available at the Missouri State Library: Library Statistics webpage (http://www.sos.mo.gov/library/development/statistics/default) or by request from:

Missouri State Library
Library Development
Cory Mihalik
149 Park Central Square, Suite 624
Springfield, MO 65806
(417)895-5000
cory.mihalik@sos.mo.gov

Report format developed by Joe Manion at the Minnesota Department of Education

Missouri State Library: FY23 PLS

Library	LSA Pop.	Assessed Valuation	Voted Tax Rate	Collected Tax Rate	Library Income: Local Income Tax	Library Income: Other Local Income	Library Income: State Income	Library Income: Other Income	Library Income: LSTA/Federal	Library Income: Total Income
Adair County Public Library	25,314	$428,590,863	$0.15	$0.15	$592,123	$129,200	$44,860	$5,000	$0	$771,183
Adrian Community Library	1,730	$17,109,477	$0.20	$0.20	$27,325	$0	$3,630	$9,771	$0	$40,726
Advance Community Library	1,349	$15,948,383	$0	$0	$0	$16,000	$2,993	$965	$0	$19,958
Albany Carnegie Public Library	1,670	$19,042,577	$0.61	$0.61	$115,000	$4,762	$3,467	$9,381	$4,532	$137,142
Appleton City Library	1,032	$9,875,608	$0.20	$0.20	$19,437	$0	$2,524	$6,055	$0	$28,016
Atchison County Library	5,305	$184,159,072	$0.30	$0.30	$540,168	$25,118	$12,892	$9,070	$0	$587,248
Barry-Lawrence Regional Library	72,535	$1,182,122,321	$0.22	$0.22	$2,399,116	$229,402	$147,789	$133,765	$28,155	$2,938,227
Barton County Library	11,637	$246,977,055	$0.18	$0.16	$361,143	$0	$30,236	$65,493	$30,041	$486,913
Bernie Public Library	1,859	$15,044,837	$0	$0	$0	$49,283	$9,078	$2,800	$0	$61,161
Bethany Public Library	2,915	$40,565,029	$0	$0	$0	$63,666	$2,651	$6,320	$0	$72,637
Bloomfield Public Library	1,755	$14,822,258	$0.20	$0.16	$22,538	$17,102	$3,592	$485	$0	$43,717
Bollinger County Library	10,567	$169,003,817	$0.10	$0.10	$164,077	$0	$24,995	$9,774	$8,198	$207,044
Bonne Terre Memorial Library	6,903	$46,855,650	$0	$0	$0	$132,643	$11,198	$6,341	$0	$150,182
Boonslick Regional Library	59,455	$1,081,345,474	$0.15	$0.14	$1,543,770	$16,992	$113,452	$36,676	$15,039	$1,725,929
Bowling Green Public Library	4,195	$49,105,168	$0.20	$0.20	$90,145	$12,122	$7,197	$10,602	$11,931	$131,997
Brentwood Public Library	8,233	$347,688,216	$0.30	$0.30	$871,426	$0	$10,594	$4,984	$0	$887,004
Brookfield Public Library	4,111	$46,196,360	$0.38	$0.38	$151,198	$27,345	$7,074	$8,976	$0	$194,593
Caldwell County Library	6,867	$172,788,730	$0.12	$0.11	$174,980	$0	$10,967	$1,322	$138	$187,407
Camden County Library	42,745	$1,870,360,676	$0.20	$0.10	$1,748,049	$0	$46,637	$40,881	$55,661	$1,891,228
Cameron Public Library	8,513	$91,552,381	$0.25	$0.19	$162,433	$39,369	$13,576	$21,271	$13,888	$250,537
Canton Public Library	2,724	$24,766,390	$0.25	$0.23	$68,564	$0	$5,106	$16,923	$13,332	$103,925
Cape Girardeau Public Library	36,170	$628,163,400	$0.20	$0.17	$1,045,576	$56,119	$54,435	$123,506	$50,958	$1,330,594
Carnegie (Shelbina) Public Library	1,613	$21,704,372	$0.25	$0.25	$60,418	$0	$3,383	$29,277	$0	$93,078
Carrollton Public Library	3,514	$37,791,872	$0.35	$0.35	$123,874	$27,220	$5,002	$73,600	$19,046	$248,742
Carter County Library	5,202	$88,988,332	$0.20	$0.17	$152,041	$0	$11,816	$637	$99,549	$264,043
Carthage Public Library	15,522	$141,289,000	$0.26	$0.17	$220,174	$588,055	$23,931	$150,000	$8,700	$990,860
Caruthersville Public Library	5,562	$46,752,667	$0.10	$0.10	$46,753	$274,935	$9,217	$27,452	$2,000	$360,357
Cass County Public Library	107,824	$2,062,595,762	$0.26	$0.25	$5,070,641	$33,969	$111,498	$98,716	$1,500	$5,316,324
Cedar County Library District	14,188	$207,323,531	$0.10	$0.08	$160,164	$345,188	$21,698	$21,694	$8,816	$557,560
Centralia Public Library	4,053	$61,146,247	$0.55	$0.53	$311,072	$48,064	$5,589	$24,371	$19,779	$408,875
Chaffee Public Library	3,057	$23,985,364	$0.20	$0.18	$43,199	$27,930	$4,235	$804	$0	$76,168
Christian County Library	88,842	$1,637,596,343	$0.20	$0.19	$3,008,003	$0	$90,603	$40,870	$91,701	$3,231,177
Clarence Public Library	738	$7,015,315	$0.10	$0.10	$5,296	$0	$2,091	$532	$4,501	$12,420
Conran Memorial Library	2,493	$22,675,434	$0.25	$0.23	$51,178	$0	$6,055	$908	$3,396	$61,537
Crawford County Library	21,563	$373,265,123	$0.20	$0.19	$713,745	$0	$39,769	$375	$254	$754,143
Crystal City Public Library	4,740	$89,676,459	$0.20	$0.13	$118,334	$0	$5,973	$4,245	$0	$128,552
Dade County Library	6,763	$130,432,399	$0.10	$0.09	$82,062	$21,434	$22,292	$14,871	$122	$140,781
Dallas County Library	17,071	$212,437,645	$0.10	$0.09	$184,696	$3,053	$25,332	$12,257	$0	$225,338
Daniel Boone Regional Library	223,840	$3,497,294,992	$0.32	$0.30	$10,514,507	$0	$204,172	$260,245	$111,744	$11,090,668
Daviess County Library	8,430	$163,101,303	$0.20	$0.19	$300,744	$0	$15,872	$7,316	$9,970	$333,902
De Soto Public Library	6,449	$81,052,720	$0.35	$0.34	$293,330	$55,956	$5,268	$56,631	$226,565	$637,750
Desloge Public Library	4,823	$42,493,272	$0	$0	$0	$83,398	$8,223	$0	$0	$91,621

Missouri State Library: FY23 PLS

Library	LSA Pop.	Assessed Valuation	Voted Tax Rate	Collected Tax Rate	Library Income: Local Income Tax	Library Income: Other Local Income	Library Income: State Income	Library Income: Other Income	Library Income: LSTA/Federal	Library Income: Total Income
Doniphan-Ripley County Library District	10,679	$134,156,129	$0.16	$0.16	$190,971	$0	$39,051	$8,794	$7,050	$245,866
Douglas County Public Library	11,578	$174,647,755	$0.10	$0.08	$140,014	$539	$30,781	$10,934	$0	$182,268
Dulany Memorial Library	1,563	$20,477,210	$0.10	$0.09	$18,248	$32,429	$3,309	$10,651	$822	$65,459
Dunklin County Library	28,283	$346,765,375	$0.25	$0.25	$858,927	$14,017	$53,748	$129,725	$341	$1,056,758
Farmington Public Library	18,217	$274,152,662	$0	$0	$0	$481,574	$27,912	$24,512	$0	$533,998
Ferguson Municipal Public Library	18,527	$233,597,678	$0.39	$0.34	$798,692	$0	$28,370	$34,401	$8,515	$869,978
Festus Public Library	12,706	$225,047,413	$0.20	$0.10	$250,342	$7,828	$19,932	$102,590	$0	$380,692
Gentry County Library	4,492	$96,775,864	$0.30	$0.30	$285,455	$0	$9,177	$5,484	$6,605	$306,721
Grundy County-Jewett Norris Library	9,808	$145,877,325	$0.20	$0.20	$276,585	$0	$25,079	$0	$0	$301,664
Hamilton Public Library	1,690	$18,145,822	$0.36	$0.30	$54,650	$0	$5,056	$1,951	$9,032	$70,689
Hannibal Free Public Library	17,086	$259,066,408	$0.30	$0.30	$742,539	$164,618	$26,242	$94,616	$11,373	$1,039,388
Heartland Regional Library System	33,154	$164,540,409	$0.20	$0.16	$250,838	$5,025	$35,013	$15,885	$0	$306,761
Henry County Library	21,946	$453,018,667	$0.20	$0.17	$729,432	$0	$39,580	$39,065	$5,000	$813,077
Hickory County Library	8,279	$152,712,112	$0.20	$0.13	$192,903	$0	$22,523	$9,203	$0	$224,629
Howard County Public Library	9,094	$135,177,152	$0.10	$0.10	$137,189	$0	$16,629	$0	$0	$153,818
James Memorial Library	3,935	$39,889,599	$0.30	$0.29	$121,659	$0	$4,612	$6,455	$4,000	$136,726
Jefferson County Library	135,409	$1,534,912,712	$0.28	$0.26	$3,996,912	$0	$113,836	$164,890	$70,158	$4,345,796
Joplin Public Library	48,784	$651,631,654	$0.25	$0.24	$1,572,142	$593,710	$36,571	$228,003	$228,935	$2,659,361
Kansas City Public Library	232,498	$4,580,743,000	$0.56	$0.55	$26,438,252	$0	$324,335	$3,543,298	$2,014,577	$32,320,462
Keller Public Library of Dexter	7,927	$112,959,537	$0.20	$0.17	$203,416	$0	$12,711	$9,394	$4,869	$230,390
Kirkwood Public Library	29,461	$1,066,167,527	$0.37	$0.23	$2,149,892	$0	$44,524	$347,236	$107,490	$2,649,142
LaPlata Public Library	1,257	$11,522,992	$0.20	$0.19	$19,481	$0	$2,927	$2,684	$0	$25,092
Lebanon-Laclede County Library	36,039	$496,126,491	$0.20	$0.13	$655,721	$45,812	$38,079	$56,442	$345	$796,399
Lewis Library of Glasgow	1,087	$13,888,295	$0.25	$0.25	$34,721	$15,033	$2,606	$0	$0	$52,360
Lilbourn Memorial Library	822	$7,615,286	$0.20	$0.11	$11,989	$0	$2,214	$0	$0	$14,203
Little Dixie Regional Libraries	31,406	$526,895,960	$0.25	$0.24	$1,366,154	$0	$38,329	$134,366	$98,227	$1,637,076
Livingston County Library	14,557	$224,445,316	$0.27	$0.27	$557,992	$0	$23,127	$892,847	$42,918	$1,516,884
Louisiana Public Library	3,199	$38,667,087	$0.10	$0.10	$38,067	$9,023	$5,726	$203	$4,000	$57,019
Macon Public Library	5,457	$81,244,610	$0.25	$0.23	$206,575	$0	$6,748	$23,315	$0	$236,638
Maplewood Public Library	8,269	$219,812,019	$0.25	$0.20	$607,933	$0	$13,216	$10,605	$2,480	$634,234
Marceline Carnegie Library	2,123	$26,646,457	$0.25	$0.25	$69,164	$0	$3,294	$8,681	$3,686	$84,825
Marion County Library District	6,734	$190,570,162	$0.15	$0.14	$264,321	$0	$11,046	$6,186	$0	$281,553
Marshall Public Library	13,806	$176,300,900	$0.20	$0.15	$277,957	$7,101	$21,396	$19,190	$16,336	$341,980
Maryville Public Library	10,633	$153,271,816	$0.28	$0.27	$436,129	$30,261	$16,709	$45,725	$54,180	$583,004
McDonald County Library	23,303	$295,745,499	$0.10	$0.10	$306,100	$0	$56,952	$7,691	$6,375	$377,118
Mercer County Library	3,538	$91,878,461	$0.20	$0.18	$177,508	$2,000	$7,356	$2,490	$1,568	$190,922
Mexico-Audrain County Library District	24,962	$428,991,743	$0.25	$0.22	$943,148	$47,940	$28,940	$32,072	$0	$1,052,100
Mid-Continent Public Library	840,292	$18,244,291,777	$40	$0.32	$62,250,321	$0	$660,000	$2,418,192	$177,074	$65,505,587
Mississippi County Library District	12,577	$179,882,278	$0.25	$0.21	$363,575	$2,080	$33,492	$22,173	$0	$421,320
Missouri River Regional Library	90,553	$1,609,145,580	$0.20	$0.20	$2,988,886	$13,076	$106,326	$166,652	$0	$3,274,940
Moniteau County Library	12,553	$214,472,881	$0.12	$0.12	$236,091	$0	$18,888	$12,403	$5,824	$273,206
Monroe City Public Library	2,522	$31,666,042	$0.20	$0.20	$60,576	$0	$4,726	$424	$0	$65,726

