

Keewatin
Public Library
2011 – 2016 Strategic Plan

Adopted by the Library Board:
August 15, 2011

*Prepared by:
Whitney Crettol Consulting*

THE PLANNING PROCESS:

The Keewatin Public Library completed a strategic planning process between January and May 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 surveying 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:

Unlike other Iron Range communities that are shrinking rapidly, the City of Keewatin has held relatively steady in population over the past two decades. Residents enjoy a safe, small town atmosphere. Although there are only a few businesses remaining in town, there is an active mine, an elementary school, a church, and the public library. The community has a disproportionate number of households with low incomes.

Over the past five years, the library has increased its number of open hours per week. Along with this greater availability, usage of the library has increased. The number of visits, number of library card holders, circulation, and utilization of public access computers have all trended upward during this time.

Several themes emerged through our environmental scan process. Community leaders emphasized technology access and creating opportunities for children as top local priorities. The growing importance of access to the digital world for all community members was acknowledged, and will be an essential part of future library services. There was also concern about the community's young people, and the shortage of constructive activities for children. The library is seen as an important player in providing these types of opportunities. Leaders also identified the need to increase people's involvement and volunteerism in the community, and the lack of a community gathering place.

MISSION STATEMENT:

The Keewatin Public Library enhances community life by helping children develop an interest in reading, connecting people with technology and the online world, and providing enjoyment to area residents.

LIBRARY GOALS (In order of priority):

1. Children will have positive experiences that help them develop early literacy skills and begin a lifelong enjoyment of reading.
2. Community members will learn to use technology and other resources to find reliable answers to their questions.
3. Community members will have free local access to connect them to the online world.

IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present strategic plan to Library Board for adoption. Present adopted plan to City Council.	May - June 2011
2. Communicate the new plan to other stakeholders and the public.	June – August 2011
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 Library Board meetings.	Quarterly
5. Staff develop action plans for the next year.	Annually 2012 - 2015 (October - December)
6. Full round of strategic planning.	Fall 2016 (New plan in place by January 2017)

Appendix A:

YEAR 1 Action Plans July 1, 2011 – December 31, 2012

GOAL # 1: Children will have positive experiences that help them develop early literacy skills and begin a lifelong enjoyment of reading.

Strategy A: Children's Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Summer Reading Program: <ul style="list-style-type: none"> ▪ Develop promotional flyer for distribution in Keewatin elementary classrooms (SRP & summer story time). ▪ Recruit volunteer to visit PreK – 6th grade classrooms to hand out flyers and promote summer program. ▪ Conduct six week program with incentives, including Read-to-Me option for families with children ages 0-5. ▪ Host two KidStuff programs. ▪ Plan and conduct a party for participants at the end of the program. 	Paula (Chana) “ “ “ “	May 20, 2011 & 2012 May 27, 2011 & 2012 June – August 2011 & 2012 June – August 2011 & 2012 August 31, 2011 & 2012
2. Story time: <ul style="list-style-type: none"> ▪ Choose story kits to borrow from ALS. ▪ Invite wrap-around care program to attend story time. ▪ Hold summer story time twice a month – targeted toward preschool age but open to all families with children 0-12. 	Paula Paula Rotating Staff (Paula, Chana, Jan)	May 31, 2011 & 2012 June 3, 2011 & 2012 June – August 2011 & 2012 (2 x / month)
3. Winter break fun event: <ul style="list-style-type: none"> ▪ Plan a theme for a winter break fun event (example: bedtime Christmas stories & cocoa) ▪ Develop promotional flyer for distribution in PreK – 6 classrooms. ▪ Hold event. 	Paula (Chana) “ “ “	November 15, 2011 December 15, 2011 December 31, 2011
4. Legacy programming: <ul style="list-style-type: none"> ▪ Host child-oriented Legacy events as available. 	Paula	TBD by Legacy

Strategy B: Free Books for Kids		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Imagination Library: <ul style="list-style-type: none"> ▪ Research whether Imagination Library is available in Keewatin (contact United Way in Chisholm). ▪ If available, request brochures and make a display. ▪ Promote Imagination Library to families with children ages 0-5. 	Paula “ All Staff	August 31, 2011 August 31, 2011 Ongoing
2. Bright Red Bookshelf / Project Read: <ul style="list-style-type: none"> ▪ Paint a red bookshelf to increase visibility of this resource. ▪ Encourage children ages 0-5 to select free books once a month. 	Paula All Staff	August 31, 2011 Monthly

GOAL # 2: Community members will learn to use technology and other resources to find reliable answers to their questions.

