

Baudette
Public Library
2012 – 2016 Strategic Plan

Adopted by the Library Board:
February 16, 2012

*Prepared by:
Whitney Crettol Consulting*

THE PLANNING PROCESS:

The Baudette Public Library completed a strategic planning process between August and December 2011. This process was made possible through financial support from the Arrowhead Library System.

A community-based process was utilized, which centered on answering the questions: 1) *What are the pressing needs in our community?* and, 2) *What is the library's role in helping to address those needs?* Major steps included conducting a focus group with community leaders, reviewing community demographic data and library statistics, discussing mission, identifying service priorities, and developing detailed action plans for the first year of implementation.

The resulting strategic plan is intended to guide the library for the next five years, with action plans to be revised annually.

WHAT WE FOUND:

The City of Baudette is located at the Canadian border along the Rainy River and Lake of the Woods, making it a well-known tourist destination for outdoors enthusiasts. Although the number of city residents has remained steady over the past decade, the county's overall population dropped by 11% during that time. The public library serves residents from across the county as well as seasonal visitors.

Traffic into the Baudette Library has been increasing in recent years. This rise in activity is correlated with steadily climbing utilization of the library's public access computers. The community has also had a positive response to special programs and events sponsored by the library, with growth occurring both in attendance and the number of offerings. There has also been a significant increase in the number of items circulated to local patrons through reciprocal borrowing with other libraries.

Several themes emerged through our environmental scan process. First, community leaders expressed concern about population decline and the loss of local businesses. A need was identified to support existing businesses, and to foster the development of new ones. Although there are some existing initiatives aimed at promoting the area and encouraging economic development, there are still opportunities to provide support to help new entrepreneurs get started and to strengthen existing small businesses. The library can be an important partner in providing these types of opportunities. The role of digital resources in the modern world was also acknowledged, especially for those in isolated rural areas. Public access to technology has become a core service of the library that will continue to be supported in this strategic plan. Finally, leaders identified the importance of comfortable community spaces in which people can gather and engage in stimulating, constructive, and creative activities.

MISSION STATEMENT:

The Baudette Public Library nurtures lifelong learning in our community by providing a gathering place where area residents and visitors stimulate their imaginations, connect to the online world, and are supported in their pursuit of personal and business goals.

LIBRARY GOALS (In order of priority):

1. People of all ages will find things to read, view, and do that stimulate their imaginations and add enjoyment to their lives.
2. Residents and visitors will have resources that support exploration of personal interests, employment opportunities, and the development and growth of local business.
3. Residents and visitors will have free access to connect them to the online world.
4. Residents and visitors will have a comfortable place to engage in quiet activities or to interact with others.

PROGRESS INDICATORS (Year 1):

Goal 1 (Stimulate Imagination)

- ✓ Number of programs and number of participants.
- ✓ Surveys of program participants regarding whether they had fun or had their imaginations stimulated (and/or Legacy evaluations).
- ✓ Increase in size of Young Adult and DVD collections.

Goal 2 (Lifelong Learning)

- ✓ Number of programs and number of participants.
- ✓ Surveys of program participants regarding whether they learned something that can enhance their personal or work lives (and/or Legacy evaluations).

Goal 3 (Connect to the Online World)

- ✓ Number of public access computer user sessions.
- ✓ Number of seniors participating in a Senior Surf event.
- ✓ Surveys of Senior Surf participants regarding whether they learned something new or increased their ability to use the computer/Internet after participating in the training.

IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present strategic plan to Library Board for adoption. Present adopted plan to City Council.	January 2012 February
2. Communicate the new plan to other stakeholders and the public.	January - February
3. Staff review strategic plan progress; make mid-course corrections.	Monthly
4. Discuss strategic plan progress as regular agenda item at Library Board meetings.	Monthly
5. Compile progress indicator data for annual review.	Annually 2012 – 2016 (September)
6. Board/staff annual ‘retreat’ to review implementation successes and challenges (including indicator data), review goals, revise strategies, and project budget needs.	Annually 2012 – 2015 (October)
7. Staff develop action plans for the next year.	Annually 2012 - 2015 (November)
8. Full round of strategic planning.	Fall 2016 (New plan in place by January 1, 2017)

Appendix A:

YEAR 1 Action Plans January 1, 2012 – December 31, 2012

GOAL # 1: People of all ages will find things to read, view, and do that stimulate their imaginations and add enjoyment to their lives.

