

Coleraine Public Library 2009 – 2013 Strategic Plan

Adopted by the Board of Directors:
April 2009

*Prepared by:
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PLANNING PROCESS:

The Coleraine Public Library completed a comprehensive strategic planning process between November 2008 and March 2009. This process was made possible through financial support from the Arrowhead Library System. Composition of the Planning Team included representatives from the Library Board, administration, staff, and interested community members.

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 focus groups with community leaders and with staff, reviewing community demographic data and library statistics, discussing organizational values and mission, identifying service priorities, and developing detailed action plans for the first year of implementation. In addition, indicators were established to track progress toward achieving the library's new goals.

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

ORGANIZATIONAL VALUES:

Early Literacy –

Children are a special priority for our library. Helping the next generation develop reading skills and a love of books is essential to their future success.

Community Connectedness –

The Library is a comfortable gathering place that fosters social interaction within our community, maintains a civic and community events calendar, and keeps people connected with the outside world through technology.

Accessibility –

The Library provides free and open access to everyone. Access to information and materials is made possible through our ample service hours, helpful/knowledgeable staff, and outreach efforts.

Preservation –

The heritage of our community, including the historic Carnegie Library building itself, should be preserved for future generations to understand and maintain a connection to the contributions of those who came before us.

Creativity –

We value creativity in our approach to programming and other library services, and encourage creative outlets and thinking among community members.

MISSION STATEMENT:

The Coleraine Carnegie Library is a community gathering place where children develop a love of reading, youth and adults expand their knowledge and enjoyment, and the public stays connected to our world – past, present, and future.

LIBRARY GOALS (In order of priority):

- 1. All children will develop a love of reading, increase social interaction, and build confidence.**
- 2. Youth and adults will expand their knowledge and enjoyment.**
- 3. Youth and adults will use computers to find and evaluate information.**
- 4. Area residents will be informed of, and involved in, community events and meetings.**
- 5. Area residents will experience community pride in a welcoming atmosphere that provides memories and brings history to life.**

PROGRESS INDICATORS:

Goal 1 (Create Young Readers)

- ✓ Number of children and adults participating in story time (on and off-site).
- ✓ Evaluation survey of child care providers regarding benefits of story time outreach to children in their care.
- ✓ Survey of summer reading participants (e.g. Did you read a book you loved? Did you participate in a group activity? Did you try something new?).
- ✓ Attendance at family program activities.

Goal 2 (Lifelong Learning)

- ✓ Number of participants in youth/adult programs.
- ✓ Survey of youth/adult program participants regarding whether they learned something new.
- ✓ Number of patrons served through outreach (assisted living, homebound delivery), and number of materials circulated.

Goal 3 (Understand How to Find, Evaluate & Use Information)

- ✓ Number of participants in Computer 101 workshop.
- ✓ Survey of computer class participants regarding whether they learned something new.

Goal 4 (Know Your Community)

- ✓ Survey of program participants regarding how they learned of each event.

IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present strategic plan to Board for adoption.	April 2009
2. Communicate the new plan to stakeholders and the public.	April – May 2009
3. Review strategic plan progress as a regular agenda item at staff meetings; make mid-course corrections.	Monthly
4. Discuss strategic plan progress as regular agenda item at Board meetings.	Monthly
5. Establish annual budgeting process for the library.	September 2009
6. Compile progress indicator data for annual review.	Annually 2010 - 2013 (January)
7. Board/staff annual ‘retreat’ to review implementation successes and challenges (including indicator data), review goals, revise strategies, and project budget needs.	Annually 2010 - 2013 (January)
8. Staff develop action plans for the next year.	Annually 2010 - 2013 (February - March)
9. Full round of strategic planning.	Winter 2013/2014 (New plan in place by March 2014)

Appendix A:

YEAR 1 Action Plans April 2009 – March 2010

GOAL # 1: All children will develop a love of reading, increase social interaction, and build confidence. (Focus: Ages 0-9)

