

Aurora
Public Library
2016 – 2020 Strategic Plan

Adopted by the Library Board:
11/24/2015

THE PLANNING PROCESS:

The Aurora Public Library completed a strategic planning process between February and November 2015.

Following discussion of various ways to go about the process, the Library Board decided to conduct the planning process in-house rather than hiring a consultant. The Board determined to seek community input through a two-fold approach: (1) a general survey about desired library priorities widely distributed through the monthly City mailing, and available at the library and online, and (2) in-depth interviews about library priorities and community trends conducted by Library Board and staff members with a cross-section of library users.

After reviewing the combined results of both surveys, as well as community demographic and library trend data, the Board as a whole selected three service priorities and discussed general concepts and language to include in the mission statement and each related goal, as well as strategies. The Board appointed a committee to draft a mission statement, and goal and strategy statements related to each of the three service priorities.

Following the Board's approval of the plan's general outline, library staff developed an action plan for the first year.

The resulting plan, with regular review of progress and a new action plan each year, is intended to provide clear statements of the library's mission and funding/time priorities over the next five years.

WHAT WE FOUND:

Although the population of Aurora has held fairly stable in the past five years, there have been no major new employers in the area in this period. Layoffs in the mining industry and closure of local businesses, as well as declining enrollment in regional community colleges, are areas of local concern.

Although circulation of print materials for both youth and adults has decreased, survey respondents responded warmly about the need of the availability of a library, reading materials, programming, and services to children particularly. Although specific local data regarding downloadable audio/e-book usage is not available, use across the region as a whole is significant and increasing. The decreased use of library computers is most likely related to Mesabi East's expansion of iPads for each student as well as an increase in patrons obtaining personal computers and/or the increase of people accessing the internet over cell phones.

Respondents also responded positively to efforts made over the past several years to increase partnerships with local organizations to offer programming and services. In the general surveys, reading for pleasure was far and away the number one reason people came to the library, followed by programming and borrowing movies. Services for children were additional top priorities identified by survey respondents.

2016-2020 MISSION STATEMENT

The Aurora Public Library reflects the interests and concerns of the community by supporting the development of life-long literacy, offering programs and materials to encourage the celebration and understanding of our rich cultural heritage, and providing individuals with a variety of materials and programs to support and increase their desire to read and view for pleasure.

2016-2020 GOALS

- GOAL #1/ “Create Young Readers”

The Aurora Public Library will support parents, educators, and caregivers in their efforts to instill a love of reading in young children through programming, participation in the Early Childhood Coalition, classroom and day care visits, and interaction with parents.

- GOAL #2/ “Reading and viewing for pleasure”

The Aurora Public Library will enhance the community’s leisure time options by providing a broad collection of onsite and online books and multi-media materials.

- GOAL #3/ “Celebrate Minnesota’s History and Cultural Heritage”

The Aurora Public Library will enhance awareness and appreciation of our rich cultural heritage and history by an increased emphasis on [Minnesota-related] print and multimedia resources and programming.

2016 STRATEGIES:

- 2016 STRATEGIES FOR GOAL #1/“Create Young Readers”

Participation in the Early Childhood Coalition, classroom visits, day care support, summer reading program, participation in the statewide “Once Upon a Reader” initiative, library card promotion

- 2016 STRATEGIES FOR GOAL #2/ “Read and View for Pleasure”

Collection development, displays, author/subject features in the newsletter, author visits, library card promotion

- 2016 STRATEGIES FOR GOAL #3/ “Celebrate Minnesota’s History and Cultural Heritage”

Collection development, label fiction by Minnesota authors/books set in Minnesota, Legacy programming, promote and support local festivals and events, displays

APPENDIX A:
2016 ACTION PLAN

IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>	<i>DETAILS</i>	<i>COMPLETE</i>
1. Include strategic plan with November Board minutes to City Council	December 2015		
2. Regularly review strategic plan progress among staff	Monthly		ongoing
3. Include strategic plan progress in Librarian's report for Board meetings	Monthly		ongoing
4. Compile progress indicator data for annual review.	Annually 2016-2020 (October)		
5. Develop new implementation plan each year	Annually 2016-2019		
6. Determine format and steps to be taken in full round of strategic planning	April 2020		
7. Full round of strategic planning.	Fall 2020 (New plan in place by January 2021)		