Strategy A: Children's Programs		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Story Time: <ul style="list-style-type: none"> ▪ Contact Early Childhood Initiative for partnership support. ▪ Promote and conduct weekly story times, utilizing local volunteer and "celebrity" readers and ALS story kits. 	Roxanne Roxanne (Volunteers)	January 31, 2012 Weekly (June – August 2012)
2. Summer Reading Program: <ul style="list-style-type: none"> ▪ Promote upcoming summer program, including flyers to the school. ▪ Conduct 6-week program with prizes. ▪ Offer a weekly craft activity during the summer program. 	Stephanie Stephanie Stephanie	May 31, 2012 July 31, 2012 July 31, 2012
3. Promote and host 2 Kid Stuff performances.	Stephanie	August 31, 2012
4. Promote and conduct "Afterschool Movies" for children and families on a consistent schedule (e.g. 1 st Wednesday at 4:00).	Roxanne	Monthly (January – December 2012)

Strategy B: Other Programs to Stimulate Imagination		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Adult Book Club: <ul style="list-style-type: none"> ▪ Promote book club opportunity. ▪ Provide support by ordering multiple copies of selected books and locating discussion guides. ▪ Provide space for monthly book club gatherings. 	Roxanne Janet Janet	Monthly (January – December 2012) " "
2. Select and host at least 4 Legacy programs per year, as available through ALS.	Roxanne	Quarterly (January – December 2012)

Strategy C: Collection		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Issue a press release about the availability of downloadable books.	Roxanne	February 29, 2012

2. Young Adult collection: <ul style="list-style-type: none"> ▪ Build young adult collection by 25 %. ▪ Distribute promotional bookmarks to school to alert youth to availability of new materials. 	Roxanne (Stephanie) Roxanne (School Staff)	September 1, 2012 September 30, 2012
3. Build DVD collection by 25 %.	Roxanne	December 31, 2012
4. Eliminate phonograph records.	Roxanne	December 31, 2012

GOAL # 2: Residents and visitors will have resources that support exploration of personal interests, employment opportunities, and the development and growth of local business.

Strategy D: Supporting the Business Community		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Develop an approach to supporting the local business community: <ul style="list-style-type: none"> ▪ Connect with local groups involved in the business community (Chamber, EDA, Hooked for Life) to determine needs of local businesses; collaborate on a survey. ▪ Consult with other libraries that are working with businesses to learn what has been successful in other parts of the region. ▪ Based on survey responses, determine future steps (e.g. programming, etc). 	Roxanne	March 31, 2012
	Roxanne	March 31, 2012
	Roxanne	May 31, 2012
2. Develop a small business/entrepreneurial section: <ul style="list-style-type: none"> ▪ Research top resources for starting and maintaining small businesses. ▪ Purchase materials based on local needs. ▪ Designate a visible area in the library and set up the business section. 	Roxanne	August 31, 2012
	Roxanne	September 15, 2012
	Roxanne	October 31, 2012

Strategy E: Lifelong Learning Programs		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Senior Surf Event: <ul style="list-style-type: none"> ▪ Approach the Area Agency on Aging (AAA) about collaborating on this event. ▪ Host Internet class for seniors at the library. 	Roxanne	May 1, 2012
	AAA Volunteer Instructor	August 31, 2012
2. Legacy programs (see Strategy B).	--	--

<u>Strategy F: Collection</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Juvenile nonfiction: <ul style="list-style-type: none"> ▪ Weed juvenile nonfiction section. ▪ Order up-to-date materials to replenish this area of the collection. 	Roxanne (Stephanie) Roxanne (Stephanie)	December 31, 2012 December 31, 2012

GOAL # 3: Residents and visitors will have free access to connect them to the online world.