Strategy A: 0-5 Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Story Time: <ul style="list-style-type: none"> ▪ Apply to Blandin for story time support. ▪ Provide preschool story time once per week. 	Megan Volunteer	July 2009 Weekly (September 2009 – May 2010)
2. Book Activity Bags: <ul style="list-style-type: none"> ▪ Display and promote existing book activity bags (especially at story time); track usage. ▪ Review usage data and determine whether to create more. 	Volunteer Jo Anne	April - May 2009 June 2009
3. Child Care Outreach Pilot: <ul style="list-style-type: none"> ▪ Contact County child care licensing to determine number of family child care homes in Coleraine/Bovey. ▪ Outline process/policies for outreach pilot in writing. ▪ Approach child care providers regarding interest in story time outreach. ▪ Recruit story time outreach volunteer. ▪ Train volunteer on curriculum utilizing book activity bags. ▪ Provide 2 – 4 story time visits to each participating child care home. ▪ Evaluation feedback from child care providers. 	Jo Anne Jo Anne (Megan) Jo Anne Jo Anne Megan Volunteer Jo Anne	April 2009 May 2009 August 2009 August 2009 August 2009 September / October 2009 & April / May 2010 October 2009 & May 2010

Strategy B: 5-12 Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Elementary Class Visits: <ul style="list-style-type: none"> ▪ One library visit for each Kindergarten class. ▪ Weekly library visits for all 1st – 3rd grade classes. 	Jo Anne Staff	May 2009 Weekly (October 2009 – April 2010)
2. Summer Reading Program: <ul style="list-style-type: none"> ▪ Conduct collaborative kick-off event with the kayak lady (grant pending). ▪ Develop 2 special events in-house. ▪ Schedule 2 guest events (ALS). 	Megan (Community Ed) Megan Megan	June 2009 June & July 2009 June & July 2009

3. Centennial Parade Float: <ul style="list-style-type: none"> ▪ Youth participation in creating Library float. ▪ Youth participation in Centennial parade. 	Jo Anne / Megan (Volunteers)	June 2009 July 2009
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Strategy C: Family-based Activities		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Family Movie Nights: <ul style="list-style-type: none"> ▪ Hold 2 summer matinees. ▪ Hold 4 family movie nights during the school year. ▪ Sell concessions. 	Jo Anne (Volunteer)	August 2009 September / November 2009, February / April 2010
2. Family Reading Nights: <ul style="list-style-type: none"> ▪ Hold 2 family reading nights during the school year (e.g. Dr. Seuss celebration). 	Megan (Volunteers)	November 2009 & March 2010
3. Family Gaming Nights: <ul style="list-style-type: none"> ▪ Activities for ages 12-15. ▪ Separate activities for younger ages. 	Jo Anne (Volunteers)	TBD (pending ALS grant)

Strategy D: Facility / Physical Resources		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Purchase comfortable furniture for children's area.	Jo Anne (Megan)	September 2009
2. Update children's collection: <ul style="list-style-type: none"> ▪ Weed collection. ▪ Order new juvenile materials (especially expansion of non-fiction and easy readers for K-1). 	Megan Jo Anne (Megan)	August 2009 September 2009

GOAL # 2: Youth and adults will expand their knowledge and enjoyment.

Strategy E: Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. City Band Concert (Centennial): <ul style="list-style-type: none"> ▪ Develop library activity in conjunction with concert. ▪ Explore selling concessions. 	Jo Anne	July 2009 July 2009
2. Hold 2 additional youth and/or adult programs that contribute to lifelong learning and/or stimulating imagination.	Jo Anne (Presenters)	March 2010
3. Senior Gaming: <ul style="list-style-type: none"> ▪ Wii bowling events. 	Jo Anne	TBD (pending ALS grant)

Strategy F: Exhibits		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Display Case: <ul style="list-style-type: none"> ▪ Develop plan for rotating items in foyer display case (local collections, craftwork, hobbies, art, historical items, etc.). ▪ Change displays quarterly. 	Jo Anne Karla	May 2009 May / August / November 2009, February 2010