GOAL # 1: The Aurora Public Library will support parents, educators, and caregivers in their efforts to instill a love of reading in young children through programming, participation in the Early Childhood Coalition, classroom and day care visits, and interaction with parents

Strategy A: Participation in the Early Childhood Coalition				
ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Attend as many regularly-scheduled meetings as possible	Paula	monthly		monthly
2. Help with as many Coalition events as possible	Paula	ongoing		ongoing
3. Propose and support the inclusion of literacy-building efforts in Coalition activities	Paula	ongoing		ongoing

Strategy B: Classroom visits				
ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Offer to/do a “Once Upon a Reader” story time in each ECFE & Head Start class in the spring	Paula	5/31		
2. Offer/do at least one on-site story time for ECFE & Head Start class in the Fall	Paula	11/30		

Strategy C: Day Care Support				
ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Prepare monthly story times to offer to each partner day	Bonnie/ Paula	monthly		monthly
2. Prepare and drop off bags of books & story time bag kits for day care providers to share with children	Bonnie/ Paula	monthly		monthly
3. Include useful reference materials for day care providers in each bag of books	Bonnie/ Paula	monthly		monthly

**Strategy D:
Summer Reading Program**

ACTION STEPS	PERSO N	GOAL	DETAILS	COMPLETE
1. Market the importance of reading to young children	Paula/ Bonnie	7/31		
2. Have at least one drawing prize for <u>parents</u> who read to young children, and at least two drawing prizes for babies/toddlers	Paula	6/1		
3. Hold a “Once Upon a Reader” story time at the library	Paula	7/31		
4. Partner with interested partner day cares to register day care children and hold reading program events on site	Bonnie/ Paula	7/31		

**Strategy E:
Participation in the “Once Upon a Reader” initiative**

ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Secure funding for a book for each child/family who attends a “Once Upon a Reader” story time	Paula	1/30	11/4/15: Early Childhood Coalition moved to fund one book for each family of children in Aurora’s 3 partner day cares (35 books) and one book for each child in an early childhood class at Mesabi East (65 books).	
2. If they are offered, secure funding for a circulating “Ten Pigs” story time bag kit for the Aurora Public Library	Paula	5/31		
3. Offer/do a “Once Upon a Reader” story time for each Head Start and early childhood class and at each partner day care	Paula	5/31		
4. Offer a “Once Upon a Reader” story time at the library during the summer reading program	Paula	7/31		
5. If a Story Walk kit is available, offer/do a story walk for each Head Start and Early Childhood (and Kindergarten?) class	Paula	5/31		

Strategy F: Library Card promotion				
ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Give Library Card application forms to each Head Start and Early Childhood teacher and each day care provider to send home with children	Paula/ Bonnie	10/15		
2. Talk about library cards during class visits	Paula	ongoing		ongoing
3. Ask local clinic if they would give out library card info/forms to parents at well-child checkups	Paula	3/31		

GOAL # 2: The Aurora Public Library will enhance the community's leisure time options by providing a broad collection of onsite and online books and multi-media materials.

Strategy G: Collection development				
ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Order an assortment of new books on a monthly basis	Paula	monthly		monthly
2. Order an assortment of new and pre-order movies each quarter	Paula	quarterly		quarterly
3. Order an assortment of new and pre-order audiobooks each quarter	Paula	quarterly		quarterly
4. Order an assortment of new and pre-order music Cd's twice a year	Paula	bi-annually		bi-annually
5. Contribute to region-wide funding of downloadable e-books, audiobooks, and magazines	Paula	12/31		

Strategy H: Displays				
ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Do at least 2 book and/or media displays each month	Bonnie	monthly		monthly
2. Do a "Blind Date With a Book" display in February	Bonnie	2/28		

Strategy I: Author/subject features in newsletter

ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Write a feature on a Minnesota author for at least 4 newsletters	Paula	10/31		
2. Write a feature on other authors for at least 4 newsletters	Paula	11/30		
3. Write a feature on the Minnesota collection for one newsletter	Paula	3/31		
4. Write other subject features for at least 3 newsletters	Paula	12/31		

Strategy J: Author visits

ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Work with the Friends of the Library to plan an author fair toward the end of the year	Paula	12/31		
2. Work with the Friends of the Library to secure funding to have William Kent Krueger as the keynote speaker at the author fair	Paula	6/30		
3. Work with the Friends of the Library to plan at least one other regional, non-Legacy author visit during the year	Paula	10/31		