<u>Strategy G: Hardware & Software</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Set up new multifunction printer for public use.	Roxanne	January 31, 2012
2. Technology plan: <ul style="list-style-type: none"> ▪ Obtain sample plans from ALS and other regional libraries. ▪ Develop a plan for technology / computer replacement. 	Roxanne Roxanne	October 31, 2012 December 31, 2012

<u>Strategy H: Wireless Access</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Explore options for increasing user-friendly laptop work areas in the library.	Roxanne (ALS Staff)	December 31, 2012

Appendix B:

Library & Community Profile

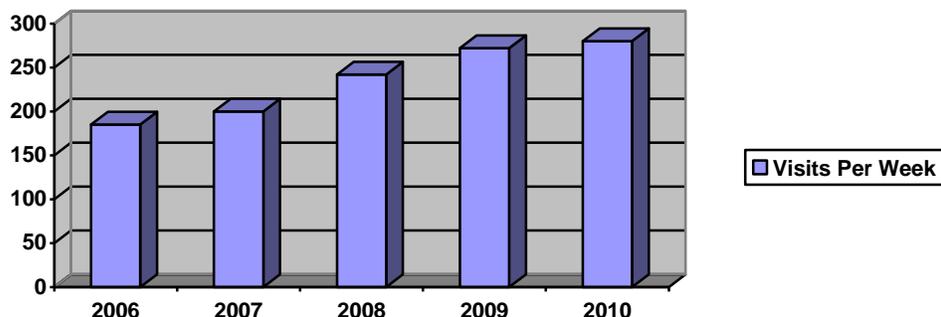
October 2011

Library & Community Profile: Baudette Public Library

I. LIBRARY STATISTICS

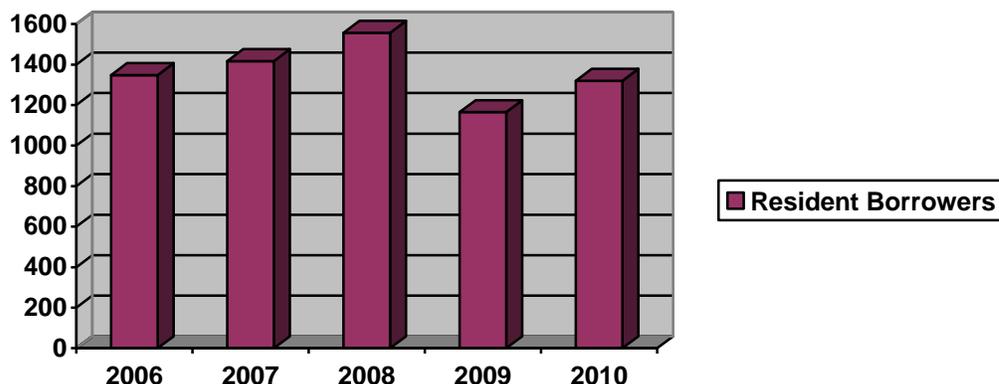
Library Traffic

In 2008, the Baudette Public Library increased its open hours from 35 to 39 hours per week. Traffic into the library has been steadily increasing over this time, with the average number of weekly visits now 51% higher than five years ago.



Number of Resident Borrowers

In the past, all library card holders were maintained in the system regardless of whether they were active. In 2005, ALS began purging inactive users on a periodic schedule. Dips in the number of borrowers in odd-numbered years are at least in part due to this purge process.



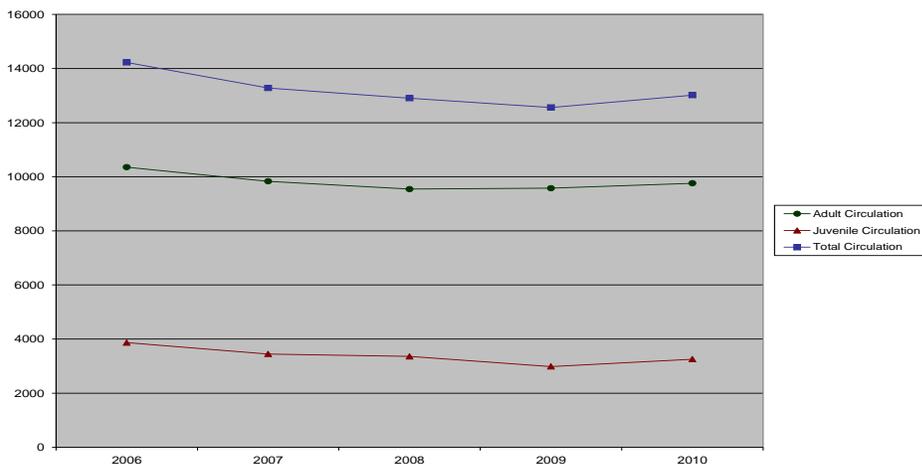
Collection Size

Type of Material	2006	2010	Change
Print	14,408	14,779	+ 371
Audio	152	156	+ 4
Video	269	348	+ 79
Total Collection:	14,829	15,283	+ 454