Strategy G: Outreach		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Partnership with Assisted Living: <ul style="list-style-type: none"> ▪ Approach local facility about library outreach. ▪ Recruit outreach volunteers. ▪ Schedule and coordinate volunteers. ▪ Conduct monthly outreach visits, bringing movies, books and other materials and read to residents. 	Jo Anne Jo Anne Volunteer Coordinator Outreach Volunteers	May 2009 May 2009 June 2009 Monthly (Beginning June)
2. Delivery of library materials to the homebound. <ul style="list-style-type: none"> ▪ Recruit outreach volunteers (as above). ▪ Determine PR methods and promote delivery service. ▪ Schedule and coordinate volunteers. ▪ Conduct monthly delivery rounds. 	Jo Anne Jo Anne Volunteer Coordinator Outreach Volunteers	May 2009 August 2009 September 2009 September 2009

GOAL # 3: Youth and adults will use computers to find and evaluate information.

Strategy H: Computer Instruction		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Computer 101 Class: <ul style="list-style-type: none"> ▪ Contact Community Education about partnering. ▪ Secure volunteer instructor. ▪ Conduct initial class (maximum 7 participants). ▪ Determine additional classes based on response. 	Jo Anne Jo Anne Volunteer Instructor Jo Anne (Community Ed)	May 2009 September 2009 October 2009 October 2009

Strategy I: Technology Resources.		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Recommended Websites: <ul style="list-style-type: none"> ▪ Post list of recommended sites in the computer area. ▪ Include recommended sites under “favorites” on all public access computers. ▪ Update physical and electronic lists quarterly. 	Karla Karla Karla (Jo Anne)	September 2009 September 2009 Quarterly (December 2009, March 2010)
2. Develop plan for periodic updating of computers.	Jo Anne	October 2009

GOAL # 4: Area residents will be informed of, and involved in, community events and meetings.

Strategy J: Library Promotion		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Post library information and events in City newsletter, Scenic Range News community calendar, and Grand Rapides Herald community calendar.	Jo Anne	Monthly (beginning April 2009)
2. Library Brochure: <ul style="list-style-type: none"> ▪ Develop brochure of all library services. ▪ Determine distribution methods and get the brochure out. ▪ Update brochure & re-distribute. 	Jo Anne (Board) Jo Anne Jo Anne (Board)	July 2009 July 2009 Annually

Appendix B:

SWOT Analysis January 2009

Coleraine Public Library SWOT Exercise -- January 5, 2009

The purpose of the SWOT (Strengths, Weaknesses, Opportunities, and Threats) exercise is to assess the Library's current environment. This exercise was conducted by a Strategic Planning Team comprised of Library Board, staff, and community members.

Strengths of the Library:

- Creative, ambitious staff.
- Ability to borrow through Inter Library Loan.
- Computers for public access (7 currently).
- Location is near schools, lake.
- The beautiful building and Carnegie heritage.
- Committed, core group of library volunteers and supporters.
- What we are providing for our youth.
- Positive, friendly, neighborly, social atmosphere.
- Kitchen and meeting room.
- Data shows that the library is being utilized.

Weaknesses of the Library:

- Don't hold instructional classes, especially for computers.
- Not handicap accessible.
- Limited number of staff constrains how much we can expand.
- Grant writing takes a lot of time.
- On Historic Register means many additional rules to follow re: updates to building.
- Collection is limited, especially non-fiction. Some patrons miss print-form encyclopedias.
- Building needs some repairs.

Potential Opportunities:

- Adult programming to encourage more usage by this age group (e.g. computer or cooking classes). Coordinate with Community Education.
- Outreach to the home-bound.
- Survey users, especially youth, to ask what the library has done for them and what they want.
- Gaming Night grant through ALS.
- Public relations (newsletter, point sheet to policy-makers, display/showcase local talent like 4-H & trains to draw people in).
- Middle-school & teens – finding ways to draw them in (volunteer opportunities, afterschool activities, chess club).
- Family Nights (Are You Smarter Than A 5th Grader event, possible movie license through ALS).

Potential Threats:

- Lack of support from City Council.
- Rumors, lack of information, poor communication (indirect & not factual).
- Library perceived as having larger budget than any other department.
- Main Street is unattractive which turns potential new businesses away and is a detriment to whole city.
- Possible loss of government funding.