Strategy K: Library card promotion

ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Work with staff at Carefree Living to offer library cards to residents	Paula/ Bonnie	3/31		
2. Post a poster about library cards at Irongate	Paula/ Bonnie	3/31		

GOAL # 3: The Aurora Public Library will enhance awareness and appreciation of our rich cultural heritage and history by an increased emphasis on Minnesota-related print and multimedia resources and programming

<u>Strategy L: Collection development</u>				
ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Include an average of at least 2 titles by Minnesota authors or set in MN in each monthly book order	Paula	monthly		monthly
2. Do a special (Memorial Fund) order of 5 - 10 audiobooks by Minnesota authors	Paula	04/30		
Do a special (Memorial Fund) order at 5 - 10 movies set in or related to Minnesota history/culture	Paula	9/30		
3. Do a special (Memorial Fund) order of 5 - 10 music CD's by Minnesota artists or groups	Paula	12/31		

<u>Strategy M:</u>				
Label fiction by Minnesota authors/books set in Minnesota				
ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Determine and make/order labels to use	Bonnie	1/20		
2. Identify major/ obvious Minnesota novelists	Bonnie	1/15		
3. Identify other Minnesota novelists using Horizon, NoveList, Google searches, regional book store web pages, etc.	Bonnie	4/30		
4. Identify fiction set in Minnesota using Horizon, NoveList, Google searches, regional book store web pages, etc.	Bonnie	10/31		
5. Label all identified titles	Bonnie/ Heidi	12/31		

Strategy N: Legacy programming				
ACTION STEP	PERSON	GOAL	DETAILS	COMPLETE
1. Work with ALS to bring as many events of interest as possible to Aurora	Paula	ongoing		ongoing
2. Partner with Mesabi East (5 th /6 th grades) on a Minnesota History Player program	Paula	5/30		
3. Offer Minnesota History Story Times (using Legacy kits) to 2 nd grade classes	Paula	5/30		
4. Partner with the Northern Pines &/or Carefree Living nursing homes on a Legacy program	Paula/ Bonnie	12/31		
5. If possible, partner with Community Ed. on a Legacy program	Paula	12/31		

Strategy O: Promote and support local festivals and events				
ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Remind local organizations and festival organizers to post information on the library's bulletin board	Paula	2/15		
2. Encourage local organizations and festival organizers to put a display in the library's display case	Paula	2/15		
3. Offer to post shared information about festival events on the Library and/or Aurora, MN Facebook pages	Paula	2/15		
4. Do book/media displays related to the festivals before/during them	Bonnie	12/15		
5. Host a Northern Lights Music Festival Kids for Kids concert at the library	Paula	7/31		
6. Have a Make-and-Take craft afternoon at the library the Friday of Patriotic Days	Paula/ Bonnie	7/10		
7. Offer to do one library-sponsored children's activity at the All-Class Reunion's Community Picnic on 7/2	Paula/ Bonnie	7/10		
8. Host the Quilt Show at the Library during PumpkinFest	Bonnie	10/15		

9. Do a Christmas-themed preschool story/craft time at the library the Friday morning of the Holiday Heritage Festival	Paula	12/15		
10. Do a Christmas-themed after-school make-and-take craft afternoon at the library the Friday of the Holiday Heritage Festival	Paula/ Bonnie	12/15		

**Strategy P:
Displays**

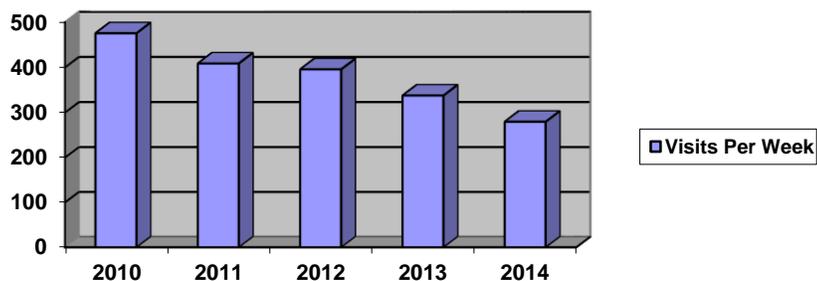
ACTION STEPS	PERSON	GOAL	DETAILS	COMPLETE
1. Arrange at least 2 display case displays related to Minnesota's history and cultural heritage	Bonnie	11/30		