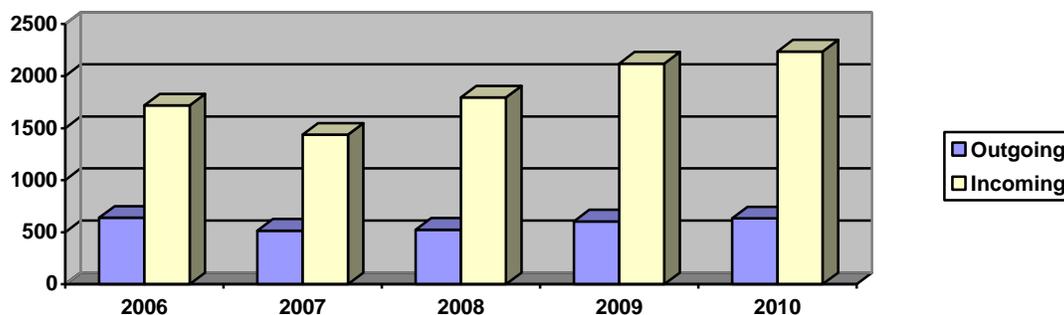
A September 2011 review of last check-out date identified 2,547 items, approximately 17 % of the library's total collection, that have not circulated during the past three years.

Circulation

The overall circulation trend in Baudette is slightly declining. Circulation has decreased about 9 % in five years, with total 2010 circulation of 13,012.



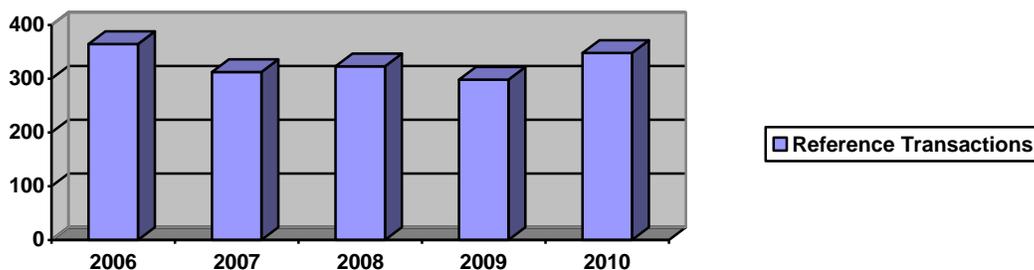
Inter-Library Loans



Baudette patrons are increasingly benefiting from the inter-library loan service.

Reference Requests

The national trend for reference services is one of declining demand. Locally the number of reference transactions is small and was gradually decreasing through 2009. Last year it returned to the 2006 level.

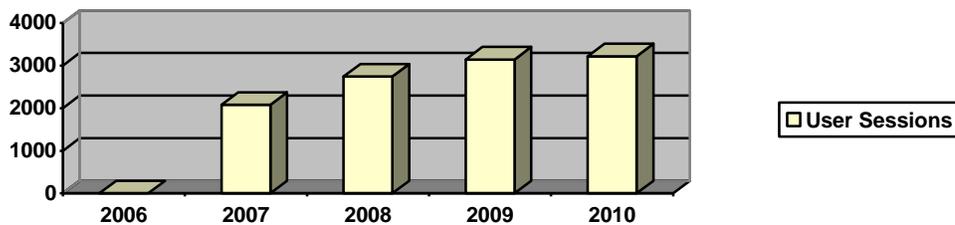


Programs & Meeting Room Usage

The amount of programming offered has increased in recent years. Although adult events have been added, the majority of programming is still geared toward children. There is no public meeting room available.

Target Audience	Number of Programs	Type of Programs	2010 Attendance
Adults	14	Monthly book discussions, musical performance, landscaping program.	144
Children/Teens	27	Weekly story times, movies, illustration & photography workshops, puppet show, aquarium program.	741
Total Attendance:			885

Public Computer/Internet Usage



Another public access computer was added in 2010, bringing the total number of terminals to six. Computer usage has grown significantly, up 55 % since tracking began four years ago. Wireless service also became available at this location in 2009. The library does not have its own website.