Appendix C:

Library & Community Profile

January 2009

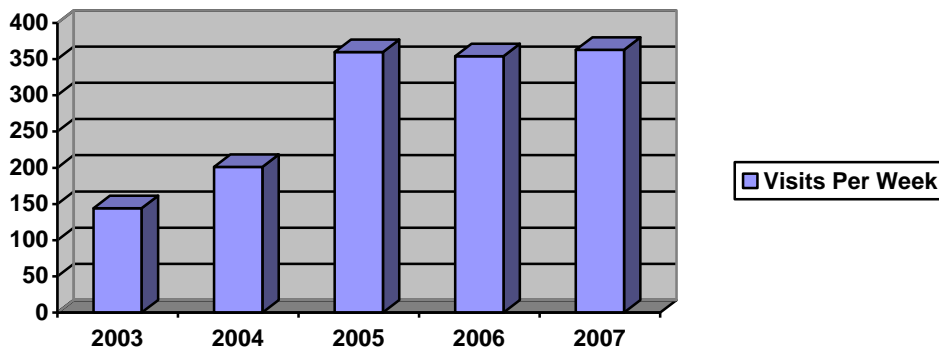
Library & Community Profile: Coleraine Public Library

I. LIBRARY STATISTICS

Library statistics show a five-year trend of greatly increased usage of the library and its materials, with a relatively flat budget and no increase in staff time (1.54 FTE).

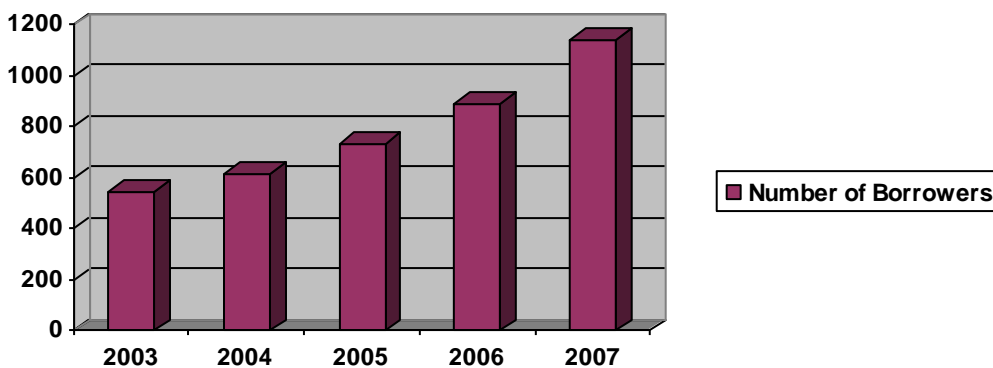
Library Traffic

The Coleraine Library is currently open 43 hours per week, compared to 46 hours per week in 2003. However, weekly visits have grown over 150% during this time.