APPENDIX B:
LIBRARY & COMMUNITY
PROFILE DATA

LIBRARY STATISTICS

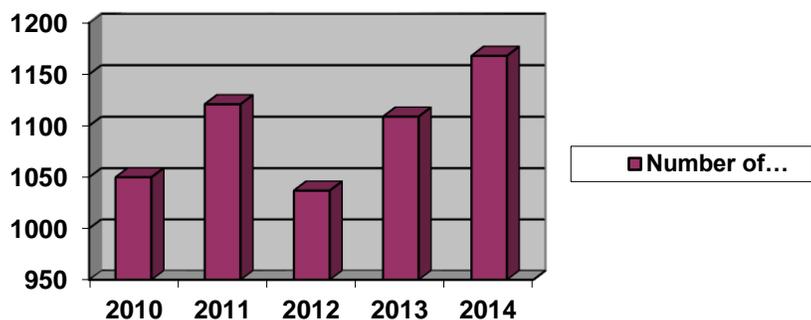
Library Traffic

Over the past five years, traffic into the library has been declining. Changing the movie check-out period from 2 to 7 days in at the start of 2010 may account for some patrons coming to the library once a week rather than every 2 days. The increased availability of downloadable audio books and e-books, as well as Mesabi East's iPad initiative, may also contribute to lowered library visits.



Number of Resident Borrowers

ALS periodically (though not on a regular schedule) purges inactive library cards without outstanding fines/fees; dips in numbers represent years in which the database was cleaned up. The patron database has not been cleaned up since 2012 (this will be discussed at the next ALS COMPASS meeting).



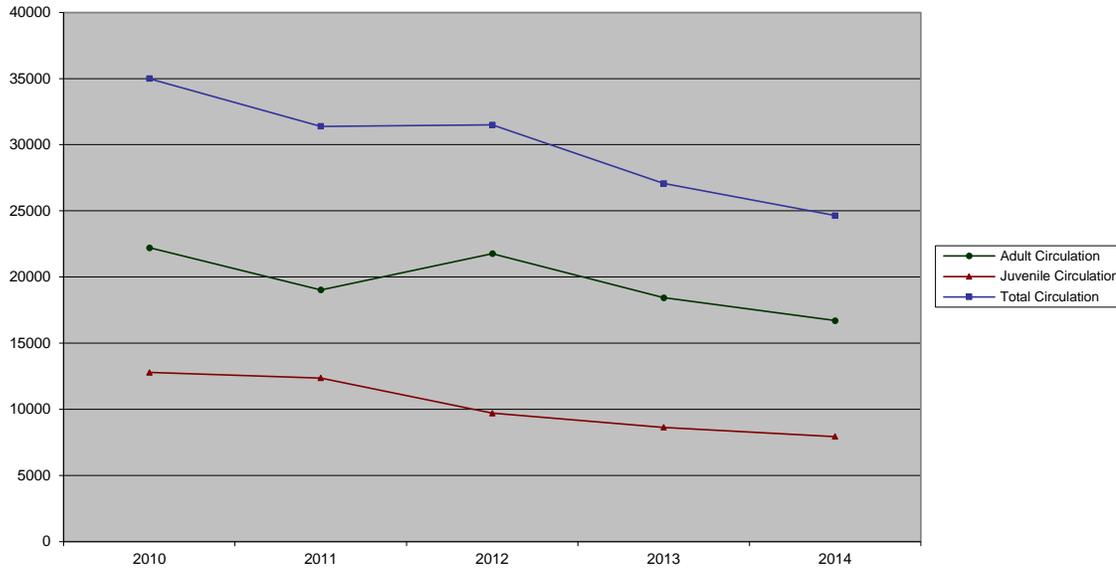
Collection Size

Type of Material	2009	2014	Change
Print	22,390	21,527	- 863
Audio/visual	1,747	2608	+ 861
Multi-format	62	50	- 12
Total Collection:	24,199	24,185	+ 14

