

Financial Feasibility

BUDGET ESTIMATES FOR ESTABLISHING AN INNOVATION CENTER AND LIBRARY

** NOTE: All areas highlighted in yellow are additions to this final report as recommendations for a slower and smaller strategy to launch in the areas of the county most supportive of establishing both library services and a wide array the potential resources supporting entrepreneurship, business growth, and innovation in all sectors.*

HOW THE INFORMATION WAS COLLECTED

Understanding that the library is the initial step of the 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. It is the big longer-term dream. Achieving the establishment of such a facility is going to be a significant investment considering that it will serve as a hub for a majority 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. It is designed to serve the entire Clinton County Library District, which includes all the county except the northeastern most corner of the City of Cameron where a city library exists.

As an addition to the final report of this feasibility study, budgeting for a smaller subdistrict covering the townships most supportive of a library, such as Concord (Plattsburg area) and Hardin (Trimble area) has been included. The first attempt in this current effort to pass a tax levy was not successful in April 2025, however, the final count was very close to passing in the above-mentioned townships. With additional voter education regarding the shorter- and longer-term vision and benefits, The Clinton County Initiative recommends that the Clinton County Library Board of Trustees and County Commissioners form a subdistrict and try again.

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, and the latest election would be August 2029. When successfully passed, approximately \$700,000 would be raised through the tax levy the first year and incrementally increase each year as property valuation grows.

Should it be determined that a subdistrict be formed including Concord and Hardin Townships, it has been confirmed with the Clinton County Collector that approximately \$240,000 would be raised through the tax levy the first year and incrementally grow each year. With the additional restricted funds that are distributed to tax-supported public libraries from the state (see next section), Clinton County could expect approximately \$18,000-\$20,000. This initial total of \$260,000 is enough to launch basic library services in its first year and sustain basic operations annually. Growth of offerings to cardholders can happen through the growth of private donations, and potentially additional areas of the district joining the library system through the passing of a tax levy in their townships in the future.

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

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,
 - Establish virtual library services (See <https://www.livocolib.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,
 - Developing a collection acquisition and cataloging budget and process for purchases and donations of books, DVDs, etc.,
 - Adopt a library account system for residents,
 - Organizing programs through partnering organizations that can be delivered in a small scale in existing physical spaces around the county benefiting economic development, and
 - Set-up partnerships and relationships with other library systems that benefit cardholders.

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 cardholders 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. Please see pages 56-58 for information the Facilities Team gathered regarding Temporary Initial Space.

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 an existing property or modular temporary building of 1,500-4,500 sq. ft. for \$300,000, plus utilities, taxes, and potentially, site preparation. 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 if there is enough space to do so.

- Property for a new library building, outdoor learning garden, and parking lot –**
 Approximately 5+ acres are recommended to accommodate the proposed library building and innovation center (*See the previous section for longer-term 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.

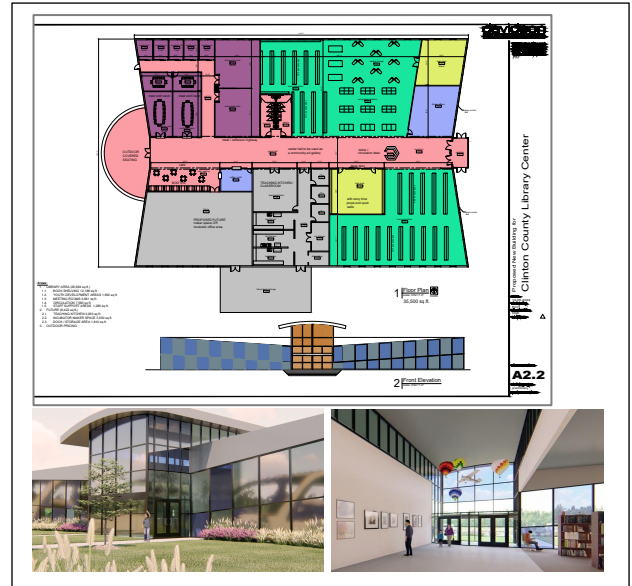
Expense Category	Total Category Estimated Amount	Notes
Rent, Lease, or Mortgage Payment	\$0 - \$500,000	This range is based on the potential of an in-kind donation of land or purchase of land as described above.

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 the requirements recommended in this report.

3. Library Building and Innovation Center

Assuming full district support of a tax levy:

- 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 similar features and functions shown in the current 35,500 sq. ft. floor plan. 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.
 - 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