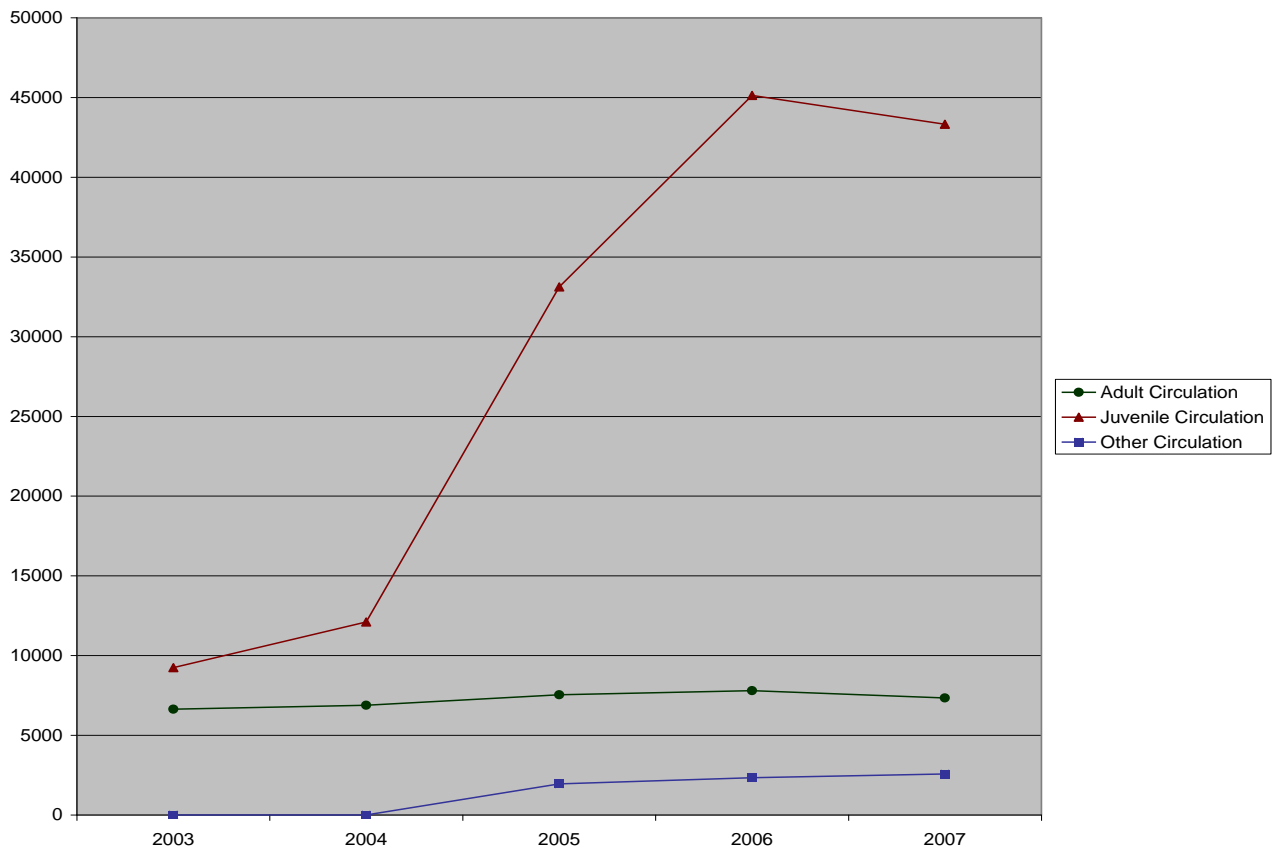
Number of Resident Borrowers

The number of borrowers has more than doubled during this period, from 542 to 1,138.



Circulation

Wow – the chart says it all. Adult circulation has remained relatively steady over the past five years. Most notable though is the *explosion* of juvenile circulation, which is linked to increased children’s programming and an active partnership with the neighboring elementary school.

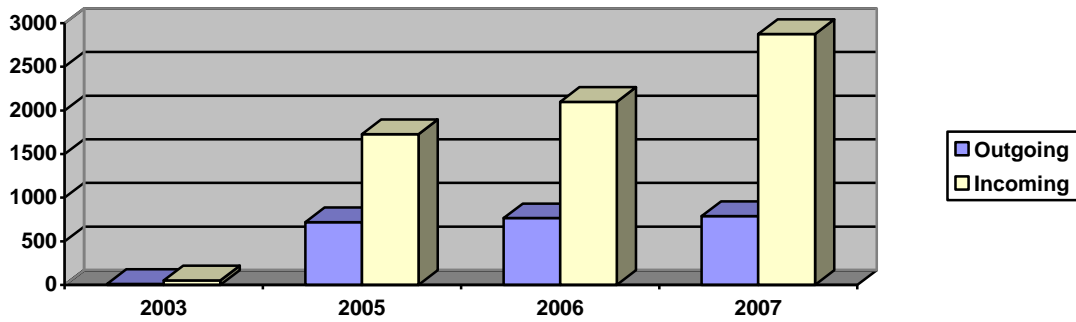


Collection Size

A long overdue weeding of the collection was undertaken during 2004. Technical assistance was provided by ALS during this process.