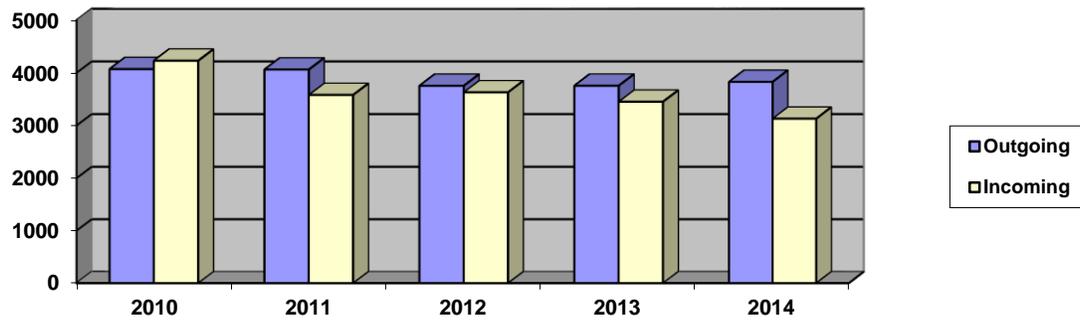
A mid-September 2015 review of last check-out date identified 5228 items, approximately 22 % of the library's total collection, that have not circulated during the past three years.

Circulation

The overall circulation trend in Aurora is gradually declining. Paralleling the decrease in traffic, circulation of physical items belonging to the Aurora Public Library is 30 % lower than 2009 levels. Unlike the previous 5 years, juvenile circulation is dropping along with adult circulation. The decline in interlibrary loan traffic has been less sharp, with loans slightly exceeding the number of items borrowed.



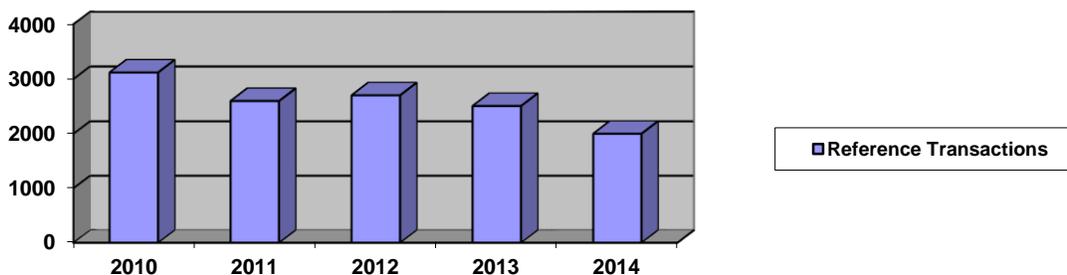
Inter-Library Loans



Inter-library loan activity has been fairly stable since the online system's disproportionate allocation to libraries in early alphabetic order was addressed.

Reference Requests

The number of reference transactions has also gone down over the past five years, consistent with the national trend for this service.

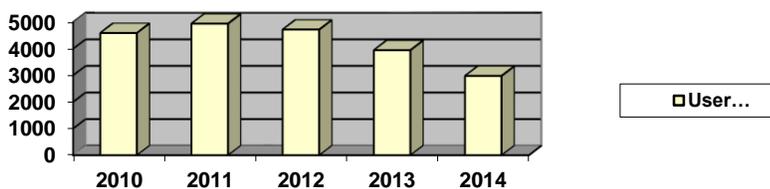


Programs & Meeting Room Usage

A wide array of programming is offered for all age groups, drawing a large number of participants. Although fewer programs have been offered in more recent years, the quality of programming offered through the Legacy Fund, and an increased focus on partnering with other organizations (especially the school) have brought about a significant increase in total attendance. There are no public meeting rooms available in the library.

Target Audience	Types of programs	# of programs 2009	2009 attendance	# of programs 2014	2014 attendance
Multi-generational	Home schooling workshop, performances, early childhood event.	3	177	Reporting requirements specified one designation	Reporting requirements specified one designation
Adults	Author visits, book clubs, craft shows/groups, adult reading program, Legacy programming	34	632	19	1097
Teens	Summer program & other teen events	8	25	5	124
Children	Preschool story times, Summer Reading Program, child care outreach, Legacy programming	70	869	42	1359
Totals		115	1703	66	2580

Public Computer/Internet Usage



Unlike the last five years, public computer usage declined. The addition of wireless service in 2009, in combination with Mesabi East issuing iPads to students, may account for declining usage of library computers.