Missouri State Library: FY23 PLS

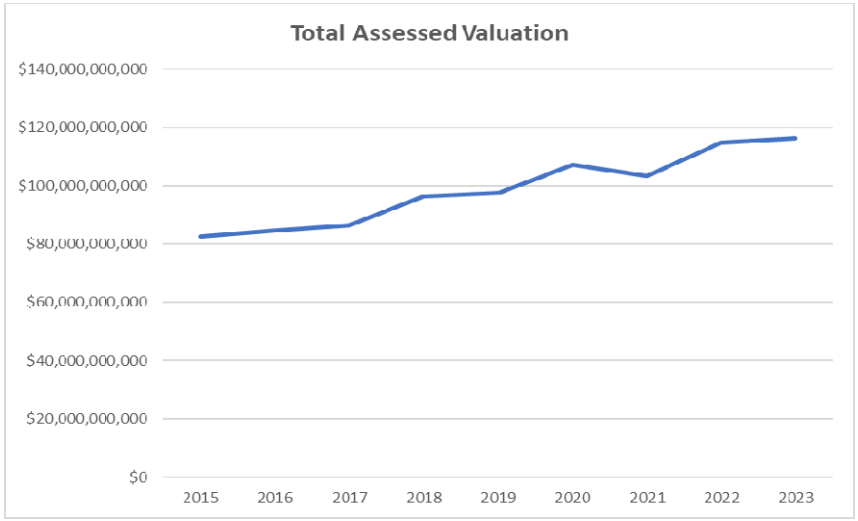
Library	LSA Pop.	Assessed Valuation	Voted Tax Rate	Collected Tax Rate	Library Income: Local Income Tax	Library Income: Other Local Income	Library Income: State Income	Library Income: Other Income	Library Income: LSTA/Federal	Library Income: Total Income
Montgomery City Public Library	2,811	$45,256,373	$0.40	$0.38	$193,436	$14,540	$5,153	$10,272	$24,066	$247,467
Morgan County Library	21,006	$572,489,151	$0.10	$0.08	$440,299	$0	$36,818	$16,621	$13,175	$506,913
Mound City Public Library	1,004	$16,064,101	$0.41	$0.41	$69,937	$710	$2,484	$0	$5,565	$78,696
Mountain View Public Library	2,533	$29,941,353	$0	$0	$0	$152,982	$4,742	$1,800	$7,536	$167,060
Neosho Newton County Library	54,445	$930,714,797	$0.10	$0.09	$828,218	$25,366	$56,359	$38,329	$97,974	$1,046,246
Nevada Public Library	8,212	$105,945,496	$0.20	$0.20	$210,197	$22,189	$13,131	$66,338	$29,307	$341,162
New Madrid County Library	14,829	$442,166,461	$0.15	$0.14	$619,486	$1,037	$29,827	$16,024	$0	$666,374
Norborne Public Library	634	$8,172,936	$0.15	$0.15	$9,280	$4,132	$1,765	$45	$0	$15,222
North Kansas City Public Library	4,467	$350,430,594	$0.30	$0.24	$879,282	$272,938	$7,599	$18,508	$95	$1,178,422
Northeast Missouri Library Service	17,686	$19,463,552	$0.24	$0.24	$54,754	$0	$16,013	$7,716	$0	$78,483
Oregon County Library District	8,635	$122,592,355	$0.20	$0.19	$214,935	$6,017	$42,094	$18,699	$0	$281,745
Oregon Public Library	837	$7,672,980	$0.40	$0.39	$25,009	$0	$2,237	$140	$0	$27,386
Ozark Regional Library	22,163	$232,509,493	$0.20	$0.20	$406,463	$0	$31,840	$16,752	$30,615	$485,670
Park Hills Public Library	8,587	$60,942,810	$0.91	$0	$0	$201,483	$13,686	$2,438	$2,088	$219,695
Piedmont Public Library	1,897	$18,140,602	$0.15	$0.10	$14,120	$84,866	$3,803	$10,635	$0	$113,424
Polk County Library	31,519	$384,171,490	$0.24	$0.22	$804,727	$88,426	$47,113	$41,050	$49,130	$1,030,446
Poplar Bluff Public Library	16,225	$270,864,902	$0.20	$0.00	$0	$1,609,419	$18,721	$74,444	$13,256	$1,715,840
Price James Memorial Library	2,920	$30,328,325	$0.24	$0.24	$69,965	$0	$6,354	$3,182	$0	$79,501
Pulaski County Library	52,759	$571,894,536	$0.20	$0.13	$772,416	$0	$54,172	$29,178	$0	$855,766
Putnam County Public Library	4,681	$111,010,849	$0.20	$0.20	$214,063	$4,000	$12,724	$10,201	$21,473	$262,461
Puxico Public Library	873	$8,878,011	$0.10	$0.08	$7,306	$22,707	$2,290	$1,991	$8,349	$42,643
Ralls County Library	10,065	$242,210,145	$0.13	$0.10	$216,722	$0	$18,827	$0	$3,400	$238,949
Ray County Public Library	23,158	$417,716,897	$0.21	$0.19	$776,916	$0	$24,777	$31,160	$15,715	$848,568
Reynolds County Library District	6,096	$179,113,178	$0.20	$0.11	$195,380	$0	$17,457	$21,335	$30,524	$264,696
Rich Hill Memorial Library	1,232	$9,673,039	$0.24	$0.21	$16,576	$0	$2,404	$3,667	$0	$22,647
Richmond Heights Memorial Library	9,286	$408,278,248	$0.25	$0.19	$798,039	$0	$24,782	$16,318	$37,515	$876,654
Riverside Regional Library	85,846	$877,940,428	$0.10	$0.07	$730,278	$0	$64,340	$77,033	$26,892	$898,543
Robertson Memorial Library	4,261	$40,647,114	$0.19	$0.18	$86,144	$0	$7,388	$4,454	$3,528	$101,514
Rock Hill Public Library	4,750	$130,103,389	$0.36	$0.20	$374,958	$116	$6,154	$1,206	$14,327	$396,761
Rolla Public Library	19,943	$244,465,737	$0.31	$0.18	$524,809	$0	$30,462	$76,051	$29,275	$660,597
Rolling Hills Consolidated	41,674	$1,012,527,151	$0.31	$0.31	$3,383,767	$0	$62,566	$315,119	$12,699	$3,774,151
Saint Charles City-County Library District	405,262	$11,164,157,454	$0.26	$0.19	$21,313,817	$708,531	$446,449	$675,196	$280,172	$23,424,165
Saint Clair County Library	8,252	$114,204,951	$0.20	$0.19	$229,591	$0	$21,704	$13,406	$3,999	$268,700
Saint Joseph Public Library	61,254	$750,113,613	$0.42	$0.42	$3,283,404	$292,358	$91,493	$75,922	$40,293	$3,783,470
Saint Louis County Library	863,407	$26,144,084,828	$0.26	$0.21	$61,877,076	$0	$854,080	$21,500	$2,329,855	$65,082,511
Saint Louis Public Library	301,578	$4,840,612,895	$0.56	$0.55	$28,868,334	$665,131	$448,756	$2,002,127	$4,074,809	$36,059,157
Salem Public Library	4,608	$53,542,707	$0.30	$0.30	$161,184	$0	$7,904	$28,375	$0	$197,463
Sarcoxie Public Library	1,406	$12,767,062	$0	$0	$0	$34,197	$4,935	$837	$0	$39,969
Scenic Regional Library	147,730	$3,388,941,705	$0.20	$0.19	$6,346,895	$47,744	$225,799	$119,911	$188,629	$6,928,978
Schuyler County Library	4,032	$127,704,083	$0.15	$0.15	$178,926	$9,397	$11,176	$2,821	$0	$202,320
Scotland County Memorial Library	4,716	$94,680,074	$0.19	$0.19	$170,769	$0	$9,535	$7,517	$17,000	$204,821
Sedalia Public Library	20,022	$221,548,888	$0.32	$0.30	$707,649	$73,253	$21,703	$35,576	$1,041	$839,222

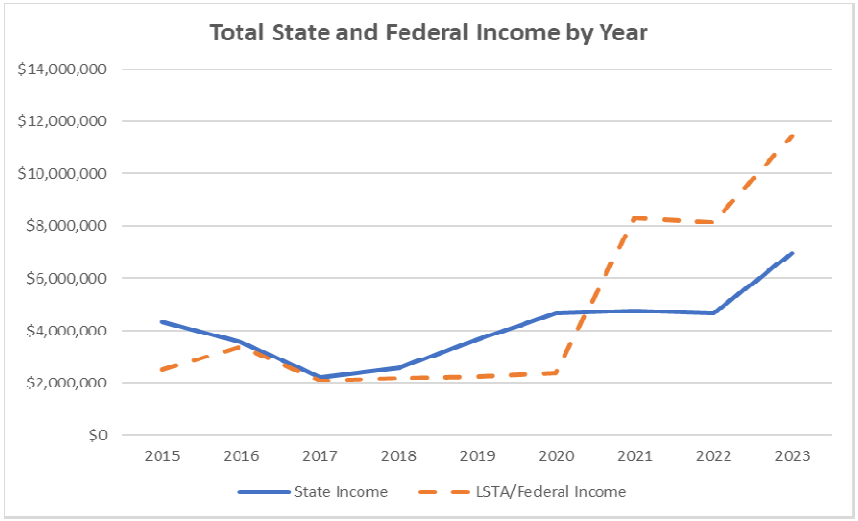
Missouri State Library: FY23 PLS

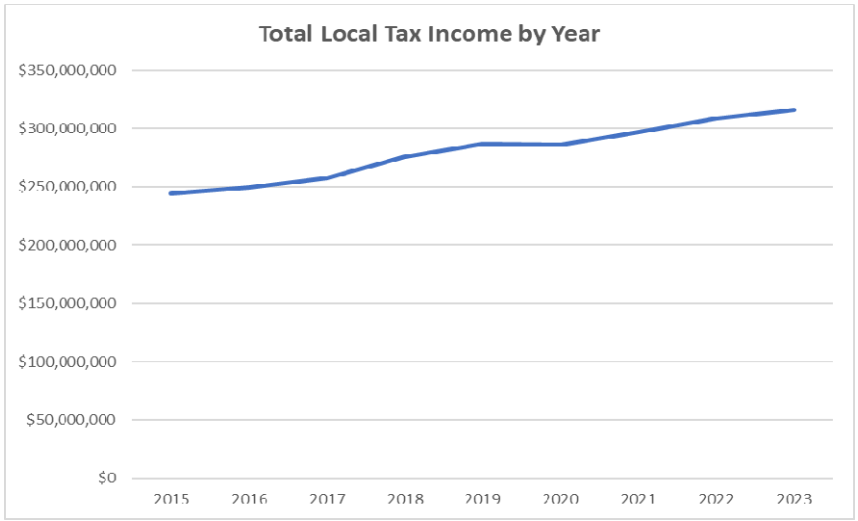
Library	LSA Pop.	Assessed Valuation	Voted Tax Rate	Collected Tax Rate	Library Income: Local Income Tax	Library Income: Other Local Income	Library Income: State Income	Library Income: Other Income	Library Income: LSTA/Federal	Library Income: Total Income
Seymour Community Library	993	$8,821,146	$0.13	$0.06	$5,822	$44,000	$2,467	$37,681	$16,429	$106,399
Sikeston Public Library	14,435	$151,798,342	$0.20	$0.20	$320,811	$0	$22,325	$86,125	$7,902	$437,163
Slater Public Library	1,834	$19,917,586	$0.25	$0.20	$38,542	$1,800	$2,946	$7,500	$0	$50,788
Springfield-Greene County Library District	298,915	$5,984,975,367	$0.25	$0.24	$14,683,134	$1,520,239	$373,711	$1,597,516	$100,530	$18,275,130
Steele Public Library	1,853	$13,103,710	$0.20	$0.19	$23,681	$0	$3,738	$170	$0	$27,589
Stone County Library	31,076	$799,379,403	$0.10	$0.10	$797,972	$26,567	$33,849	$6,665	$41,439	$906,492
Sullivan County Public Library	5,999	$109,449,370	$0.10	$0.10	$106,859	$4,387	$16,077	$1,509	$0	$128,832
Sweet Springs Public Library	1,316	$13,305,251	$0.18	$0.18	$21,114	$0	$2,457	$267	$0	$23,838
Texas County Library	24,487	$275,272,672	$0.10	$0.10	$285,529	$0	$61,973	$84,377	$28,900	$460,779
Trails Regional Library	82,736	$1,245,173,891	$0.30	$0.26	$3,340,633	$0	$123,945	$37,734	$37,734	$3,540,046
University City Public Library	35,065	$799,501,774	$0.37	$0.36	$2,805,823	$79,946	$52,803	$1,538,376	$71,973	$4,548,921
Valley Park Community Library	3,140	$70,000,324	$0.17	$0.11	$89,803	$0	$8,648	$0	$4,000	$102,451
Washington County Library	23,514	$302,484,836	$0.20	$0.19	$571,696	$10,286	$59,003	$7,337	$0	$648,322
Washington Public Library	8,771	$170,091,117	$0.20	$0.19	$295,387	$376,165	$13,958	$165,324	$1,471	$852,305
Webb City Public Library	13,031	$130,839,992	$0.29	$0.24	$370,574	$0	$10,135	$83,414	$0	$464,123
Webster County Library	38,092	$499,675,478	$0.20	$0.11	$533,422	$42,063	$54,315	$15,837	$0	$645,637
Webster Groves Public Library	24,010	$743,861,454	$0.18	$0.11	$1,680,985	$0	$36,471	$45,241	$0	$1,762,697
Wellsville Public Library	998	$9,952,298	$0.25	$0.21	$21,830	$0	$2,194	$529	$0	$24,553
West Plains Public Library	12,184	$179,959,620	$0.20	$0.20	$360,495	$193,300	$16,449	$24,221	$0	$594,465
Willow Springs Public Library	2,164	$23,523,780	$0.25	$0.16	$13,787	$39,000	$3,267	$7,818	$0	$63,872
Worth County Library	1,973	$38,979,384	$0.10	$0.10	$34,439	$0	$4,633	$760	$0	$39,832
Wright County Library	18,188	$214,033,152	$0.20	$0.14	$325,891	$0	$45,911	$12,234	$229	$384,265