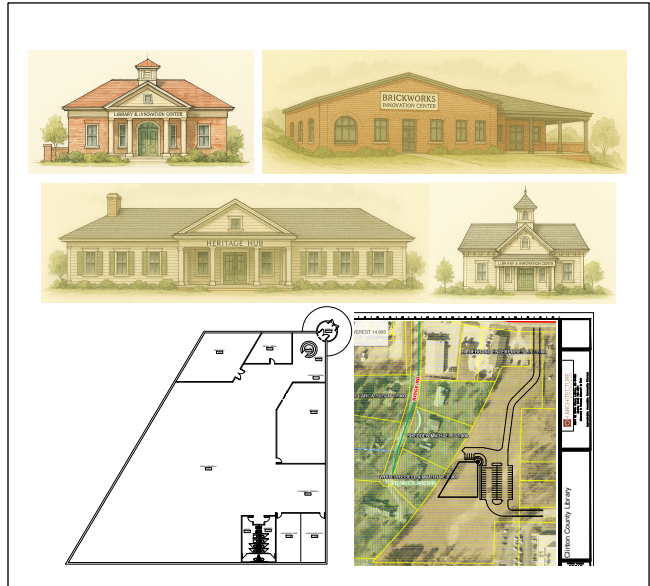


Expense Category	Total Category Estimated Amount	Notes
Architectural and Engineering Fees for Final Building Plan	TBD	
Geo Tech Site Preparation/Excavation	TBD	If the site location requires for unsuitable soils and/or rock excavation.
Interior Design	TBD	Some of this would be covered in the architectural fees and other may be donated by local professionals.
Inspection Fees		.5 FTE
Building Construction of Phase I and Phase II Combined (See the Appendix for a detailed estimate.)	\$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 CONSTRUCTION	\$14 - 16M	

Assuming sub-district support of a tax levy (Concord and Hardin Townships):

- **New Construction Phase I:** Building, landscaping, and all furniture, fixtures, and equipment of a much smaller facility in the range of 3,500-5,000 sq. ft. This initial structure would be much more practicable with a smaller scale of the same key features and functions shown in the larger plan. To make up for its smaller size, the design would have character that aligns with the styles and values of Clinton County's agricultural roots, restored Victorian-style homes, and inspiration from residents of ages.

- Digital Resource Collection and Book 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



Expense Category	Total Category Estimated Amount	Notes
Total construction and furnishing	\$1.4 – 6.6M	Estimated at \$400/sq. ft. x 3,500-16,500 sq. ft.

4. Library Collection Initial Acquisition

Expense Category	Total Category Estimated Amount	Notes
Physical Collection of Initial Print and Electronic Titles	\$50,000 - \$750,000	Based on a goal of 10,000 - 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

Assuming full district support of a tax levy:

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
Librarian Assistant/ Adult Services Coordinator	\$45,000	1 FTE	\$45,000
Library Assistant/ Youth Services Coordinator	\$45,000	.5 FTE	\$45,000
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	.5 FTE	\$32,500
Custodian	\$24,000	.25 FTE	\$6,000
TOTAL		6.75 FTE	\$354,000*

* 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 and 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 and employs 4.9 FTE with a personnel budget of \$271,499.

Assuming sub-district support of a tax levy (Concord and Hardin Townships):

The following operations budget is based on the smaller subdistrict of Concord and Hardin Townships with an approximate population of 4,600. The 2023 population for the two townships combined was 4,531.):

STAFF

Job Title	Estimated Annual Gross Salary	Number	Budgeted Cost
Librarian/Library Director, MLS	\$65,000	.8 FTE	\$52,000
Communications/Partnerships/ Outreach and Development Coordinator	\$65,000	.5 FTE	\$32,500
Part Time Administrative, Finance, and Acquisitions Manager	\$48,000	.1 FTE	\$12,000
Librarian Assistant/ Services Coordinator	\$45,000	.5 FTE	\$22,000
IT and Facilities Support	\$65,000	.1 FTE	\$6,500
TOTAL		2 FTE	\$125,000*

* For the sake of comparison,

- The Cameron Public Library reported a population of 7,352 and employs 4.3 FTE with a personnel budget of \$131,295. Communications and fund development expertise will be critical for the launch of the Clinton County Public Library. Once established, that expense may decrease.

Assuming full district support or sub-district support of a tax levy (Concord and Hardin Townships) of a tax levy:

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	\$35,000	\$22,982	\$39,241	\$30,771	\$15,601
Electronic Materials	\$39,000	\$9,004	\$39,453	\$32,063	\$2,695
Audio/Visual (AV) and Other Materials	\$15,000	\$3,398	\$16,137	\$3,280	\$135
Collection Expenditures	\$60,000	\$35,384	\$98,831	\$66,114	\$18,431
Other Expenditures (programming, supplies, etc.)	\$250,000	\$142,938	\$311,202	\$250,630	\$68,124
TOTAL	\$399,000	\$213,706	\$504,864	\$382,858	\$104,986

* For the sake of comparison.

** In the case of starting with a smaller library, approximately \$50,000 will be spent each year to build the library's collection over time.

COMBINED TOTAL ESTIMATED OPERATIONS BUDGET

Assuming full district support of a tax levy:

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.

ESTIMATED LIBRARY FULL DISTRICT BUDGET | 9.30.2025

The following estimates are based on a subdistrict with an approximate population of 14,000. (2023 pop. 14,224)

Financial figures are based on the Missouri Secretary of State's Missouri Public Library Survey 2024 Data.