Operating Expenditures

Year	Staffing	Collection	Other	Total
2009	70025	6922	18325	95272
2014	79751	10070	15596	105417

COMMUNITY DEMOGRAPHICS

The City of Aurora has experienced a 9 % decline in population since 2000. Below are some key demographic indicators [*Figures taken from the 2010 U.S. Census unless otherwise noted*].

Time of Count	Number of Residents	Change from Previous Period
2000 Census	1850	
2010 Census	1682	-168
2015 Estimate	1690	+8

Race & Age

The vast majority (98 %) of Aurora residents are Caucasian, but the 2010 Census recorded 30 persons of color residing here. In addition, 9 individuals identified themselves as Hispanic or Latino.

Age Group	Number of Residents	Percentage of Total Population
Children 0-19	359	22 %
Adults 20-64	912	54%
Adults 65 & over	411	24 %

Education

The % of the District's class of 2014 members who graduated in 2014 was 91.1%. In 2008, the rate was 75.4%. In 2012, Minnesota changed how it calculated on-time graduation. The significant difference could be attributed to an improvement in how the numbers were calculated. In addition, there are 48 children being home-schooled in the district (8 within the City of Aurora). Of the population age 25 and over, in 2012, 10.1 % had a bachelor's degree or higher (down from 18.4% in 2010).

School	Number of Students [April 2015]
Mesabi East (Elementary level)	500
Mesabi East (Junior/Senior High level)	421
Total Students:	921

Income

In 2013, the average weekly wage of \$ 793 in St. Louis County was below the state average of \$938/week. [Source: *Bureau of Labor Statistics*]. Northeastern Minnesota's March 2015 unemployment rate of 6.6 is higher than the state's overall figure of 4.5% [*Minnesota DEED web site*]. According to the US Census Bureau, St. Louis County's 2010 poverty rate was 16.1% (above the state average of 11.2%). The Minnesota Dept. of Education web site indicated that in 2014, 46.2% of Mesabi East elementary school students and 41.8% of Mesabi East secondary school students are eligible for free/reduced lunch.

Housing

Housing Type	Percentage of Total
Homeowner (% of all occupied housing units)	78%
Rental (% of all occupied housing units)	22%
Vacant housing units	12 %

In the year 2012, the City's median assessed home value was \$69,168, and median gross rent was \$422 (source: www.city-data.com)

APPENDIX C:
Survey and Interview
Results

73 people returned paper surveys, and 14 completed the survey online (total: 87).

SECTION 1 – 68 respondents

If you use the Aurora Public Library, please **CIRCLE THE TOP 4** reasons you come to the library and **CROSS OUT ANY THAT DO NOT APPLY** to you. If you do NOT use the library, please proceed to Section 2.

I COME TO THE AURORA PUBLIC LIBRARY TO:

- | | |
|---|--|
| 59 -- Read for pleasure. | 37 -- Check out movies. |
| 18 -- Spend time in a comfortable place. | 15 -- Use the computers or wifi. |
| 3 -- Get help using computers. | 14 -- Read the daily newspaper and magazines. |
| 3 -- Find resources for seeking employment. | 16 -- Do research. |
| 2 -- Find resources to do homework. | 20 -- Introduce children to the joy of reading. |
| 14 -- Give children access to toys and movies. | 12 -- Find community resources and local history information. |
| 39 -- Attend scheduled programs (music programs, author visits, crafts, plays, story times, classes, etc.). | 11 -- Learn about services and resources available to me online (such as downloadable audiobooks, ebooks, magazines, and databases). |

Other: order books online to pick up at the library, great staff, our library is great—keep up the good work, use copy machines

SECTION 2 – 19 respondents

If you do not use the Aurora Public Library, please **CIRCLE ALL REASONS THAT APPLY TO YOU**.

I DO NOT USE THE AURORA PUBLIC LIBRARY BECAUSE:

- | | |
|--|--|
| 0 -- The hours are inconvenient. | 6 -- I use another library. |
| 3 -- I get ebooks/audiobooks/magazines/information online | 3 -- I prefer to purchase my own reading/viewing material. |
| 3 -- I do not have a library card, or my card is blocked because of unpaid fees/fines. | 0 -- I don't enjoy reading/movies/programs. |
| 0 -- I am not aware of services the library provides. | 6 -- I am too busy |
| 2 -- The library does not have what I need/like | |

Other: I use the internet at home, you screwed me once, you need more money for BOOKS (especially nonfiction (but not reference, health, leisure activities info), not enough historical romance