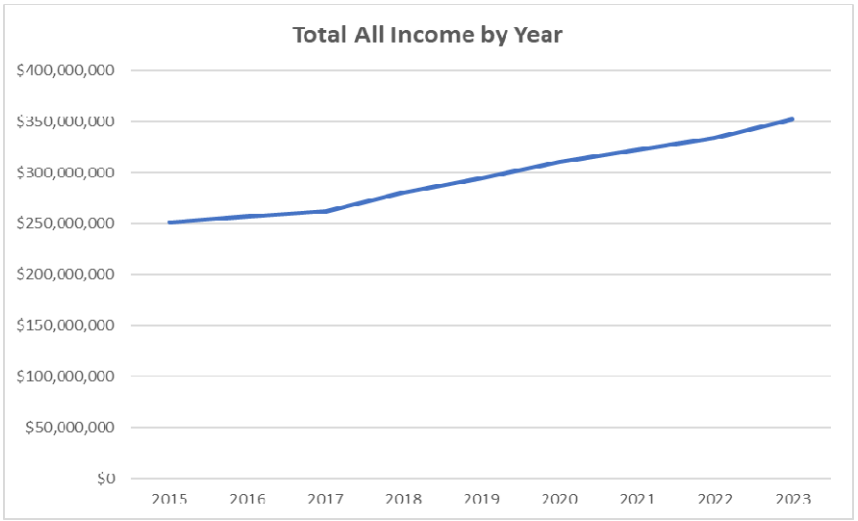
FY 2023			Operating Revenue Variables							
Population Group	**LSA Pop.**	**Assessed Valuation**	**Voted Tax Rate**	**Collected Tax Rate**	**Local Income Tax**	**Other Local Income**	**State Income**	**Other Income**	**LSTA/Federal**	**Total Income**
Missouri (N=151)										
Average	38,019	786,169,123	0	0	2,065,149	70,809	47,128	119,454	77,393	2,379,933
Median	8,611	152,991,964	0	0	218,448	625	16,539	12,905	3,607	306,741
Total	5,626,751	116,353,030,256	-	-	305,642,122	10,479,683	6,974,941	17,679,119	11,454,205	352,230,070
75,000+ (N=14)										
Average	278,909	6,200,890,481	0	0	17,959,121	213,478	296,275	801,706	678,955	19,949,535
Median	185,785	3,443,118,349	0	0	8,430,701	-	214,986	165,771	106,137	9,009,823
Total	3,904,732	86,812,466,734	-	-	251,427,689	2,988,690	4,147,850	11,223,880	9,505,375	279,293,484
30,000-74,999 (N=17)										
Average	44,136	771,822,789	0	0	1,486,945	93,862	60,186	176,875	49,427	1,867,294
Median	39,883	700,872,634	0	0	1,205,865	34,315	53,488	48,746	40,866	1,483,835
Total	706,172	12,349,164,627	-	-	23,791,115	1,501,786	962,975	2,830,000	790,828	29,876,704
15,000-29,999 (N=23)										
Average	21,376	349,034,736	0	0	609,324	135,714	35,820	55,846	12,185	848,889
Median	21,563	275,272,672	0	0	571,696	-	31,840	32,072	5,000	771,183
Total	491,657	8,027,798,924	-	-	14,014,459	3,121,415	823,852	1,284,459	280,254	19,524,439
9,500-14,999 (N=19)										
Average	12,343	199,904,752	0	0	311,949	34,549	23,703	83,612	10,863	464,675
Median	12,553	179,882,278	0	0	277,957	-	22,325	21,694	5,824	421,320
Total	209,833	3,398,380,776	-	-	5,303,128	587,334	402,947	1,421,401	184,665	7,899,475
6,000-9,499 (N=19)										
Average	7,911	158,203,712	0	0	275,488	45,013	16,458	23,789	19,102	379,850
Median	8,252	135,177,152	0	0	210,197	-	13,686	10,605	2,088	268,700
Total	150,300	3,005,870,536	-	-	5,234,266	855,256	312,704	451,982	362,936	7,217,144
3,000-5,999 (N=22)										
Average	4,410	87,763,289	0	0	194,502	34,500	8,252	11,346	9,538	258,136
Median	4,480	75,622,467	0	0	151,620	4,194	7,494	5,970	2,764	199,892
Total	105,837	2,106,318,938	-	-	4,668,036	827,993	198,042	272,295	228,901	6,195,267
1,500-2,999 (N=19)										
Average	2,132	24,592,851	0	0	46,782	23,022	4,399	6,985	3,320	84,508
Median	1,935	22,189,903	0	0	36,491	900	3,771	6,910	-	68,208
Total	42,642	491,857,018	-	-	935,631	460,430	87,983	139,709	66,402	1,690,155

FY 2023	Operating Revenue Variables									
Population Group	**LSA Pop.**	**Assessed Valuation**	**Voted Tax Rate**	**Collected Tax Rate**	**Local Income Tax**	**Other Local Income**	**State Income**	**Other Income**	**LSTA/Federal**	**Total Income**
Under 1,499 (N=15)										
Average	1,039	10,744,847	0	0	17,853	9,119	2,573	3,693	2,323	35,560
Median	1,004	9,875,608	0	0	16,576	-	2,457	532	-	25,092
Total	15,578	161,172,703	-	-	267,798	136,779	38,588	55,393	34,844	533,402


Total Assessed Valuation
$140,000,000,000
$120,000,000,000
$100,000,000,000
$80,000,000,000
$60,000,000,000
$40,000,000,000
$20,000,000,000
$0
2015
2016
2017
2018
2019
2020
2021
2022
2023


Total State and Federal Income by Year
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2015
2016
2017
2018
2019
2020
2021
2022
2023
State Income
LSTA/Federal Income


Total Local Tax Income by Year
$350,000,000
$300,000,000
$250,000,000
$200,000,000
$150,000,000
$100,000,000
$50,000,000
$0
2015
2016
2017
2018
2019
2020
2021
2022
2023


Total All Income by Year
$400,000,000
$350,000,000
$300,000,000
$250,000,000
$200,000,000
$150,000,000
$100,000,000
$50,000,000
$0
2015
2016
2017
2018
2019
2020
2021
2022
2023

Missouri State Library: FY23 PLS

Revenue and Expenses

Library	LSA Pop.	Exp. Per Reg. Borrower	Exp. Per LSA Pop.	Exp. Per Visit	Exp. per Circ.	Rev. Per Reg. Borrower	Rev. Per LSA Pop.	Rev. per Visit	Rev. Per Circ.
Adair County Public Library	25,314	$73.26	$21.58	$7.07	$4.30	$103.43	$30.46	$9.99	$6.07
Adrian Community Library	1,730	$8.72	$14.76	$14.11	$5.92	$13.90	$23.54	$22.51	$9.44
Advance Community Library	1,349	$11.01	$14.24	$9.85	$3.98	$11.44	$14.79	$10.23	$4.14
Albany Carnegie Public Library	1,670	$48.99	$81.79	$33.26	$8.60	$49.19	$82.12	$33.39	$8.63
Appleton City Library	1,032	$46.16	$26.21	$11.55	$10.85	$47.81	$27.15	$11.97	$11.23
Atchison County Library	5,305	$85.01	$63.75	$32.19	$15.41	$147.62	$110.70	$55.91	$26.75
Barry-Lawrence Regional Library	72,535	$85.66	$38.45	$15.74	$9.15	$90.23	$40.51	$16.58	$9.63
Barton County Library	11,637	$32.71	$27.59	$14.13	$8.56	$49.60	$41.84	$21.43	$12.98
Bernie Public Library	1,859	$44.33	$21.44	$28.39	$49.27	$68.03	$32.90	$43.56	$75.60
Bethany Public Library	2,915	$16.04	$22.47	$15.95	$5.99	$17.79	$24.92	$17.69	$6.65
Bloomfield Public Library	1,755	$83.92	$18.27	$9.22	$4.33	$114.44	$24.91	$12.57	$5.90
Bollinger County Library	10,567	$30.68	$16.71	$17.60	$8.10	$35.98	$19.59	$20.64	$9.50
Bonne Terre Memorial Library	6,903	$43.26	$21.76	$15.50	$9.62	$43.26	$21.76	$15.50	$9.62
Boonslick Regional Library	59,455	$43.90	$25.12	$14.27	$4.69	$50.73	$29.03	$16.49	$5.42
Bowling Green Public Library	4,195	$20.27	$23.40	$8.91	$5.11	$27.25	$31.47	$11.98	$6.87
Brentwood Public Library	8,233	$124.54	$87.30	$30.79	$6.09	$153.70	$107.74	$37.99	$7.52
Brookfield Public Library	4,111	$86.55	$40.44	$10.92	$8.04	$101.30	$47.33	$12.78	$9.41
Caldwell County Library	6,867	$108.88	$14.46	$21.05	$14.81	$205.49	$27.29	$39.73	$27.95
Camden County Library	42,745	$56.21	$42.61	$13.22	$10.41	$58.37	$44.24	$13.73	$10.81
Cameron Public Library	8,513	$38.21	$25.59	$6.76	$6.41	$43.95	$29.43	$7.78	$7.38
Canton Public Library	2,724	$103.53	$35.31	$10.73	$11.17	$111.87	$38.15	$11.59	$12.07
Cape Girardeau Public Library	36,170	$115.92	$36.86	$12.30	$7.18	$115.70	$36.79	$12.28	$7.16
Carnegie (Shelbina) Public Library	1,613	$72.53	$42.99	$10.37	$4.71	$97.36	$57.70	$13.92	$6.33
Carrollton Public Library	3,514	$38.47	$63.59	$11.34	$8.07	$42.83	$70.79	$12.63	$8.98
Carter County Library	5,202	$33.82	$26.72	$7.84	$4.73	$64.24	$50.76	$14.90	$8.99
Carthage Public Library	15,522	$49.50	$60.37	$31.21	$14.43	$52.35	$63.84	$33.00	$15.26
Caruthersville Public Library	5,562	$43.05	$47.92	$8.90	$6.93	$58.21	$64.79	$12.04	$9.37
Cass County Public Library	107,824	$76.24	$36.09	$42.42	$8.47	$104.15	$49.31	$57.94	$11.57
Cedar County Library District	14,188	$56.71	$20.72	Unavailable	$7.81	$107.55	$39.30	Unavailable	$14.81
Centralia Public Library	4,053	$57.38	$78.57	$11.78	$6.92	$73.67	$100.88	$15.12	$8.88
Chaffee Public Library	3,057	$20.25	$19.12	$10.37	$5.83	$26.39	$24.92	$13.52	$7.60
Christian County Library	88,842	$133.04	$31.10	$19.16	$7.71	$155.60	$36.37	$22.40	$9.02
Clarence Public Library	738	$15.36	$5.39	$28.01	$15.36	$47.95	$16.83	$87.46	$47.95
Conran Memorial Library	2,493	$32.02	$15.35	$11.54	$22.72	$51.50	$24.68	$18.56	$36.54
Crawford County Library	21,563	$95.52	$29.61	$33.00	$15.75	$112.83	$34.97	$38.99	$18.61
Crystal City Public Library	4,740	$73.55	$20.61	$13.46	$10.02	$96.80	$27.12	$17.72	$13.18
Dade County Library	6,763	$28.62	$15.96	$16.12	$8.91	$37.33	$20.82	$21.02	$11.63
Dallas County Library	17,071	$41.81	$10.02	$7.23	$3.21	$55.09	$13.20	$9.52	$4.23
Daniel Boone Regional Library	223,840	$148.20	$57.74	$35.06	$5.38	$157.40	$61.33	$37.24	$5.72