Operating Expenditures

Year	Staffing	Collection	Other	Total
2006	\$ 50,923	\$ 5,039	\$ 5,979	\$ 61,941
2010	\$ 61,967	\$ 6,271	\$ 5,401	\$ 73,639

The staffing level has increased only slightly from 1.17 to 1.29 FTEs during this timeframe. Staff include a part-time Library Director, and two part-time clerks.

COMMUNITY DEMOGRAPHICS

Although Lake of the Woods County experienced an 11 % decline in population over the past decade, the City of Baudette has held steady. Below are some key demographic indicators [*Figures taken from the 2010 U.S. Census unless otherwise noted*].

Time of Count	Number of Residents – Lake of the Woods County	Number of Residents – City of Baudette
1990 Census	4,076	1,146
2000 Census	4,522	1,104
2010 Census	4,045	1,106

Race & Age

The vast majority (94 %) of the City's residents are Caucasian, but the 2010 Census recorded 62 persons of color residing here. In addition, 20 individuals identified themselves as Hispanic.

Age Group	Number of Residents – City of Baudette	Percentage of Total Population
Children 0-17	260	24 %
Adults 18-64	600	54 %
Adults 65 & over	246	22 %

Education

Lake of the Woods School District operates the school in Baudette. The District's 2010 on-time graduation rate was 98 % [*Source: MN Department of Education*]. In addition, there are 23 children being home-schooled in the area. Of the population age 25 and over, 4 % have an associate's degree and 22 % have a bachelor's degree or higher [*2000 U.S. Census*].

School	Number of Students [September 2011]
Baudette Elementary & High School (K-12)	523
<i>Total Students:</i>	523

Income

At \$ 31,281, the median household income in Baudette in 2000 was significantly lower than the statewide figure of \$ 47,111. The County's current unemployment rate of 6.9 % is just slightly higher than the state's overall figure of 6.7 % [*August 2011, DEED*]. The 2000 Census indicated that 9 % of Baudette's residents, or 95 individuals, were living below the poverty line.

Housing

Housing Type – Lake of the Woods County	Percentage of Total
Homeowner (% of all occupied housing units)	83 %
Rental (% of all occupied housing units)	17 %
Vacant housing units (excepting resort-rental units)	5 %

In the year 2000, the City's median home value was \$ 55,500, and average monthly rent was \$ 388.

Appendix C:

Community Focus Group Summary

September 2011

Community Focus Group – Summary of Responses

Baudette Public Library

9-29-11

A total of 9 community leaders participated in the focus group. Representation included financial services, local media, education, businesses, county services, public health, senior programs, service organizations, and the faith community. In addition, participants indicated active volunteerism in a wide range of community causes and events.

ELEMENTS OF A COMMUNITY VISION

Participants first imagined a time in the future when the community has achieved its full potential and everyone is proud to call it home. They then answered the question: *What does that success look like, and for whom?*

Who	Future Result We Want to See
Youth	Engaging in group and family activities rather than spending all their leisure time isolated with electronic devices; a place for youth to gather and constructive things to do.
Students	Post-secondary opportunities are offered here.
Youth & adults	More people taking leadership roles in the community.
Youth & adults	Increased volunteerism.
Poor/working poor	More employment opportunities at good living wages.
Everyone	Public transportation/ways for people to get around within the city and out of town.
Everyone	Growth - more people are attracted to the area and stay here fostered by high speed connection and electronic commuting.
Everyone	A community center where events are held.
Everyone	More ways to engage the arts – music, plays, painting, etc.

STATE OF THE COMMUNITY TODAY

Considering the community's current situation, participants were asked to identify: 1) conditions that could help the community move toward the vision outlined above (strengths & opportunities), and 2) conditions that might impede progress toward that vision (weaknesses & threats).

Strengths/Opportunities

- + Strong logging industry.
- + Economic Development Authority is facilitating creative efforts (e.g. Lineman school established in cooperation with technical college and electric company).
- + Businesses are responsive to what the community needs and try to fill gaps when another business closes.

- + Great school that is the hub of the community; has outdoor classroom/school forest.
- + Community education offerings.
- + Involvement in community garden at hospital and greenhouse at school as part of State Health Improvement Program (SHIP) initiative.
- + Churches that work together.
- + Walking/biking path – extension to lake area and potentially to other communities.
- + Lake, river, and state parks.
- + Nice City park facilities.
- + Nice public library that can get whatever you need if they don't have it locally.
- + Hospital.
- + Humane Society.
- + Golf course.
- + International airport which just received \$1M grant for improvements.
- + Low crime.
- + Clean air.