LIBRARY AWARENESS/EXPERIENCE:

1. How often do you and/or your family use the library?

Three to five times a week, Three or four times a week, two or three times a week, twice a week (2), weekly (4), a couple times a month (3), monthly (3), once every couple of months, daily through OverDrive

2. Do you refer others to the library? Are there any specific library services you have recommended to others?

All yes. Specific services include newspapers, computers, open hours, story time and quick pick bags (2), books (5), parenting information, ZooPhonics materials, programs/events (6), children's books (4), movies, Get Involved brochures, interlibrary loan (2), online catalog, summer reading programs (3), research help, downloadable audio/e-books, class visits, book sale (2), story times

3. What do you value most about the library?

That it's here and open (2), material available, computers to use, books (11), toys (2), movies (3), the big teddy bear, a quiet place (2), helpful staff (6), professionalism of staff, day care visits, interlibrary loan, learning about new authors, programs (3), it's well-organized, I feel good coming here, conveniently located, the people, kids section, it's free (2), can order books, other sources, kid-friendly, a good place to go, a community resource—history, current events in the community

4. If there has been a time when you didn't find what you were looking for at the library, which of the following were the reasons?

- I've never not found what I'm looking for at the library (2)
- Item was checked out (11)
- Library did not have anything on the subject (6)
- I couldn't find what I was looking for (3)
- Library staff could not find what I was looking for (2)
- The computers were down (1)
- The computers were all in use (2)
- I do not know how to use computers (1)
- Other.

5. Regardless of the reason, did staff offer you options about other ways you might obtain what you were looking for (interlibrary loan, etc.)? -- Yes (14)

COMMUNITY TRENDS

6. Which library services do you think are important for the library to offer the community?

Being open (2), computers/internet access (9), books (6), children's books, interlibrary loan (2), the happiness, adult reading classes, resume assistance, children's programming (4), research/access to information, help finding information, reading to kids/story times (2), reading to the blind, magazines, newspapers, movies (2), place to spend time, teen reading program (one person has heard teens talk about it and were pleased that they were excited about it), library available for us in community events (PumpkinFest, etc.)

7. Are there any services which you think are unimportant, or which can be easily obtained from somewhere else? -- No (13)

8. From what other sources do you usually obtain these services?

Google searches, other libraries, school, online (2), personal book collection

9. Think about the things that are happening now in our community that are affecting you, your family, your friends, your neighbors.

Limited jobs, drugs/alcohol abuse (2), young parents not knowing how to parent (2), lack of family structure, increasing number of children with autism & other disabilities, cost of living, local services/businesses are closing (drug store (7), dentist (4), no work force center in town (2)) (3), mine/other layoffs (5), high unemployment (2), unstable job market, enrollment in community colleges in the area is down (many needed classes are not being offered—not enough students), concerns about the public schools, move toward online reading, economy, lack of public transportation (3), school year starting, street improvements (2). On the positive side: people who have an interest are trying hard to keep things up in town.

10. How could the library respond to these issues?

Providing a place for the elderly to socialize where they don't have to buy food to be, provide services for job-seekers (computer/internet use, copying, printing, assistance with resumes and job applications, books about job skills) (5), teaching people how to access downloadable audio/e-books and databases, offer resume workshops/classes (4), provide calendars of when local Boards meet, help people find and use legal resources, provide resources for teachers and homeschooling parents, parenting resources/training (partner with schools), free service—jobs references, open hours convenient for students, partner with public transportation to identify needs, offer bus trips to special locations, provide museum passes

11. What service gaps do you think exist for library customers?

Lack of affordable home internet access, lack of books in the home, not knowing how to use technology, lack of job knowledge/skills, hard for parents to keep several young children together in the children's area

12. What services might the library provide to fill those gaps?

Provide internet access, provide books, offer technology classes (Word, Excel, email), loan laptops/tablets/other devices, connect people who lack job or other skills with citizen experts (job shadowing, teaching someone how to knit or crochet, etc.) (2), provide transportation to the library [from Irongate], have more books, put up a barrier (gate, etc.) between the children's room and the rest of the library to help parents keep young children all there, increase open hours

13. Are there any additional, or enhanced, services which you would like to see offered in our library, if resources were available or re-deployed?