Missouri State Library: FY23 PLS

Revenue and Expenses

Library	LSA Pop.	Exp. Per Reg. Borrower	Exp. Per LSA Pop.	Exp. Per Visit	Exp. per Circ.	Rev. Per Reg. Borrower	Rev. Per LSA Pop.	Rev. per Visit	Rev. Per Circ.
Daviess County Library	8,430	$73.38	$22.42	$20.72	$4.87	$129.62	$39.61	$36.59	$8.61
De Soto Public Library	6,449	$82.23	$49.18	$7.45	$7.46	$165.35	$98.89	$14.99	$15.00
Desloge Public Library	4,823	$18.28	$19.96	$20.00	$16.82	$17.40	$19.00	$19.04	$16.01
Doniphan-Ripley County Library District	10,679	$28.66	$20.09	$18.93	$5.95	$32.83	$23.02	$21.69	$6.82
Douglas County Public Library	11,578	$22.96	$13.20	$8.88	$6.67	$27.38	$15.74	$10.59	$7.95
Dulany Memorial Library	1,563	$26.03	$29.23	$13.31	$6.03	$37.30	$41.88	$19.07	$8.64
Dunklin County Library	28,283	$46.36	$27.54	$8.62	$4.00	$62.90	$37.36	$11.69	$5.43
Farmington Public Library	18,217	$36.83	$29.32	$8.15	$5.59	$36.81	$29.31	$8.15	$5.59
Ferguson Municipal Public Library	18,527	$43.41	$36.00	$4.17	$16.12	$56.62	$46.96	$5.44	$21.03
Festus Public Library	12,706	$73.26	$68.23	$15.94	$12.25	$32.17	$29.96	$7.00	$5.38
Gentry County Library	4,492	$64.61	$57.75	$7.29	$5.75	$76.39	$68.28	$8.62	$6.80
Grundy County-Jewett Norris Library	9,808	$48.68	$25.28	$30.96	$13.15	$59.22	$30.76	$37.66	$16.00
Hamilton Public Library	1,690	$33.73	$39.44	$22.19	$10.20	$35.77	$41.83	$23.53	$10.81
Hannibal Free Public Library	17,086	$117.16	$46.01	$22.69	$10.59	$154.90	$60.83	$30.00	$14.00
Heartland Regional Library System	33,154	$137.53	$29.78	$26.70	$11.48	$135.60	$29.36	$26.33	$11.32
Henry County Library	21,946	$111.31	$30.36	$24.86	$9.86	$135.85	$37.05	$30.34	$12.04
Hickory County Library	8,279	$17.35	$22.57	$16.34	$5.97	$20.85	$27.13	$19.65	$7.18
Howard County Public Library	9,094	$37.16	$15.28	$17.56	$11.68	$41.14	$16.91	$19.45	$12.93
James Memorial Library	3,935	$50.29	$30.71	$15.77	$4.87	$56.90	$34.75	$17.84	$5.51
Jefferson County Library	135,409	$73.83	$30.87	$25.41	$9.46	$116.17	$48.56	$39.98	$14.89
Joplin Public Library	48,784	$90.69	$52.48	$12.71	$6.25	$94.21	$54.51	$13.20	$6.49
Kansas City Public Library	232,498	$136.64	$126.29	$48.44	$14.41	$150.41	$139.01	$53.32	$15.86
Keller Public Library of Dexter	7,927	$29.18	$26.78	$10.18	$5.87	$31.67	$29.06	$11.05	$6.37
Kirkwood Public Library	29,461	$116.34	$91.83	$16.42	$4.74	$113.93	$89.92	$16.08	$4.64
LaPlata Public Library	1,257	$37.75	$17.12	$13.79	$6.48	$44.02	$19.96	$16.08	$7.56
Lebanon-Laclede County Library	36,039	$22.55	$22.29	$9.54	$6.39	$22.36	$22.10	$9.46	$6.34
Lewis Library of Glasgow	1,087	$20.19	$30.43	$19.85	$10.43	$31.97	$48.17	$31.43	$16.51
Lilbourn Memorial Library	822	$70.18	$27.75	$185.43	$18.30	$43.70	$17.28	$115.47	$11.40
Little Dixie Regional Libraries	31,406	$72.08	$50.67	$7.77	$10.13	$74.63	$52.46	$8.05	$10.49
Livingston County Library	14,557	$41.36	$66.34	$22.22	$8.14	$64.97	$104.20	$34.91	$12.79
Louisiana Public Library	3,199	$5.90	$11.80	$5.00	$16.05	$8.92	$17.82	$7.55	$24.25
Macon Public Library	5,457	$46.34	$41.65	$4.29	$5.60	$48.25	$43.36	$4.47	$5.83
Maplewood Public Library	8,269	$96.06	$65.80	$12.02	$5.96	$111.98	$76.70	$14.01	$6.94
Marceline Carnegie Library	2,123	$40.75	$38.39	$14.68	$5.47	$42.41	$39.96	$15.28	$5.70
Marion County Library District	6,734	$82.07	$33.02	$16.34	$4.61	$103.93	$41.81	$20.69	$5.84
Marshall Public Library	13,806	$22.45	$21.14	$13.99	$13.36	$26.31	$24.77	$16.39	$15.65
Maryville Public Library	10,633	$170.85	$55.32	$22.61	$9.41	$169.33	$54.83	$22.41	$9.33
McDonald County Library	23,303	$23.01	$14.27	$17.08	$10.88	$26.11	$16.18	$19.37	$12.34
Mercer County Library	3,538	$107.58	$35.97	$30.34	$15.71	$161.39	$53.96	$45.51	$23.57

Missouri State Library: FY23 PLS

Revenue and Expenses

Library	LSA Pop.	Exp. Per Reg. Borrower	Exp. Per LSA Pop.	Exp. Per Visit	Exp. per Circ.	Rev. Per Reg. Borrower	Rev. Per LSA Pop.	Rev. per Visit	Rev. Per Circ.
Mexico-Audrain County Library District	24,962	$72.99	$35.83	$21.25	$9.75	$85.86	$42.15	$24.99	$11.47
Mid-Continent Public Library	840,292	$140.04	$72.61	$26.46	$6.33	$150.36	$77.96	$28.40	$6.80
Mississippi County Library District	12,577	$135.26	$32.42	$10.13	$36.91	$139.74	$33.50	$10.47	$38.14
Missouri River Regional Library	90,553	$60.97	$36.49	$18.66	$5.71	$69.83	$41.79	$21.37	$6.54
Moniteau County Library	12,553	$39.17	$17.34	$22.39	$6.73	$49.16	$21.76	$28.10	$8.45
Monroe City Public Library	2,522	$45.32	$19.62	$16.71	$6.37	$60.19	$26.06	$22.20	$8.46
Montgomery City Public Library	2,811	$107.40	$82.15	$12.33	$9.69	$115.10	$88.04	$13.21	$10.39
Morgan County Library	21,006	$69.71	$21.97	$14.49	$6.40	$76.56	$24.13	$15.91	$7.03
Mound City Public Library	1,004	$74.89	$59.30	$8.18	$4.94	$98.99	$78.38	$10.82	$6.53
Mountain View Public Library	2,533	$24.45	$43.93	$3.32	$2.31	$36.70	$65.95	$4.98	$3.47
Neosho Newton County Library	54,445	$92.45	$17.70	$9.59	$4.62	$100.36	$19.22	$10.41	$5.02
Nevada Public Library	8,212	$58.88	$38.80	$5.92	$6.52	$63.05	$41.54	$6.33	$6.98
New Madrid County Library	14,829	$94.29	$31.80	$28.43	$19.45	$133.25	$44.94	$40.17	$27.49
Norborne Public Library	634	$244.70	$18.14	$14.03	$9.32	$323.87	$24.01	$18.56	$12.34
North Kansas City Public Library	4,467	$44.47	$176.81	$12.52	$5.47	$66.35	$263.81	$18.68	$8.16
Northeast Missouri Library Service	17,686	$152.52	$18.23	$18.79	$8.48	$217.57	$26.01	$26.81	$12.09
Oregon County Library District	8,635	$81.76	$27.99	$11.28	$8.01	$95.31	$32.63	$13.15	$9.34
Oregon Public Library	837	$25.56	$41.99	$23.21	$18.97	$19.92	$32.72	$18.09	$14.78
Ozark Regional Library	22,163	$65.19	$27.47	$24.16	$15.98	$81.67	$34.42	$30.27	$20.02
Park Hills Public Library	8,587	$12.54	$25.58	$15.54	$10.85	$12.54	$25.58	$15.54	$10.85
Piedmont Public Library	1,897	$37.31	$50.30	$11.64	$9.09	$44.34	$59.79	$13.83	$10.81
Polk County Library	31,519	$38.72	$27.42	$13.23	$5.58	$46.17	$32.69	$15.78	$6.65
Poplar Bluff Public Library	16,225	$214.83	$83.99	$23.01	$9.59	$270.51	$105.75	$28.97	$12.08
Price James Memorial Library	2,920	$52.70	$25.50	$17.37	$5.48	$56.26	$27.23	$18.55	$5.85
Pulaski County Library	52,759	$53.16	$15.46	$18.35	$12.34	$55.76	$16.22	$19.24	$12.94
Putnam County Public Library	4,681	$101.65	$46.19	$10.41	$11.85	$123.39	$56.07	$12.64	$14.39
Puxico Public Library	873	$119.45	$48.85	$18.61	$26.10	$119.45	$48.85	$18.61	$26.10
Ralls County Library	10,065	$228.96	$22.04	$40.30	$12.45	$246.59	$23.74	$43.41	$13.41
Ray County Public Library	23,158	$71.79	$26.02	$29.72	$18.32	$101.10	$36.64	$41.85	$25.80
Reynolds County Library District	6,096	$329.47	$35.99	$24.38	$11.32	$397.44	$43.42	$29.41	$13.65
Rich Hill Memorial Library	1,232	$39.30	$20.77	$8.25	$3.58	$34.79	$18.38	$7.31	$3.17
Richmond Heights Memorial Library	9,286	$123.95	$91.62	$6.79	$7.47	$127.72	$94.41	$7.00	$7.69
Riverside Regional Library	85,846	$32.22	$15.79	$9.17	$6.65	$40.73	$19.96	$11.59	$8.41
Robertson Memorial Library	4,261	$26.45	$24.73	$11.67	$7.19	$25.48	$23.82	$11.24	$6.93
Rock Hill Public Library	4,750	$137.31	$78.54	$35.82	$12.24	$146.03	$83.53	$38.10	$13.02
Rolla Public Library	19,943	$88.05	$28.47	$4.26	$3.19	$102.43	$33.12	$4.95	$3.71
Rolling Hills Consolidated	41,674	$109.80	$54.95	$12.34	$6.17	$180.96	$90.56	$20.34	$10.17
Saint Charles City-County Library District	405,262	$84.58	$46.51	$14.99	$3.19	$105.12	$57.80	$18.63	$3.97
Saint Clair County Library	8,252	$32.30	$29.09	$5.48	$4.49	$36.16	$32.56	$6.13	$5.03

Missouri State Library: FY23 PLS

Revenue and Expenses

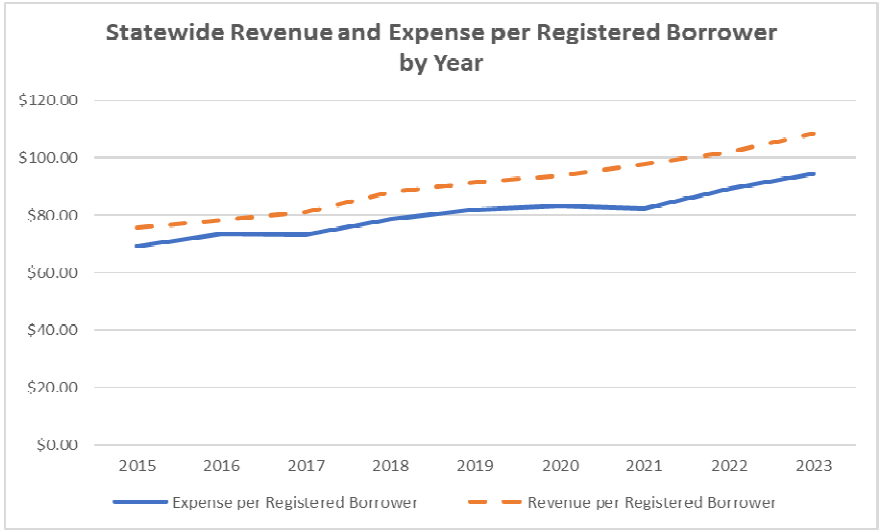
Library	LSA Pop.	Exp. Per Reg. Borrower	Exp. Per LSA Pop.	Exp. Per Visit	Exp. per Circ.	Rev. Per Reg. Borrower	Rev. Per LSA Pop.	Rev. per Visit	Rev. Per Circ.
Saint Joseph Public Library	61,254	$179.38	$59.11	$34.89	$17.97	$187.43	$61.77	$36.45	$18.78
Saint Louis County Library	863,407	$71.31	$65.85	$17.47	$5.30	$81.63	$75.38	$20.00	$6.07
Saint Louis Public Library	301,578	$212.76	$114.14	$28.87	$16.13	$222.89	$119.57	$30.24	$16.90
Salem Public Library	4,608	$30.98	$33.67	$6.68	$4.66	$39.44	$42.85	$8.51	$5.93
Sarcoxie Public Library	1,406	$346.05	$24.61	$38.45	$76.90	$399.69	$28.43	$44.41	$88.82
Scenic Regional Library	147,730	$88.62	$26.62	$11.25	$7.17	$156.13	$46.90	$19.82	$12.63
Schuyler County Library	4,032	$281.87	$27.40	$34.21	$18.18	$516.12	$50.18	$62.64	$33.29
Scotland County Memorial Library	4,716	$77.35	$40.20	$22.32	$6.53	$83.57	$43.43	$24.12	$7.06
Sedalia Public Library	20,022	$57.85	$35.05	$24.31	$13.17	$69.19	$41.91	$29.08	$15.75
Seymour Community Library	993	$12.00	$58.86	$5.01	$4.51	$21.84	$107.15	$9.12	$8.20
Sikeston Public Library	14,435	$32.90	$26.67	$17.67	$11.71	$37.36	$30.28	$20.06	$13.30
Slater Public Library	1,834	$126.25	$19.62	$34.27	$12.12	$178.20	$27.69	$48.37	$17.11
Springfield-Greene County Library District	298,915	$138.67	$49.18	$13.07	$5.49	$172.39	$61.14	$16.24	$6.82
Steele Public Library	1,853	$19.39	$12.56	$15.87	$25.40	$22.99	$14.89	$18.82	$30.12
Stone County Library	31,076	$75.16	$24.45	$17.85	$10.90	$89.66	$29.17	$21.30	$13.00
Sullivan County Public Library	5,999	$17.53	$11.14	$20.71	$16.06	$33.80	$21.48	$39.92	$30.96
Sweet Springs Public Library	1,316	$112.77	$25.45	$13.14	$7.78	$80.26	$18.11	$9.36	$5.54
Texas County Library	24,487	$22.89	$13.62	$11.50	$6.91	$31.62	$18.82	$15.88	$9.54
Trails Regional Library	82,736	$80.90	$33.21	$30.27	$13.72	$104.22	$42.79	$39.00	$17.67
University City Public Library	35,065	$118.10	$96.62	$48.13	$17.06	$158.57	$129.73	$64.62	$22.91
Valley Park Community Library	3,140	$65.39	$28.03	$20.49	$16.36	$76.12	$32.63	$23.85	$19.05
Washington County Library	23,514	$21.63	$19.02	$11.74	$12.11	$31.35	$27.57	$17.02	$17.55
Washington Public Library	8,771	$108.92	$92.20	$7.94	$7.19	$114.79	$97.17	$8.37	$7.58
Webb City Public Library	13,031	$100.86	$35.53	$12.35	$10.53	$101.09	$35.62	$12.38	$10.55
Webster County Library	38,092	$61.44	$15.11	$8.57	$4.59	$68.92	$16.95	$9.61	$5.15
Webster Groves Public Library	24,010	$98.12	$51.84	$10.73	$4.83	$138.96	$73.42	$15.20	$6.84
Wellsville Public Library	998	$19.84	$22.34	$16.97	$13.51	$21.84	$24.60	$18.69	$14.87
West Plains Public Library	12,184	$59.67	$48.73	$7.53	$4.86	$59.75	$48.79	$7.54	$4.87
Willow Springs Public Library	2,164	$264.66	$33.88	$13.73	$5.84	$230.58	$29.52	$11.96	$5.09
Worth County Library	1,973	$52.86	$8.63	$19.50	$2.86	$123.70	$20.19	$45.63	$6.68
Wright County Library	18,188	$23.83	$16.45	$15.88	$8.10	$30.61	$21.13	$20.40	$10.40