Weaknesses/Threats

- Local businesses failing.
- Major local pharmaceutical business has greatly diminished – global pressure.
- Tourism is primary employment sector but doesn't provide a living wage (seasonal, part-time, lack of benefits).
- Lack of shopping.
- Declining population.
- Young people generally leave to get post-secondary education.
- Lack of funds for all entities (city, county, etc.).
- Lack of transportation.
- Everybody knows everyone else's business; small town factions are an obstacle to working together for the common good.

COMMUNITY NEEDS

Given where we are today, and where we want to go, participants responded to the question:
What needs to be done to make progress toward the vision?

- Develop more post-secondary satellite programs in Baudette, including those in the trades as well as academic-focused.
- Engage in a community leadership training (e.g. through Blandin Foundation, and/or possible component of local Bible camp).
- Develop supports for existing businesses and foster development of new small businesses; find out what local businesses need through a Chamber survey (e.g. topics for future workshops).
- Create a place for community activities targeted toward youth – possibly using existing empty space; find out what youth want and involve them in the planning.

LIBRARY PRIORITIES

Finally, participants were asked to vote on library priorities by answering: *What roles can the Library focus on to make the greatest contribution toward addressing community needs?*

Library "Service Responses"	Number of Votes
Build Successful Enterprises: Business & Nonprofit Support	8
Connect to the Online World: Public Internet Access	6
Know Your Community: Community Resources & Services	5
Visit a Comfortable Place: Physical & Virtual Spaces	4
Understand How to Find, Evaluate, and Use Information: Information Fluency	4
Satisfy Curiosity: Lifelong Learning	4
Create Young Readers: Early Literacy	3
Succeed in School: Homework Help	3
Stimulate Imagination: Reading, Viewing & Listening for Pleasure	3
Make Career Choices: Job & Career Development	3
Express Creativity: Create and Share Content	3
Be an Informed Citizen: Local, National, and World Affairs	2
Make Informed Decisions: Health, Wealth, and Other Life Choices	2
Learn to Read & Write: Adult, Teen, and Family Literacy	1
Celebrate Diversity: Cultural Awareness	0
Get Facts Fast: Ready Reference	0
Discover Your Roots: Genealogy & Local History	0
Welcome to the United States: Services for New Immigrants	0

Appendix D:

Library SWOT Analysis

October 2011

SWOT ANALYSIS

Baudette Public Library

The Library's Strategic Planning Team completed a traditional SWOT analysis, with the following results.

STRENGTHS: *What does the library do best?*

- An accommodating staff.
- Membership in ALS.
- Small enough size to be able to find things.
- Ordering of new books (best sellers, etc.).
- Computers, Internet service, WiFi.
- Entertainment for kids and adults.
- Customer service/helping patrons.
- Collection is good – diverse reading material.
- Provide statewide access to materials through InterLibrary Loan.

WEAKNESSES: *What do you think the library could improve?*

- Would like more books.
- Small size.
- Categorize materials (best sellers, classics).
- More movies on DVD.
- No coffee available.
- Not enough staff time available to do outreach (e.g. to daycares, school, care center).
- Have lots of ideas for programming but lack sufficient staff time to implement them (computer classes, afterschool tutoring, GED preparation, etc.).
- More staff needed to provide better service/additional services while maintaining existing hours of operation.
- Facility – no separate children's area.
- Lack of staff overlap makes it difficult to be consistent in following through on patron requests.

OPPORTUNITIES: *What needs do you see in the community that could be opportunities for the library to make a difference?*

- Free service in this bad economy.
- No competition (book stores).
- Library is more important in a small community/greater sense of community.
- Illiteracy.
- A room for public use (meetings, workshops).
- Free services to lower income families (computers, books).
- To support the arts.
- Promoting business opportunities – partner with “Get Hooked for Life” economic development effort.
- Summer/holiday children and family programming when school is out.

THREATS: *What outside forces do you feel could negatively affect the library?*

- Lifestyle changes/fast pace may put reading ‘on the back burner’.
- Technology.
- Shrinking county population due to poor economy.
- Less than desirable working relationship with the City.
- Decrease in funding.
- Safety in a public facility – some patrons with serious mental health issues.