More books, coffee shop (or coffee pot with donations jar), more staff (so there could be more programming onsite and at partner organization sites (school, day care, nursing homes) (2), puppet stage in the children's area, a fish tank, more open hours (2), have a larger children's area, additional e-books

RELATIONSHIP TO ORGANIZATIONS

14. The library is often seen as primarily serving individuals; however, the library is also a resource to organizations and community groups. What organizations or groups are you a member of?

Home day care, church (7), hockey team, Mesabi East Community Foundation, basketball, trap shooting, HEY (Homeschool Educators and Youth), Early Childhood Coalition (2), school, quilting group (2), Hunter Safety, Scouts (2), Mesabi College, Hibbing Community College, American Legion, Lions, local business, fraternal group, LEO-SADD, volunteering, school group, work group, Mesabi East Schools (2), Mesabi East School Board, Planning & Zoning Commission, Park Committee, Charter Commission, National Head Start Association, MN DFL, Special Olympics

15. Do you have any thoughts about how the library might serve as a resource to your organization and its members?

Have public computers available for use at the library, let organizations know they can post meeting/event notices on the library bulletin board and put brochures on the brochure racks, host a community organizations fair where groups can have a booth/table and promote membership, help match people who want to learn something with someone willing to teach it to them (adults, not just children), hosting the annual quilt show, provide resources for youth sports coaching (2), do classroom visits, provide resources for homeschooling families, continue to participate as a member of other organizations (Early Childhood Coalition-2), provide library services orientation for new teachers, provide resources on grant-writing, develop bookmarks listing print and online resources on different topics (for example: autism), provide Community Ed.-type programs (contact Venturing/Camp Chicagami (Eveleth)—they might be willing to do a program/presentation at the library. Possible contacts: James Carlson (Hoyt Lakes) or Katie Carlson (ME student), teaches how to help volunteers), continue to supply information to schools about upcoming library programs and services, continue to team up with PTO for summer reading program, continue to do school visits (2)

16. Do you have any ideas of ways the library could partner with your organization to meet any shared goals?

Share information about local organizations (through Get Involved brochure, brochure racks) (2), distribute surveys/questionnaires for other organizations, provide onsite programming at school/daycares (3), have the Girl/Boy Scouts put on a program at the library, let Girl/Boy Scouts do service projects at the library

APPENDIX D:
Strategic planning
Timeline

1) APRIL BOARD MEETING

- a. Determine process to follow for strategic planning
- b. Brainstorm about community members to include for the in-depth interview process
- c. Appoint a strategic planning committee to develop draft survey and interview forms by the May meeting

2) MAY BOARD MEETING

- a. Approve survey and interview forms
- b. Board/staff select community members whom they will interview over the summer

3) SEPTEMBER BOARD MEETING

- a. Review strategic planning process and timeline, and definitions
- b. Review and consider community, library, and survey data
- c. Select 2-4 library service priorities and designate which are primary and which are secondary.
- d. Brainstorm about statement elements to include in the library's mission statement (which should reflect the chosen service priorities).
- e. Brainstorm about possible goals, with a focus on outcomes, for each selected service priority, and select one general goal for each selected service priority.
- f. Brainstorm about specific strategies that could be employed to work toward reaching each goal, and then decide which strategies should be employed during the FIRST year of the 5-year plan.
- g. Appoint a wordsmith subcommittee.

4) WORDSMITH SUBCOMMITTEE MEETING (to be held before the October Board meeting, and using the pieces given at the September meeting)

- a. Develop a formal mission statement to bring to the October Board meeting for review and revision/approval.
- b. Develop a formal goal statement for each selected service priority to bring to the October Board meeting for review and revision/approval.
- c. Develop formal strategy statements for each chosen strategy to bring to the October Board meeting for review and revision/approval.

5) OCTOBER BOARD MEETING: review and revise/approve the statements developed by the Wordsmith subcommittee

6) LIBRARY STAFF MEETING (to be held before the November Board meeting)

- a. Discuss and select specific, measurable implementation steps that can be taken to carry out each strategy.
- b. Designate a target date for completing of each step.
- c. Decide who has primary responsibility for each step and who may have a supporting role for each step.

7) NOVEMBER BOARD MEETING:

- a. Review and revise/approve the implementation plan steps developed by library staff.
- b. Review and revise/approve the entire strategic plan and implementation plan as a whole.