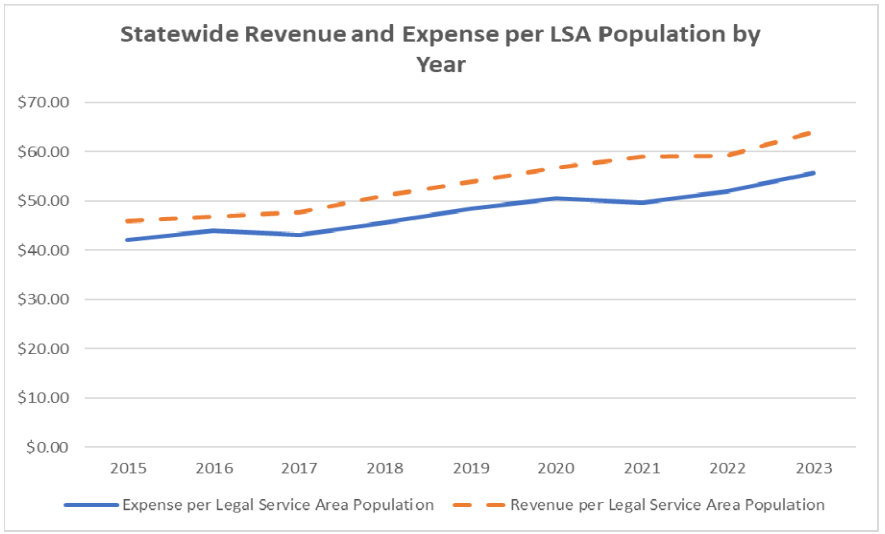
FY 2023 — Usage, Income, and Revenue Comparisons

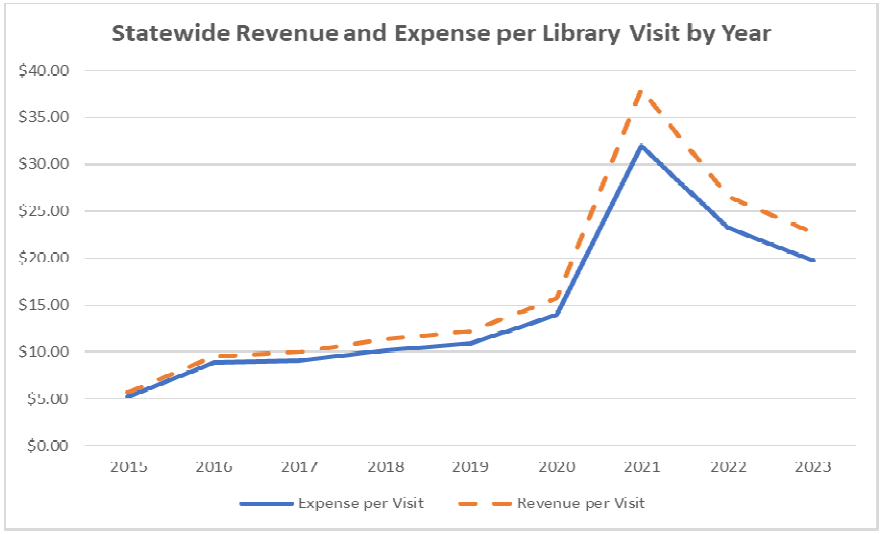
Population Group	LSA Pop.	Exp. Per Reg. Borrower	Exp. Per LSA Pop.	Exp. Per Visit	Exp. per Circ.	Rev. Per Reg. Borrower	Rev. Per LSA Pop.	Rev. per Visit	Rev. Per Circ.
Missouri (N=150)									
Average	38,019	$75.97	$37.59	$18.33	$10.13	$92.88	$45.65	$22.31	$12.68
Median	8,611	$61.20	$29.47	$15.50	$8.05	$71.75	$36.51	$18.56	$9.52
Statewide	5,626,751	$94.45	$55.62	$19.72	$6.75	$108.57	$63.94	$22.67	$7.76
75,000+ (N=16)									
Average	278,909	$105.57	$53.03	$24.33	$8.22	$127.64	$62.70	$29.73	$10.20
Median	185,785	$86.60	$41.50	$22.28	$6.91	$133.26	$53.55	$25.40	$8.72
Group	3,904,732	$107.48	$64.10	$22.20	$6.53	$122.60	$73.11	$25.32	$7.45
30,000-74,999 (N=16)									
Average	44,136	$84.55	$38.07	$17.20	$9.06	$95.61	$44.08	$19.62	$10.14
Median	39,883	$80.41	$33.32	$13.23	$8.16	$89.95	$34.74	$16.14	$9.90
Group	706,172	$78.20	$37.75	$15.36	$8.44	$89.63	$43.27	$17.61	$9.67
15,000-29,999 (N=23)									
Average	21,376	$74.52	$33.69	$16.97	$9.40	$93.40	$41.09	$21.04	$11.81
Median	21,563	$69.71	$28.47	$16.42	$9.59	$81.67	$34.97	$19.37	$12.04
Group	491,657	$64.29	$33.78	$13.06	$6.96	$78.12	$41.05	$15.87	$8.46
9,500-14,999 (N=17)									
Average	12,343	$71.73	$32.30	$19.00	$11.53	$80.72	$36.63	$22.18	$13.38
Median	12,553	$48.68	$26.67	$17.63	$9.41	$59.22	$30.76	$21.04	$12.79
Group	209,833	$51.97	$32.79	$16.22	$9.39	$59.66	$37.65	$18.62	$10.78
6,000-9,499 (N=19)									
Average	7,911	$79.41	$39.02	$14.11	$7.79	$101.86	$47.60	$18.13	$9.90
Median	8,252	$73.38	$27.99	$15.50	$7.19	$95.31	$32.63	$15.50	$7.69
Group	150,300	$57.45	$39.94	$10.06	$6.78	$69.07	$48.02	$12.09	$8.15
3,000-5,999 (N=24)									
Average	4,410	$63.93	$43.69	$15.55	$9.77	$88.24	$57.65	$21.22	$13.37
Median	4,480	$48.32	$34.82	$11.72	$7.62	$65.29	$45.38	$15.01	$9.18
Group	105,837	$46.52	$44.12	$11.60	$7.35	$61.72	$58.54	$15.39	$9.75
1,500-2,999 (N=20)									
Average	2,132	$62.05	$32.78	$16.42	$10.68	$75.38	$39.60	$21.46	$14.21
Median	1,935	$44.83	$27.37	$14.40	$6.20	$53.88	$31.21	$18.56	$8.64
Group	42,642	$41.74	$33.03	$11.51	$6.41	$50.09	$39.64	$13.82	$7.70

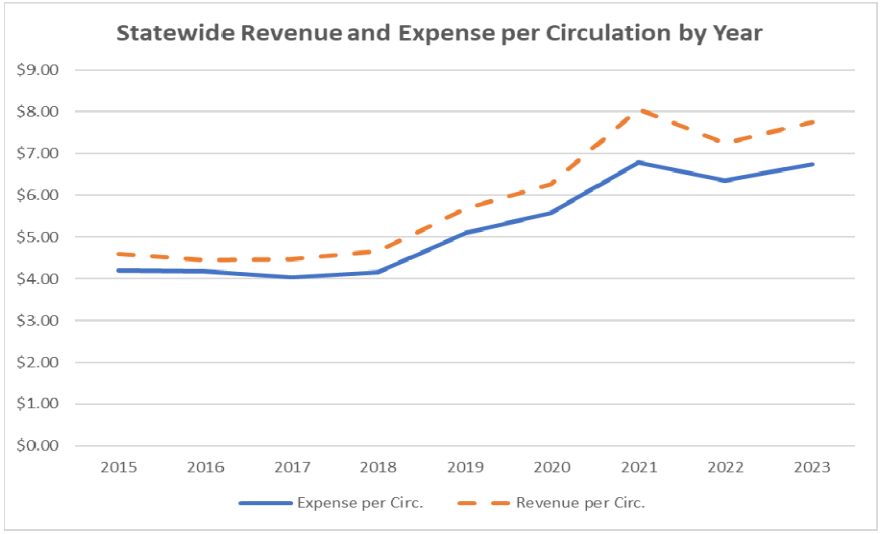
FY 2023 — Usage, Income, and Revenue Comparisons

Population Group	LSA Pop.	Exp. Per Reg. Borrower	Exp. Per LSA Pop.	Exp. Per Visit	Exp. per Circ.	Rev. Per Reg. Borrower	Rev. Per LSA Pop.	Rev. per Visit	Rev. Per Circ.
Under 1,499 (N=15)									
Average	1,039	$79.68	$29.43	$27.62	$15.40	$89.84	$34.99	$28.51	$18.61
Median	1,004	$39.30	$25.45	$14.03	$10.43	$44.02	$24.60	$18.09	$11.40
Group	15,578	$30.59	$28.94	$11.50	$7.69	$36.19	$34.24	$13.60	$9.10


Statewide Revenue and Expense per Registered Borrower by Year
$120.00
$100.00
$80.00
$60.00
$40.00
$20.00
$0.00
2015
2016
2017
2018
2019
2020
2021
2022
2023
Expense per Registered Borrower
Revenue per Registered Borrower


Statewide Revenue and Expense per LSA Population by Year
$70.00
$60.00
$50.00
$40.00
$30.00
$20.00
$10.00
$0.00
2015
2016
2017
2018
2019
2020
2021
2022
2023
Expense per Legal Service Area Population
Revenue per Legal Service Area Population


Statewide Revenue and Expense per Library Visit by Year
$40.00
$35.00
$30.00
$25.00
$20.00
$15.00
$10.00
$5.00
$0.00
2015
2016
2017
2018
2019
2020
2021
2022
2023
Expense per Visit
Revenue per Visit


Statewide Revenue and Expense per Circulation by Year
$9.00
$8.00
$7.00
$6.00
$5.00
$4.00
$3.00
$2.00
$1.00
$0.00
2015
2016
2017
2018
2019
2020
2021
2022
2023
Expense per Circ.
Revenue per Circ.

Missouri Public Library Levy Campaigns:

My Experiences and Advice for Directors

by Michelle R. Mears
...with help from countless others

2021

With 2024 Appendix,
Including Campaign Opposition

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Last Update: June 2024

Chapters

Introduction & Acknowledgements
1. **Free public libraries are not free**
2. **Districts, boundaries, and voters**
3. **The County Clerk is your new best friend**
4. **Types of campaigns and political rules**
5. **How early is too early?**
6. **Getting help**
7. **Words matter: choose wisely**
8. **Timeline of a campaign**
9. **Get out and talk to people**
10. **If you're not with us you're against us**
11. **Why are we doing this again?**
12. **E-Day and the aftermath**

APPENDIX-Campaign Opposition
List of Resources

Introduction & Acknowledgements

As I was going through a levy campaign for my library in 2019, I went through a whole range of emotions. I was scared, angry, stressed out, frustrated, and generally lost most of the time, trying to figure out what I was supposed to be doing and how I could best help my library have a successful campaign. Most libraries do not conduct campaigns very often. It is rare for a library director to conduct a campaign more than once in their career.

Because not every director has to do a levy campaign, and because the process itself is so stressful, not very much is written about it specifically to help a director through the process. It is very difficult to lead when there are no clearly written rules to follow, and many of the rules are designed to restrict what a library director can say and do during a campaign. I decided early on in the campaign process that I needed to write a guide when I was done so no other director had to go through what I did during the campaign. In the end, it turned out to be more of a memoir than a manual.

Some things don't make sense until looking back on a process. I hope this publication helps at least one library director feel they are not alone and that they can be confident throughout the campaign that they are doing their best on behalf of their library staff, board, patrons, and communities.

This publication makes some assumptions about your Missouri public library. One is that your library is operating as an independent political subdivision of the state of Missouri with your own legally established tax levy. If you are a municipal or county library that has entangled your operations with your city or county, by letting them manage your funds, pay your bills, oversee your HR and staff benefits, or otherwise be involved in the administration of your library, then you may need to add that layer in throughout your levy campaign process. Your board may not feel empowered to act independently from the city or county government. I do not have experience with this, so I can't speak to it but you are the only one who knows the main players in your arena. Be transparent and inclusive, but also strategic and circumspect. Only include those who "need to know" when you must. Too many chefs can spoil the broth.

The levy campaign process takes quite a bit of work, so it should not be entered into lightly. There are many sources of advice, strategy, and choices that you may come across, but the one thing to remember is that you are never alone and advice is just a phone call or email away. But also remember that each situation is somewhat unique, and only you know your own community. Consider as well what other entities have asked voters for funding

recently, and how your request might look in relation to the overall tax burden on residents.