Type of Material	2003	2007	Change
Books & Serials	17,441	9,346	- 8,095
Audio	223	26	- 197
Video	40	159	+ 119
Electronic Format	0	0	0

Inter-Library Loans



Reference Requests

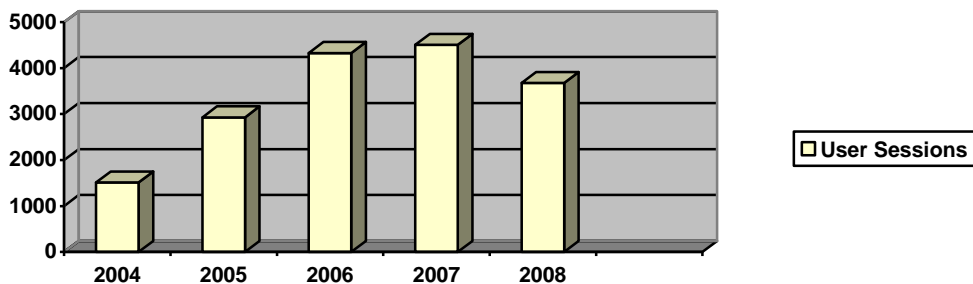
Reference transactions dipped to 852 during 2003, but have climbed in the years since. Requests over the past four years have averaged 1,150 annually.

Programs

Program attendance has risen steadily among adults over the past five years. For children, both the number of programs and attendance have increased dramatically during this time period.

Target Audience	Number of Programs	Type of Programs	2007 Attendance
Adults	1	City Band Concert	180
Children	18	Preschool Storytimes, Summer Reading Program	448
<i>Total Attendance:</i>			628

Public Computer/Internet Usage



Website

The Coleraine Library does not have a website.

Operating Expenditures

Year	Staffing	Collection	Other	Total
2003	\$ 53,427	\$ 3,619	0	\$ 56,835
2007	\$ 64,840	\$ 3,315	\$ 9,895	\$ 78,050

II. COMMUNITY DEMOGRAPHICS

The City of Coleraine has experienced a slight increase in population since 1990. Below are some key demographic indicators [*Figures taken from the 2000 U.S. Census unless otherwise noted*].

Population

Time of Count	Number of Residents	Change from Previous Period
1990 Census	1,041	
2000 Census	1,110	+ 69
2007 Estimate	1,133	+ 23

Race

The vast majority (98.5 %) of Coleraine's residents are Caucasian. The 2000 Census recorded 17 individuals of other racial heritage.

Age

Age Group	Number of Residents	Percentage of Total Population
Children 0-17	287	26 %
Adults 18-64	633	57 %
Adults 65 & over	190	17 %

Education

Coleraine's two schools draw a large number of children into the community each day (see chart below). Only 24% of the adult population (age 25 & over) has a bachelor's degree or higher.

School	Number of Students [Greenway District Office January 2009]
K- 3 Elementary	364
9-12 Senior High	445
Total Students:	746

Income

Since 1990, the average annual wage paid per job in Itasca County has remained flat, while it has risen overall across the state. In 2006, the County average of \$32,152 was more than \$10,000 below the state average [*Source: MN State Demographer*]. The County also has a high unemployment rate which just reached 8.8%, compared to 6.4% in Minnesota overall [*November 2008, DEED*]. The 2000 Census indicated that 10% of Coleraine's residents, or 110 individuals, were living below the poverty line.

Major Employers

Coleraine Employer	Number of Employees
Greenway ISD 316	130
U of M Research	26
Minnesota Power	17
First National Bank of Coleraine	13

Housing

Housing Type	Percentage of Total
Owner-occupied	82 %
Rental	18 %
Vacancy Rate (overall)	4 %

In 2000, the City's median assessed home value was \$66,500, and average rent was \$363.

Appendix D:

Community Focus Group Summary

December 2008

Community Focus Group – Summary of Responses
 Coleraine Public Library
 12-8-08

A total of 12 community members participated in the focus group. Representation included school administration, a retired teacher, reading tutor, parents, community education, Trout Lake Association, Meals on Wheels volunteers, a Blandin leadership participant, and patrons – including some who formerly served on the library board.