PHASE 1 - Leasing an existing building in Plattsburg or modular building

PHASE 2 - Building and moving to new basic library building on donated land in Plattsburg

PHASE 3 - Expanding/Finishing New Building to Include Resource & Innovation Space with Partners

ESTIMATED ANNUAL BUDGET DURING PHASE 1

REVENUE		
Subdistrict Property Taxes (<i>Real + Personal @\$0.25/\$100 2025 Projection</i>)	\$	647,900
State Aid, Entertainment/ Activity Tax, and Grant Funds	\$	18,000
Federal LSTA	\$	4,000
Private Grants & Contributions	\$	20,000
Program Fees	\$	5,000
Other Fees (<i>i.e. background checks, etc.</i>)	\$	5,000
Investment Income	\$	100
TOTAL REVENUE		\$ 700,000
EXPENSES		
Personnel (<i>6 full-time employees</i>)	\$	354,000
Print Material and Serial Subscriptions	\$	35,000
Electronic Materials	\$	39,000
AV & Other Materials	\$	15,000
Collection	\$	60,000
Other		
Website	\$	17,000
Insurance (general liability and D&O coverage)	\$	15,000
Telecommunications (<i>Google Workspace, phone, high speed internet, etc.</i>)	\$	4,250
Utilities (electric, water, sewer, gas, etc.)	\$	12,000
Rent of Temporary Building or Lease of Modular Building	\$	15,000
Admin/Office Supplies	\$	12,000
Program Supplies and Contract Services	\$	12,000
Miscellaneous	\$	10,000
TOTAL EXPENSES		\$ 600,250
NET TOTAL FOR INVESTING IN THE NEXT YEAR'S GOALS		\$ 99,750

COMBINED TOTAL ESTIMATED OPERATIONS BUDGET

Assuming a smaller subdistrict of support for a tax levy (Concord and Hardin Townships):

With the goal in mind of only spending (a.k.a. investing in the mission of the library) what is needed as it is needed related to the growth of library services beyond the initial expenses, the following estimated budget is included in this report. It is based on creating a subdistrict of the Clinton County Library Board's full district and running a tax levy in the subdistrict of Concord and Hardin Townships first. Taxpayers in the subdistrict will automatically be free cardholders and non-taxpayers in other parts of the district will be given the opportunity to invest in a cardholder fee for access to the online and physical public library. Many events will be open to the public – taxpaying and non-taxpaying – through partnerships with other organizations.

The estimated combined total of annual expenditures (Staff + Content) after the initial smaller building and opening investments is **\$256,200**. While this estimate does not take into consideration inflation, it is encouraging to know that **it is definitely feasible to operate a smaller library of significant impact on the lives of the Clinton County Library Subdistrict's 4,600+ residents within the estimated proposed tax levy annual collection of approximately \$240,000 and expected additional funding of \$50,000 from private and other public sources.** This amount is also consistent with general operations estimates quoted to the Content Team members from other library directors. (See the subdistrict budget listed below.) It should also be noted as a reminder that the recommended tax levy amount of \$0.25/\$100 estimated value of property follows state laws and will give the Clinton County Library District Board the opportunity to eventually partner or share administrative and program expenses with the neighboring library within the City of Cameron, MO.

ESTIMATED LIBRARY SUB-DISTRICT BUDGET | 9.30.2025

The following estimates are based on a subdistrict with an approximate population of 4,600. (2023 pop. for Concord and Hardin Townships, combined was 4,531)

Financial figures are based on the Missouri Secretary of State's Missouri Public Library Survey 2024 Data.

PHASE 1 - Leasing an existing building in Plattsburg or modular building

PHASE 2 - Building and moving to new basic library building on donated land in Plattsburg

PHASE 3 - Expanding New Building to Include Resource & Innovation Space with Partners

ESTIMATED ANNUAL BUDGET DURING PHASE 1

REVENUE		
Subdistrict Property Taxes (<i>Real + Personal @\$0.25/\$100 2025 Projection</i>)	\$	239,390
State Aid, Entertainment / Activity Tax, and Grant Funds	\$	18,000
Federal LSTA	\$	4,000
Private Grants & Contributions	\$	20,000
Program Fees	\$	5,000
Other Fees (<i>i.e. background checks, etc.</i>)	\$	5,000
Investment Income	\$	100
TOTAL REVENUE		\$ 291,490
EXPENSES		
Personnel (<i>5 part-time position equivalent to 2 full-time employees</i>)	\$	125,000
Print Material and Serial Subscriptions	\$	15,000
Electronic Materials	\$	5,000

AV & Other Materials	\$	4,500
Collection	\$	25,000
Other		
Website	\$	15,000
Insurance (general liability and D&O coverage)	\$	15,000
Telecommunications (<i>Google Workspace, phone, high speed broadband, etc.</i>)	\$	2,700
Utilities (electric, water, sewer, gas, etc.)	\$	12,000
Rent of Temporary Building or Lease of Modular Building	\$	12,000
Admin/Office Supplies	\$	10,000
Program Supplies and Contract Services	\$	5,000
Miscellaneous	\$	10,000
TOTAL EXPENSES		\$ 256,200
NET TOTAL FOR INVESTING IN THE NEXT YEAR'S GOALS		\$ 35,290