I want to thank the following people who assisted me during our campaign and who helped provide information and shape my thoughts to write this publication:

Patsey McGuire, Rolling Hills Library
Steve Potter, Mid-Continent Public Library
Mary Beth Revels, St. Joseph Public Library
Steve Campbell, Scenic Regional Library
Rochelle McCaulley, Kansas City KS Public Library
Tony Benningfield, Jefferson County Library

Chapter 1
Free public libraries are not free

Public libraries in Missouri are primarily funded by property tax levies passed by voters in a geographic region. A few (and growing number) have a sales tax as all or a portion of their levy. Depending on the type of tax and the amount, a library may need at some point in its existence to go to the voters of its district to ask for a levy increase. One of the first issues to address is educating your communities about the fact that while libraries are mostly free to use, public libraries are not free to operate.

There are two kinds of property tax levies for libraries, operating and capital. This publication mostly refers to operating levies. A capital levy or bond issue is a limited property tax for a set number of years to construct or improve buildings for the most part. You see schools using it more often, for buildings but sometimes also for technology. It's like taking out a mortgage to buy a home. When you are done paying off your debt the loan payments stop so you have no need for the tax any more. What usually happens is by the time the bond is paid off the building is worn out and needs updating and the library is stuck trying to fund those updates with operating funds or reserves. Bigger buildings cost more to operate and you may need more staff, so take this into account if you are thinking about a capital vs. operating levy.

Many members of the public are completely unaware that libraries are funded by taxes. They also don't know that we have to purchase books (some think that they are donated by publishers or just donated by the public). And like public schools, the fact that we end up paying more for staff and for buildings than we do for collections and resources is a hard pill to swallow for many taxpayers. They think all the money should go to the collection. They don't know that the largest part of all library budgets (50-70%) goes to staff and benefits, just like they don't understand that paying teachers is usually the biggest part of all school budgets. A modern

public library is not run by volunteers and does not have a collection made up of donations. Exactly how much money you need to run a library is determined by many factors.

Before embarking on a library levy campaign, you should have a really good handle on your budget. Have at least eight years of expenditures on hand as well as your current and most recent budget. Before you can work with your board to decide whether or not to request a levy increase, you need to know why you need that increase and what you plan to spend it on. Inflation is a real concern, but you do not want to ask for a levy increase to just catch up but to be comfortably funded and have a reasonable amount of reserves. If you are planning a building project, get some general figures to consider for costs per square foot for renovation and/or for new construction. But this publication does not go into detail about the differences between an operating levy and a bond issue, so you should know the difference between the two and what you are asking the voters for. You CAN do building and capital projects with an operating levy, so explore the differences thoroughly before making a decision.

You do not want to go to the voters very often to ask for a tax increase, so plan accordingly. Do not ask for so small an amount that you need to go back to the voters sooner than 10 years. Be prepared to answer questions about whether the amount you are asking for is enough for the library's needs. The

Missouri State Library has set a minimum operating levy amount to be eligible for state aid, but this is a threshold and not a ceiling. Many libraries with a smaller tax base will find it is not nearly enough to operate comfortably. Some will advise that you need a full blown strategic plan before starting your campaign. We did not do this, but the board did some "visioning" work to talk about the future needs of the library and the community. You should at the very least have a good mission and vision statement and be prepared to answer how the levy increase you are asking for fulfills that mission. Most libraries do this with a (bullet) list of what you plan to do with the funding.

Although this seems to only affect two libraries in Missouri that I know of, I want to talk briefly about sunset clauses. If anyone associated with your campaign talks about adding a sunset clause to an operating levy, smote them with lightning from the sky. Sunset clauses are sometimes added to operating levies as a way to force an entity to keep going back to the taxpayers with hat in hand, couched as an "accountability" clause so action can be taken if the voters are unhappy. It is almost impossible to do complete strategic planning if some significant portion of your budget might evaporate every 20 years. But if you are stuck with a sunset (as my library is, alas), then use it to your advantage and in your campaign to say that you are not asking for an increase but a renewal and that you

appreciate the periodic input of voters, etc. If it is mentioned as an option in your community, ask for a little less if you must but do not add a sunset clause just to get something passed.

In review...

- **Libraries are not free. Staff costs are the biggest portion of all library expenditures.**
- **Know why you are asking for more funding.**
- **Consider both the short term and long term funding needs of the library.**

Chapter 2
Districts, boundaries, and voters

Most public libraries have clearly defined districts and boundaries. Cities and counties have lines on maps that people can see and understand. Some libraries, however, have a somewhat vague notion of the outside edges of their territory. If your district touches another district, there will likely be some boundary issues. And reciprocal agreements can blur these lines. Early in campaign planning, it is beneficial to review your district boundaries and the demographics of your voting population.

Use the usual sources for demographic data. These include Census sites, local or regional economic councils, chambers of commerce, and

other websites like moving or cost of living sites. Don't reinvent the wheel. If your boundaries are the same as a city, county or school district, ask those entities for their demographics.

If you haven't looked at these recently, you could be in for an awakening. A library that for years focused on large print for elderly residents found out they were ignoring the growing population of young families with children. A change in programming and collection development brought a significant increase in foot traffic and attendance. Which could then be used in press releases and media attention long before a levy issue comes up. Good marketing is always important for laying the groundwork for media coverage that you want to remain positive towards the library. Knowing your community is very important in preparing for a levy campaign.

Knowing your boundaries will help you focus precious campaign dollars on people who are able to vote for your issue. You might promote the library to all area residents who are eligible to get a card and use your services, but you want information about your levy to go only to voters. Don't advertise in newspapers that are mostly delivered to people outside your district. Bulk mailings go by zip codes which do not always align with library boundaries. If there are any questions about your library district boundaries, be up front and very clear about where

the lines are and who will be eligible to vote on your issue.

Voters are the only ones you care about during a campaign. You can blanket the media, tell all the best library stories, and promote the library and its resources until the cows come home, but it makes not one bit of difference unless you reach voters in your district and they are motivated to get out on election day. And do not confuse library users and library cardholders and with registered voters. Library users may be more likely to be registered voters (according to some pollsters), but some of your biggest supporters will be people who never cross your library threshold. They like the *idea* of the "library" and recognize the importance of a library to a community. But they never use it themselves. These are the people you need to donate to the library and support your campaign.

You can get a copy of the registered voters in your district from your county/city clerk. There may be a fee, and different counties charge different amounts. What you get in the file (usually on a CD-ROM or maybe an emailed file) can vary widely, there is no single standard for the output of a registered voter list. If you are lucky, it will not only have names and addresses but polling places and a history of voting behavior. This can help you concentrate your campaign efforts on "likely" voters and outdoor things like yard signs and door knocking in precincts where you can have the most

impact. You can tailor your list and not try to blanket the district with a mailer that goes right to the recycle bin in most households.

In review...

- **Take some time to gather demographics.**
- **Know the geography of your district.**
- **Focus on library supporters and registered voters.**

Chapter 3
The County Clerk is your new best friend

All ballot issues and candidate campaigns are run through the local office of the county clerk. For simplicity, I will just refer to this position as "Clerk" for the remainder of this publication. If you are lucky, there will be only one Clerk you will have to deal with. If not, there may be multiple Clerks in multiple jurisdictions you will have to deal with. This is why you need to be fully versed in your library district boundaries to know exactly who you need to be in close contact with.

You will file the resolution from your board with the Clerk's office. This officially starts the campaign as soon as the vote is taken by your board, which is explained in more detail in the next chapter. The list of deadlines to file can be found at

the Missouri Secretary of State's website, but your Clerk should also have these dates available. It is a good idea to let your Clerk know in advance of filing the resolution that a levy issue is on the near horizon.

The Clerk can give you an estimate of the cost of the election. Any and all entities with ballot issues are required to pay costs to open polling places and print ballots. You can and should pay this cost with library money (tax dollars). Many libraries choose an "off" election date to be a single-issue ballot and (so they think) increase the chances that "no" voters won't bother to get off the couch. Other libraries have challenged this opinion and successfully won levy issues during the highest turnout election date, a presidential November ballot. Be prepared to consider election costs and election dates early in the process.

You also request the list of registered voters from the Clerk and can for an additional fee get an ongoing update of new registrants and people requesting absentee ballots for your election. Newbies and absentee voters are highly likely to vote, so you could direct some campaign literature to this group but not if you don't pay for this information. You cannot tell from a voter registration list which party a person affiliates with, but conservatives and liberals are equally likely to support a library tax levy, so don't prejudge your constituency. In the next section about types of

campaigns this will make more sense, but you cannot use tax dollars to buy a voter registration list and then give it for free to an advocacy (vote yes) campaign. It is better for each side to buy their own list if you plan to do any marketing or targeted mailings with this information. Better to be safe than sorry with campaign finance and ethics commission rules.

Throughout the levy campaign, you may need to stay in close contact with your Clerk. Your library should already have a relationship with your Clerk for annual paperwork filings regarding tax collections and setting levy rates. If it is not the Director, make sure the library staff person who already has this relationship continues it during the levy campaign. This is not the time to introduce a new name and face to the Clerk's office if you can help it.

In review...

- **Get to know your county clerk(s).**
- **A levy issue will cost the library money to put on the ballot.**
- **Weigh the cost/benefit of being a single issue ballot.**
- **Confirm, and then confirm again, all deadlines with your county clerk.**

Chapter 4
Types of campaigns and political rules

There are two types of levy campaigns and you must understand the differences before you begin. An **information campaign** is one that only provides text and pictures about the library and about why the library needs more funding. It never says “Vote Yes" and only says “Please Vote.” It can refer to library needs, even pie-in-the-sky dreams for the library, but it cannot say that anyone should support, carry, pass, embrace, love, or otherwise feel positively about the library or library ballot issue. You can have a list of what will likely happen if voters vote Yes and what may happen if voters choose No. This list ought to be factual and dispassionate about the impact on the library of this levy funding issue. You can and should put information campaign content on your library’s web site. Tax dollars and staff time can be used on an information campaign, but everyone should be hyper-aware to not promote voting yes for the issue in the library building or anywhere on library property or on paid time.

An **advocacy campaign** is one where you tell people to VOTE YES on your ballot issue. It is sometimes also referred to as a Yes Campaign. This is where you see yard signs and TV commercials and other promotions that go beyond get out the vote (GOTV) and are strongly advocating for the levy.

This is where you might ask for endorsements of your ballot issue from prominent local residents. If you do an advocacy campaign you must form a campaign committee with a treasurer who is responsible for online filings and whose name along with the committee is listed on materials produced for the campaign. Advocacy campaigns cannot use public funds and must use donated money. An advocacy campaign also needs to apply for its own Federal ID Number in order to open a bank account. Do this first because you will need the bank account information to register with the MEC. All donations must be reported to the Missouri Ethics Commission for public disclosure, and within a limited time period or penalties are assigned.

You can do both an information campaign and an advocacy campaign simultaneously. Some libraries choose to only do an information campaign and use library funds to do so. I think more rarely a library would do an advocacy-only campaign, because staff and others still need to be able to answer questions about the ballot issue and library administration needs to create those materials to make sure all the staff are on the same page. So even if it is only in-house, you are still researching and putting together an information campaign.

Even though it may feel like you do not have time for it, take this opportunity to look at how you market the library in general. If you do not have a

modern, attractive logo, you may not have time to fix that, but otherwise any library brand awareness activities you can do during the pre/during/post campaign are valuable. We started running TV commercials in the 4 months before the election. They had nothing to do with the levy issue, but were just generic commercials promoting the library and specific things like our passport service and the bookmobile. We ran Facebook ads for the summer reading program, which was right before our August election date. We did email blasts about the library's online offerings before we did an info campaign email. You don't want your community to think you are only in their faces to get a vote. We kept up our TV commercials for 6 months after the campaign, and then let them lapse a bit due to the pandemic but have recently picked them up again. Marketing the library is important all the time, so if you decide to boost your marketing right before an election make it clear that it is not part of the campaign but you will benefit from the increased brand awareness.

A library director must straddle both worlds in a levy campaign. During work hours the director must be careful to phrase discussion about the levy as information, but afterwards can knock on doors or participate in social events put on by the advocacy campaign. Directors are usually exempt employees, meaning they are not subject to overtime rules, but that does not mean that you are a library employee 24-7. Use care, and always pause and think about your audience and setting before

talking about your ballot issue with information or advocacy wording.

Your committee might decide to hire a firm to assist with the advocacy campaign. These are the same firms that help candidates for office run their campaigns. They can create graphics, register a website, help with an online donation form, discuss strategy, create and send a campaign postcard, and a myriad of other activities. But everything has a price and then your committee will have to raise the funds to purchase all those components. If you don't hire a firm, do you have volunteers with graphic design experience or who can come up with a good slogan? Sometimes it is worth every penny to have someone from the "outside" help you frame your campaign message.

It cannot be stressed enough the division between spending public tax dollars and private donations in a levy campaign. You cannot use public funds to advocate for any candidate or ballot issue by law, and that includes your own ballot issue. Do not even make a photocopy for "free" for your advocacy campaign on a library copier. There are citizens who take the law very seriously and who may be watching for any misstep in your campaign. And the advocacy campaign must account for all income and expenses, so if they mailed 500 flyers out but have no postage expenses, who do you think they will come looking for to explain how those

items got in people's mailboxes? Possibly the library that has 500 impressions on their postage meter around that same time? Keep expenses and activities separate, and don't cross the streams (for those who appreciate a good Ghostbuster reference).

How much money is needed for a good advocacy campaign is hard to calculate. Your advocacy campaign may have to solicit funds from individual donors, and this takes time and effort. Donors need time to consider and can't be pressured to give. Levy campaigns can also be funded by a library's Foundation if there are unrestricted funds available. Many times these funds are in an endowment that can't have withdrawals, but the earnings on the endowed funds should be available if they have not been rolled over into the principal.