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	Result
Families with children	Basic needs are met, have strong parenting skills, and children are ready to succeed in school.
Children	Have summer programming opportunities run by teens.
Youth	Have positive recreational opportunities/environments so they aren't getting into trouble.
Youth	The school district has strong programming (and finances to support it) that attract students.
Teens	Strong vocational education options at the high school level to prepare for jobs that will allow young people to stay in the community after graduation.
Young adults	Have a vision for the future and are empowered, involved, and active in the community.
Adults	Working across communities, including shared services, rather than rivalry (Bovey, Grand Rapids, whole 169 corridor).
Newcomers	Are welcomed to the community and made aware of what resources we have to offer (old fashioned "Welcome Wagon").
Everyone	The town is appealing so people STAY, and neighbors know one another.
Everyone	Successful businesses that fill local needs, provide jobs, and contribute to the tax base.
Everyone	People feel safe in our community.
Everyone	The historic Carnegie library building is preserved.

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

- + Have a new medical clinic, 2 dental clinics, and a pharmacy is on the way.
- + Good schools.
- + Multiple candidates running for local office shows interest in government.
- + Physically beautiful area (lake/beach).
- + Young families.
- + Connected to Mesabi Trail.
- + Strong beginning to Safe Routes to School program.
- + Mt. Itasca ski jump hosts biathlon training and national competitions.
- + Well trained volunteer fire department.
- + Golf course.
- + Beautiful high school auditorium that is well utilized (including Reif Center productions).
- + Elementary program has received state & national recognition for student achievement.
- + Environmental focus, Minnesota School Forest site provides opportunities for grants, etc.
- + Local newspaper - Scenic Range News.
- + Greenway Area Business Association is looking at how to bring businesses back.
- + Bovey Farmer's Parade is the biggest event of the year and draws large numbers of people.
- + Fish 'O Rama on Trout Lake.

Weaknesses/Threats

- Along with all others, our School district is struggling with finances & declining enrollment.
- Reductions in Local Government Aid.
- Sad state of technology in schools with only 1 tech class, also only 1 shop teacher.
- Losing high school students to other districts & post-secondary options.
- Downtown needs an overhaul - unsightly, condemned buildings still standing.
- Lack of communication - we need to talk with each other more and find common ground between opposing views.
- Lack of involvement at City Council meetings and on committees; people aren't aware of what is going on locally.
- Lack of support from city government with regard to the library.
- Missing businesses (hardware, grocery store, etc.).
- Get approval but must go drum up money to implement any new ideas.
- City doesn't seem to have a plan or clear direction.

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?

- Find new ways to reach more people and effectively communicate to residents when City meetings are going to be held and what the agenda items are (e.g. utilize Scenic Range News and its website to post meetings in advance, utility bill inserts, etc.).
- Share results of this process with the City Council and the public.
- Provide transportation to local meetings.
- Beautify the city for the upcoming centennial, create a history booklet, and make more copies of the walking tour guide.
- Create an "Adoption Group" consisting of residents who will do Welcome Wagon-type outreach to cultivate connections between residents (not just limited to newcomers however).

- Need to listen to needs of the community’s youth, and the large senior population.
- Find ways to raise revenue (taxes and other).
- Develop a Community Watch program.

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
Know Your Community: Community Resources & Services	12
Create Young Readers: Early Literacy	9
Visit a Comfortable Place: Physical & Virtual Spaces	8
Satisfy Curiosity: Lifelong Learning	8
Stimulate Imagination: Reading, Viewing & Listening for Pleasure	8
Succeed in School: Homework Help	7
Celebrate Diversity: Cultural Awareness	7
Get Facts Fast: Ready Reference	7
Connect to the Online World: Public Internet Access	6
Understand How to Find, Evaluate, and Use Information: Information Fluency	6
Learn to Read & Write: Adult, Teen, and Family Literacy	6
Make Informed Decisions: Health, Wealth, and Other Life Choices	6
Be an Informed Citizen: Local, National, and World Affairs	5
Express Creativity: Create and Share Content	5
Discover Your Roots: Genealogy & Local History	4
Welcome to the United States: Services for New Immigrants	2
Make Career Choices: Job & Career Development	1
Build Successful Enterprises: Business & Nonprofit Support	1