We were lucky enough to get our Friends of the Library to donate the majority of the funds, and then Board members and a few staff members donated small amounts, including myself. Nothing says commitment like opening your wallet. BE AWARE however that you do not want your Friends or Foundation to endanger their 501c3 status by donating to an advocacy campaign. These organizations can elect to use the 501(h) measurement by filing IRS form 5768 which will allow up to 20% of an annual budget to be spent on lobbying and advocacy, or higher amounts based on income. There is also an "insubstantial part" measurement, which is less clear. Be sure to

research these options fully before asking your Friends or Foundation to support an advocacy campaign.

Running a campaign in Missouri is not hard, but you must know the rules. The keeper of the rules is the Missouri Ethics Commission. I can't possibly replicate all of the information on their website, but you should bookmark it and read everything they have to offer. I also found it useful to search campaign finance filings for other library levy campaigns and see what was done by others, who they got donations from, etc. Be aware, however, that savvy reporters also know how to search this information and may try to trip you up with questions about your funding sources. People look for scandal, so make sure there is nothing to see there.

There are also many deadlines, one of which is the $5000/48 filing deadline. Any donation over $5000 must be reported within 48 hours to the MEC, or the penalties are steep. We got caught up in this because the biggest donor was our Friends group and our committee treasurer did not file for a week and a half and it cost us around $600 in penalties. There are no waivers or mulligans in campaign finance. Even if you think you have an experienced committee treasurer who has done a candidate or issue campaign before, as director you should watch the deadlines and follow up. Any

errors will reflect poorly on the library, the public makes no distinction between the library and an advocacy campaign committee.

In review...

- **Two types of campaigns, information and advocacy.**
- **Consider hiring a firm for an advocacy campaign.**
- **Missouri Ethics Commission enforces the rules for both candidate and issue elections.**

Chapter *5*
How early is too early?

Never. It is never too early to begin levy campaign planning. The time will go so fast, even when you think you have allotted enough time it will run out before you are ready. If you have the slightest inkling that your library will need to consider a levy increase in the next 10 years, start talking to your board about it. Even if they will all term out before a levy issue comes to the ballot, talk to your board about it. Former board members can and will be one of your biggest support groups and they are not bound in the way that current board members might feel they need to be more reserved in their public life outside of the board.

There is a difference between a levy planning process and the active campaign. Most active campaigns are only 2-4 months in length. This chapter is only talking about the planning process and how much thought, effort, and discussion needs to take place long before you choose an election date and officially get on a ballot.

You also want to give your staff as much time as possible to get familiar with your campaign messaging and get comfortable with the facts and figures. Creating materials like brochures or FAQs helps the public but also helps the staff answer questions and feel like they are part of the process.

When I came on as director and I learned we had a sunset levy that was expiring in six years, I talked about it at every staff training meeting so they understood that good customer service could mean the difference between Yes and No votes. I also did an exercise that I called "Circle of Influence" where I asked staff to think about their family and friends and how many people they could directly ask to vote yes for the library. (This was LONG before our campaign began; the restrictions on public funding don't prevent you from talking about yes and no votes for a hypothetical election.) Getting people to activate their Circles of Influence is an important part of getting out the vote in favor of the library's ballot issue.

In review...

- **Never too early to start levy planning.**
- **Getting staff and the board to reach out to family and friends is important.**

Chapter 6
Getting help

Remember in the beginning when I said I felt that I was all alone and had no help? Well, that's not exactly true. I called and e-mailed as many Missouri directors as I could find who had done recent ballot issues. I talked to people at EveryLibrary, the national library advocacy group.

Two books by John Chrastka and Patrick Sweeny are on your must-read list. Buy your own copies so you can highlight and mark them up everywhere, and you won't have to worry about due dates. They are listed in full at the end of this booklet. ***Winning Elections and Influencing Politicians for Library Funding*** was published in 2017 and ***Before the Ballot: Building Political Support for Library Funding*** was in 2019. I feel very lucky that these came out right before my ballot issue timeline, because I could not have had a better introduction to politics and libraries. Together these authors have also founded **EveryLibrary**, a not-for-profit group

dedicated to helping libraries secure the funding they need. They do fundraising to help super small libraries do things like buy yard signs or print flyers in their levy campaign, and they are happy to just talk on the phone (for free!) if that is all you need.

Read these books all the way through, and probably in chronological order. They got better and more focused in the second book but the overview in the first book is still worth it. ***Before the Ballot*** starts out with a bunch of stuff about the 2008/2018 studies done by OCLC and ALA about awareness and funding for libraries, but don't let this scare you. In my opinion, you cannot determine a trend from only two data points. In 2008, it was before the housing crash and in 2018 the economy still wasn't all that whippy for most people, so a downward trend should not have been a surprise. You do have to understand that an awareness of national issues is important, but all politics are local. I am not going to repeat the contents of these books. Just read them. Maybe more than once.

You have to know where you have been to know where you are going. Do your homework on your own library history. When was the last time you asked the voters for funding? What was the turnout and result? What can be learned and fixed from previous wins/losses? Don't overlook other local ballot issues and their impact on your election. If your community has voted down every single tax

increase in the past 10 years, figure out why and then be ready to say how yours is different. If they always vote yes for education levies, figure out how to play up the educational aspects of your library.

There are no stupid questions. It's okay to preface your question with, "I've never done this before..." In fact, that phrase can also be used to get you out of a tight spot as well. I can't guarantee your county clerks will be 100% right all the time, but that is a good place to start. Then you might move to other library directors, or even contact EveryLibrary for some advice. Long term staff who might have been there during a previous levy campaign may be a good source of information. I might hold off on contacting the MEC if it is a filing or ethics question until you have asked a few other people. No need to alert the SWAT team for a cat in a tree.

You do want to have access to an attorney, and one who is experienced in Missouri ballot issues. The MPLD law firm has been around this block a few times, and as a member you get one free question per year so you might use that chip for your levy question. See the next chapter on "Words matter" for how the exact wording of your ballot question is of the utmost importance. Since the questions asked will likely be about the levy language or other processes related to the election, these are usually not part of the advocacy campaign and should be paid for by the library with public dollars. I can't imagine why the campaign

committee would need legal advice, but if it is just about their activities or specifically donations or MEC filings, then the committee ought to pay the bill from donations.

In review...

- **Two books you must absolutely read.**
- **There are no dumb questions.**
- **Keep a lawyer on the front burner.**

Chapter 7
Words matter: choose wisely

The requirements for ballot language regarding tax issues are pretty clear in Missouri, but not every entity follows the rules. What I mean is, there are good reasons why you want to be very particular about the wording of your statement. This is when you definitely want an attorney to review your proposed language, though the ultimate decision is made by the board when they pass their resolution. RSMo 182.650 states that the ballot wording for a consolidated library should be

> Shall there be a _____ cent tax increase over the _____ cent tax per hundred dollars assessed valuation for the _____ consolidated public library district?

It is essentially the same for all types of libraries in Missouri. As we know, ballot language is often

embellished beyond this to get more details in there for voters to be more likely to support the issue.

Here are some samples of ballot language that may or may not meet the state law requirements:

For the purpose of renovating and replacing aging Library facilities, enhancing spaces, safety and programming for children, seniors and families, expanding services, access to computers and collections to serve public demand, and for the general operation of public libraries, shall the Board of Trustees of the ---------- Public Library District be authorized to levy an additional eight cent ($.08) tax over the present property tax for the free public library?
(November 2018)

Shall the ---------- Public Library be authorized to continue to levy the $0.15 per $100 of assessed valuation first authorized in 1999, for a period of twenty years beginning in the 2020 calendar year, to be used to operate and maintain library facilities?
(August 2017)

For the purpose of renovations and replacing aging library facilities, enhancing spaces and programming for children and adults, expanding services and collections to serve public demand, and for the general operations of public libraries, shall there be an eight-cent tax increase over the thirty-two-cent tax per hundred dollars assessed valuation for ----------, known as the ---------- Library?

(November 2016; note the spelled-out numbers instead of numerals.)

For the purpose of renovating and replacing aging facilities, enhancing children's spaces and youth, adult and senior programs, constructing, improving, operating and maintaining facilities of ---------- Library District, and acquiring necessary property, shall the $0.20 per hundred dollars assessed valuation tax for the Library District be increased to $0.26 per hundred dollars assessed valuation?
(unknown election date)

Shall the ---------- Library be authorized to increase its operating tax levy up to $.15 per $100 of assessed valuation for the 2000 calendar year tax levy and continuing for a period of 20 years to acquire, construct, improve, operate and maintain library facilities?
(1999, sunset levy language)

If you do not list both the current rate and the proposed increase, you are not in alignment with the state statutes on ballot language, but as you can see many libraries have not done so. The ballot language should be approved in your board resolution, and then gets submitted to your county clerk who then sends it to the Missouri State Auditor for review as well, but none of them appear to review for listed statutory elements. Have your ballot language reviewed by an attorney and then have MULTIPLE people review it as well. You

cannot count on someone else down the line finding or correcting your typo. You have to be factual if you want to include the "purpose" of the proposed increase, but be careful because your library will be held to those words after the election by your voters. If you say "build" then, by golly, you better build something.

It is important to choose your campaign talking points consciously and deliberately. You do not want too many in a bullet list, you want to be able to succinctly tell someone why the library needs more money. It needs to be more than just, "Pay the Electric Bill" and it also needs to either evoke positive imagery about the library or conversely list what will not happen if the levy issue fails. These are factual statements that can stand on their own, or also be embellished for an advocacy campaign. These are things that all the board members should have available and be able to say without consulting a printed list. Including them in a brochure or flyer for the staff and the public also ensures that everyone is on the same page. Here are some examples from my sunset levy renewal campaign, which will be different for a permanent levy campaign:

- This is not a tax increase, just a renewal.
- The expiring part of the levy is nearly half of the library's operating budget.
- We maintain two branches and a bookmobile.
- If the levy fails we will be forced to cut programs, hours, and services.

- We are a community library dedicated to providing learning, innovation, and creativity.

Two to five talking points are probably optimal, so people can memorize them for the most part. Supporting documents can be provided or these points can be expanded on in a web page.

There are some camps that say you should not have any negative talking points, like saying the library will cut staff and reduce hours if the levy does not pass. I think it is important to factually state the consequences of voting NO so your constituents understand what the result might be if enough people do not vote YES. You probably don't want to lead with this statement, or repeat it unnecessarily to the same group, but you don't want to later be accused of not stating the seriousness of the financial situation the library is facing.

Not every campaign needs a slogan, but if you come up with a good one it can be a game changer. You do not usually create a slogan for an information campaign, because slogans are catchy phrases that imply the direction you want them to vote. Even if you are factually on the brink of disaster, saying "Save Our Library" is telling people you want them to vote yes on your issue and is probably considered advocacy. (Also, Save Our Library seems a bit over-dramatic if it is not in danger of falling into a sinkhole, etc.) This is where the levy committee may find the services of a

marketing firm very helpful. The firm hired by our committee came up with the slogan "Keep a Good Thing Rolling" and the clouds parted and the angels sang and we were off to the races (also a great play on words with our library name and the new-ish bookmobile).

Nothing will derail your campaign faster than a bunch of typos and misinformation. Proofread all your products, ask trusted people to use their eyes to check your work, and then proofread again. Proof everything that comes from the levy committee and any firm or consultant they hire. If yard signs get produced with an error after the committee has approved them, then the firm is not going to refund your money and you will pay double. You can never review printed materials too much before production, one extra look-see can save you a lot of wasted time and money.

In review...

- **Select ballot language carefully.**
- **Choose talking points that are succinct and factual.**
- **Proofread, and then proofread again.**
- **Catchy slogans may appeal to voters.**

Chapter 8
Timeline of a campaign

No one can give you a fully ready campaign with a timeline. Every situation is different. There are sometimes reasons to conduct a fairly short public campaign even if the planning has gone on for many months or even years. The two books listed in the Resources section contain a lot of information about timelines, but Chapter 16 in ***Before the Ballot*** has the better list even if their range of times do not mesh with your experiences. If you are 6 months out and you see 10 things you should have done already, decide if they are important enough to do now or let them go. You cannot alter the space-time continuum.

Whenever you start planning, even if it is years in advance, create a document with time in the left column and activities in the right column. You can start filling it in with a targeted election date, filing deadlines, voter registration deadlines, absentee ballot deadlines, and then when it is not so bare you will feel much better about the whole process. This document will evolve over the levy planning process, and you should go back and fill in tasks after the fact to keep your activity timeline all in one place.

Be sure to include "soft" targets like board discussions and strategic planning in your timeline.

If you do an advocacy campaign, include time for fundraising if needed. The public side of the campaign may only be 2-4 months. People get bored and tired of seeing yard signs, etc., if your campaign goes on too long. And yes, they may vote no just because they are annoyed. Create a way to highlight hard deadlines so you can follow up, or make the bullet points into checkboxes so you can mark off completed items. However is most comfortable for you, document your timeline and be prepared to visit it and update it often.

If you are still having difficulty getting started on a timeline, here are some suggested elements to include (not necessarily in order):

- Choose amount of levy increase to request.
- Decide on information and/or advocacy campaign.
- Form levy committee; select treasurer.
- Determine funds needed and fundraising options.
- File ballot language with county clerk(s).
- Get cost estimates for election fees.
- Create FAQ for staff and the public.
- Make web pages, flyers, brochures, if needed.
- Schedule visits with community clubs.
- List all other upcoming ballot issues or elections in the community.
- Determine library marketing outlets for info campaign.

- Decide on campaign elements, like email blasts, postcards, door hangers. yard signs, TV commercials, etc.
- Publicly launch campaign at an event.
- Prepare pass/fail statements to the public.
- Set up watchers at county clerk offices to report results more quickly.
- Plan election night watch party.
- Send press releases and thank yous.

There is so much more that can't really be listed but needs to be determined by each library's circumstances. The absolute shortest time I would guess a campaign could be pulled off is 4 months, but if you have already been thinking and strategizing for years then maybe 8-12 months would suffice.

In review...

- **You have to make your own timeline.**
- **The timeline will evolve and change over the campaign.**

Chapter 9
Get out and talk to people

Once your campaign is in full swing, you have to get out and talk to people. One of the best ways is to schedule yourself to speak at all the local civic groups you can find. Make a list of all of the clubs

and groups you can think of. They are usually scrambling for speakers for the current and next month, so hopefully you can get on their schedule. Be sure to bring not only your campaign materials but a cheat sheet of library budget figures and other facts about the library, including number of staff, square feet of the building(s), historical information, community demographics, collection statistics, or anything else you can think of. Sometimes you get an off-the-wall question and just do not have the answer, so get a name and number to follow up and add it to your cheat sheet. Here are just a few suggestions for places to speak:

- Rotary, Lions, Kiwanis, Optimist, etc.
- Chamber of Commerce
- League of Women Voters
- Democrat/Republican Clubs
- Welcome Wagon

One of the best things we did almost by accident was have myself as library director and then a board member who was on the levy committee go together to talk to public groups. This allowed us to do the good cop-bad cop routine, where I conveyed the information campaign content and then the other person could give them the hard-sell vote yes message. It was not something I looked forward to at first, but in the end it turned out to be just the right approach for us. But for most libraries, information-only visits are fine for civic and social clubs.

If you are in a media market with television, you will be asked to be on radio and maybe TV. You have to get over any nervousness, and just do it. You should also include any local newspapers or news outlets. Breathe deeply and allow yourself a pause before answering any question. Be prepared with your campaign materials to prompt you for answers. Also have recent library statistics and demographics handy. If a question comes out of left field and you do not have an answer, then apologize and offer to follow up after the interview. Never make anything up on the fly. Media interviews may seem more nerve-wracking but it should be no different than any other type of community talk you already do on a regular basis.

Direct, in-person contact with individual voters is worth its weight in gold. But it is also challenging, time consuming, and a thankless job. Knocking on doors does not have to be a cold call on houses where you do not even know if people are registered to vote. You can use voter registration rolls to target households that are most likely to vote to help reduce the chances that your knockers will encounter hostile people. Many neighborhoods and individual houses post "No Soliciting" signs and if you see these you should not knock or disturb people. But if you print up a door hanger then you can leave it on the doorknob and hopefully someone will read it later. People in general love the library, so even if you are bone tired when you are done it

will feel great when you remember all the positive comments from people you spoke with.

In review...

- **Plan visits to all the civic and service clubs.**
- **Prepare yourself for media interviews.**
- **Knocking on doors can be very rewarding.**

Chapter 10
If you're not with us, you're against us

Don't worry about haters and trolls. Someone will always be there to write vitriolic letters to the editor and make nasty online comments against any kind of taxes. Don't rise to the bait. Carefully consider whether you need to reply at all. It is sometimes better to let negativity stand alone, and let others come to the conclusion that this person is an outlier and not the mainstream.

Board members need to ALL be on board with the levy ballot issue. Even if they do not donate extra time to the campaign they cannot be going around telling people that they do not support the ballot issue. Libraries can lean towards having fiscally conservative board members like bankers, lawyers, or retired persons from high-wage industries. While this group is usually gung ho about libraries, they also tend to be against taxes in

general. Your levy ballot issue may put some of your board members in a conflicted state. But most if not all are there because they support the library and understand that libraries need taxes. Both current and former Board members can be asked (by the advocacy campaign) to write letters to the local newspapers in support of the ballot issue.

Staff also need to be 100% on board, whether they live in your district or not. They are an often overlooked advocacy group, but are some of the best cheerleaders for the library. But, this is where things start to get tricky. No staff can advocate for the levy issue on work time or during paid hours, and it is probably a bad idea to let hourly staff volunteer with your levy campaign on their off hours. You do not want to be accused later of pressuring staff to work without pay on the campaign.

Staff CAN advocate for the levy issue to friends and family, at church, in the grocery store, and often have the power to get out the vote with these same people and turn out more "Yes" votes for your campaign with their Circle of Influence. If for some reason you feel a staff member might be against the ballot issue, it would be worth your time to talk one-on-one with that person and find out why. Sometimes it is a misunderstanding about how the library is financed which can be quickly cleared up. Otherwise, library employees need to understand how their future employment is tied

directly to the availability of public tax dollars. I like to think that library employees are not anti-tax, government haters, but you might be surprised at how many are more fiscally conservative than you think.

The worst situation you might find yourself in is if there is organized and/or paid opposition to your ballot issue. If someone or some group forms a No Committee, registers it with the Missouri Ethics Commission, and then actively spends money to put out literature, direct mail, yard signs, or television commercials against your levy, then something went way off the rails. You might not know until one of your employees shows up at work with a nasty attack postcard they received at home. I don't have experience with this, but if it happens I think pushing your GOTV message and increasing "Yes" voter turnout may be your only hope. (Note: You can look up an opposition committee on the MEC site and sometimes find out something about them, or least who their donors are.) And cross your fingers it will be enough.

In review...

- **Don't fall for hater bait.**
- **Staff and board must all be on board.**
- **Pray for no organized opposition.**

Chapter 11
Why are we doing this again?

Relax. There is a light at the end of the tunnel. When you are the most stressed out and you are getting close to the election, take some time for yourself and do something completely unrelated to the library. If you burn out the whole thing could collapse, because we know as library directors that the buck stops here. You not only have to keep staff spirits up but you may often have to do the same for the board and the campaign committee. Smile until your cheeks hurt. Get a manicure (men or women). Treat yourself to a nice lunch. You totally deserve it.

Remember why you are doing this, because your library really needs more funding in order to serve your community well. If you and your board have worked through the process, and you have an active and enthusiastic campaign committee then you are on your way. There is only so much you can do in the last weeks before an election. If most indicators point towards a positive outcome, then keep to your mission but allow yourself to feel confident about it.

Even with a good plan and good people and a good campaign, you will still feel anxiety. It's okay, and there is an end date to the madness. Friends and family will not completely understand your stress and can only help up to a point. Some might

say, oh if you lose you can always try again in the next election. Listen, no one wants to voluntarily go through a meat grinder once, let alone multiple times. You want to do this right the first time. Use your checklists. Touch base with everyone you can think of. It will all be over soon.

In review...

- **Watch for signs of burnout and exercise self-care.**
- **Your anxiety is a function of how much you are invested in the success of the library, embrace it and power through.**

Chapter 12
E-Day and the aftermath

When election day comes, hopefully you will be nervous but happy, like waiting for a baby to be born. Hmm, that might not be a good analogy. Maybe more like waiting to see if your team wins the championship. However, you should be prepared for both outcomes by writing both win and loss statements to share at the watch party and with the press. It does not mean you expect to lose, just that you will not be at a loss for words whichever way the vote goes. Review the statements with trusted staff and the campaign chairperson so they know what you are going to say.

I was not sold on this idea at first, but you should plan a watch party to gather results as they come in. It is a chance to eat and drink with everyone you worked with on the campaign and relax a little as the votes are tallied. If you can have it at a public restaurant or bar, then go ahead and do that to have someone else be responsible for the food and drinks. But if you think it will not sit right in your community you can just have it in a library meeting room. If you are not in an area where the results will be televised, then you need to make sure you have the web sites where returns are posted for your county.

We didn't do this but I wish we had: station a few trusted souls at the courthouse(s) so you can have them text you or call you with early returns. I didn't know this but the county clerks and their staff come out of their offices and report returns as the tallies are reported to them from the precincts. Of course, they are not official or certified until the ballots all get back to the courthouse, etc., but it is much faster than waiting for a web site to be updated.

When you get the final results, read your prepared statement for however it came out. Thank everyone and then go home and get a good night's sleep. Most elections are Tuesdays so you still have to work the next day. Write thank you cards to

everyone you can think of. Follow up and make sure you get the precinct by precinct results from the county clerk. You will want to analyze these results and see if there are any pockets of your district where you could do more outreach and inform residents of the benefits of the library. You also want to archive them for future directors and boards to look at when the inevitable levy increase comes down the road again. If that road is a short one because you lost the election, seek out people who voted no to tell you why. Unless you can fix it, there is no sense in going to the voters again without a new message you think will be more successful.

Finally, if your advocacy campaign did yard signs or other public displays, remember they must be taken down by a certain date after an election, and you want to get them all picked up so your campaign does not become a litterbug. Keep one or two samples of each work product or brochure. Print out a copy of the web site(s) used so you have a full record of your campaign. Someone else decades down the road will thank you for your hard work in documenting your levy campaign.

In review...

- **Prepare your win/loss statements.**
- **Have a watch party.**
- **Analyze your results and archive them.**

APPENDIX
Campaign Opposition

In 2023, my library was in the process of planning a new building project to replace an existing location. We realized that our levy that passed in 2019 with a 20-year sunset would not be able to fund the bonds needed for this project before it expired in 2039. It was suggested by our architect firm that maybe this was an opportunity to go back to the voters and eliminate the sunset, allowing extended financing terms and setting the levy at a permanent amount.

Our total levy at that time was $0.31 cents, $0.15 of which was on the sunset. I made a proposal to the board and they agreed (reluctantly) to put it on the ballot to remove the sunset levy and reset our total levy at $0.28 cents. We created a campaign on

"right-sizing" our tax with the theme "Rolling Forward, Lower Tax, Brighter Future." We decided to keep it low key, as it was on the same ballot as a school bond levy and school board elections. We hired a marketing firm to design the yard signs, do two mailers, and post some social media.

Two weeks before election day, we were hit with an opposition campaign. We had no clue this was coming until a library user watching morning television emailed one of our staff and said they had just seen a commercial against our ballot issue. Essentially, it said something like say no to a forever tax and tell the library to better manage their funds. Since we did not connect the new building plans to this ballot issue, it was not against our project, just against library funding with no sunset.

As a savvy user of the MEC web site, I popped over to see if I could find out who was behind this campaign. Unfortunately, there are still loopholes where not everything is publicly disclosed. It turned out that the opposition was from an LLC that did not register as a committee. It was also not registered as a business in the state of Missouri. Their address was a mail drop at a Staples store near Kansas City. They were also running ads against the school bond issue.

There ended up being two different television commercials, direct text messaging, and an opposition postcard sent to voters against our ballot

issue. I could never discover the source of their funding but they did eventually file a Non-Committee Expenditure Report with the MEC that disclosed that they spent over $56,000 against our levy vote, and an additional $50,000 against the school bond issue.

I addressed this opposition with an email blast to all cardholders, a letter to the editor of the newspaper, and a social media post. Although our levy situation was unique with two operating levy amounts and part of it on a sunset, it is important for you to stand up and address any opposition and not assume that people will see through the lies. They want to see the library stand up for itself. Here is the text of what I wrote:

Letter to the Editor

Rolling Hills Consolidated Library has a ballot issue on the April 2nd election, and we want all voters in our district to be informed voters. We currently have $.16 cents on our permanent operating levy and $.15 cents on a sunset operating levy for a total of $.31 cents. Our library would like to LOWER the total levy by removing the portion with a sunset and increasing the permanent levy by $.12 cents to $.28 cents, which is 10% LESS than the current total levy. This "right-sizing" of our levy would allow us to finance our new building project over a longer period and get better borrowing terms, and also make commitments for staff salaries and benefits that would last beyond the end of the current sunset in 2039.

We are accountable to the elected County Commissioners who appoint our library board of trustees. We have managed our funds so well over the past 10 years that we

were able to pay off a loan early, saving tens of thousands in interest charges, and at the same time save enough in reserve to pay for half of the new building project. Do not let postcards and television commercials from an out-of-town, anonymous group convince you that our library is doing anything outside of the best interests of the communities we serve.

Our library receives high reviews and constant praise from our users about our excellent customer service, interesting programs, and comprehensive collections. Every day, we look for ways we can help make the lives of our users better and promote literacy and learning for all ages. We cover all areas of our district with two branches and a bookmobile, and we do outreach to all of the public and private schools who want services in our region.

For more information, visit our levy page at https://rhcl.org/levy-info. PLEASE VOTE on April 2, 2024.

Michelle R. Mears
Library Director, Rolling Hills Consolidated Library

This levy passed with 62% voting "Yes" which is less than the 80% we passed with at the previous election in 2019 but still a very strong result. Remember to get your precinct by precinct results and analyze them for where your library support is strongest and weakest. If you have not done a levy issue in a while, ask to see the last school levy election results. In general, people who support education tend to support libraries though it is not always in tandem.

Have faith, keep working, and don't give up!
~ Michelle

List of Resources

Sweeney, Patrick "PC", and John Chrastka. ***Winning Elections and Influencing Politicians for Library Funding.*** Neal-Schuman, an Imprint of the American Library Association, 2017.

Chrastka, John, and Patrick "PC" Sweeney. ***Before the Ballot: Building Political Support for Library Funding.*** ALA, Neal-Schuman, 2019.

EveryLibrary, https://www.everylibrary.org/

American Community Survey, https://www.census.gov/programs-surveys/acs

Missouri Ethics Commission, https://mec.mo.gov/

Missouri Secretary of State, https://www.sos.mo.gov/

Missouri State Library, https://www.sos.mo.gov/library/

Community demographic resources.

Your own archives for library history and previous levy campaigns.