Strategy C: Computer Help for Patrons		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Provide one-to-one computer assistance to patrons.	Paula	Ongoing
2. Computer skills class: <ul style="list-style-type: none"> ▪ Locate a volunteer computer skills instructor (contact Community Education for possible referrals). ▪ Hold a basic computer skills class for older adults. 	Paula Volunteer Instructor	September 30, 2011 October 30, 2011

Strategy D: Staff Technology Training		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Participate in 12 hours of technology training annually to keep current in this rapidly changing area. <ul style="list-style-type: none"> ▪ Self-paced online training (23 Things on a Stick). ▪ Technology workshops sponsored by ALS and/or North Country Library Cooperative. 	Paula	June 2011 – May 2012 (Average of 1 hour / month)

GOAL # 3: Community members will have free local access to connect them to the online world.

Strategy H: Hardware, Software & Connection		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Work with the City to maintain WiFi and high speed connection.	Paula	Annually
2. Repair public access computer # 6.	Computer Technician	June 30, 2011
3. Set a schedule for hardware and software replacement to keep public access technology up-to-date.	Paula	January 15, 2012

Strategy I: Automation		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Complete automation of all library materials. <ul style="list-style-type: none"> ▪ Work with ALS to determine current automation status and needs (e.g. do we have Cat Express?). ▪ Obtain training from ALS on automation process. ▪ Bar code all remaining materials and enter into Horizon. ▪ Learn about automated methods of tracking overdue materials and printed due-date receipts. ▪ Learn how to hold certain new materials from ILL lending. 	Paula “ “ “ “	September 30, 2011 September 30, 2011 March 30, 2012 March 30, 2012 March 30, 2012

Appendix B:

Library & Community Profile

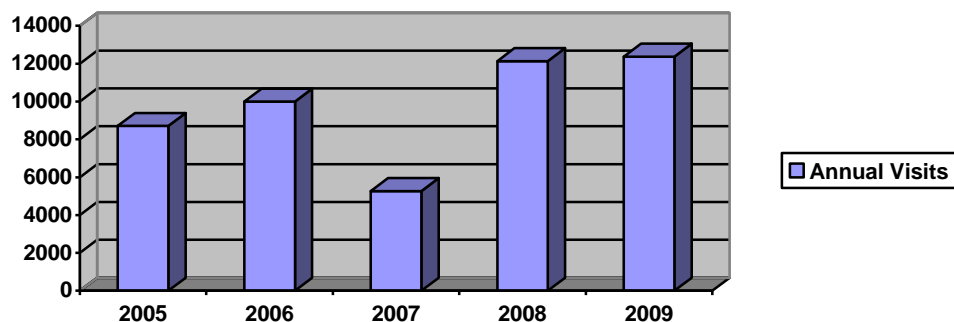
February 2011

Library & Community Profile: Keewatin Public Library

I. LIBRARY STATISTICS

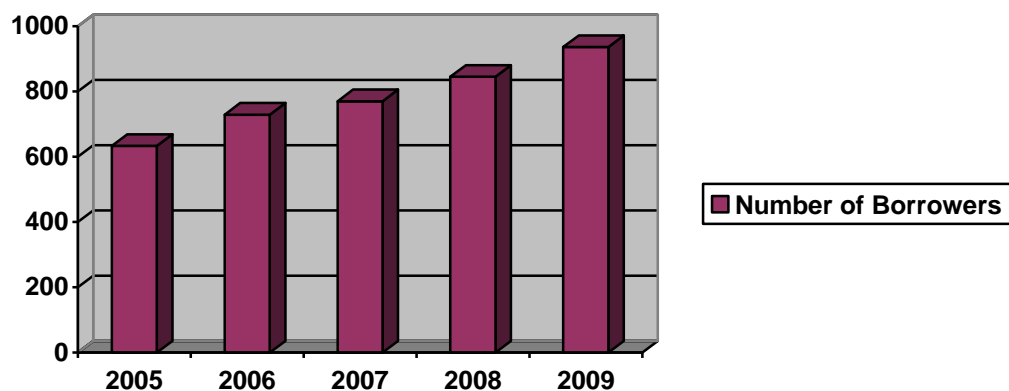
Library Traffic

The Keewatin Library has increased its weekly hours of operation substantially, from 32 in 2006 to 42 in 2009. Traffic into the library has also been growing. In 2009, annual visits were 42 % higher than five years prior.



Number of Resident Borrowers

In the past, all library card holders were maintained in the system regardless of whether they were active. In 2004/2005, ALS began purging inactive users on a periodic schedule. According to current population estimates, approximately 81 % of residents have library cards.



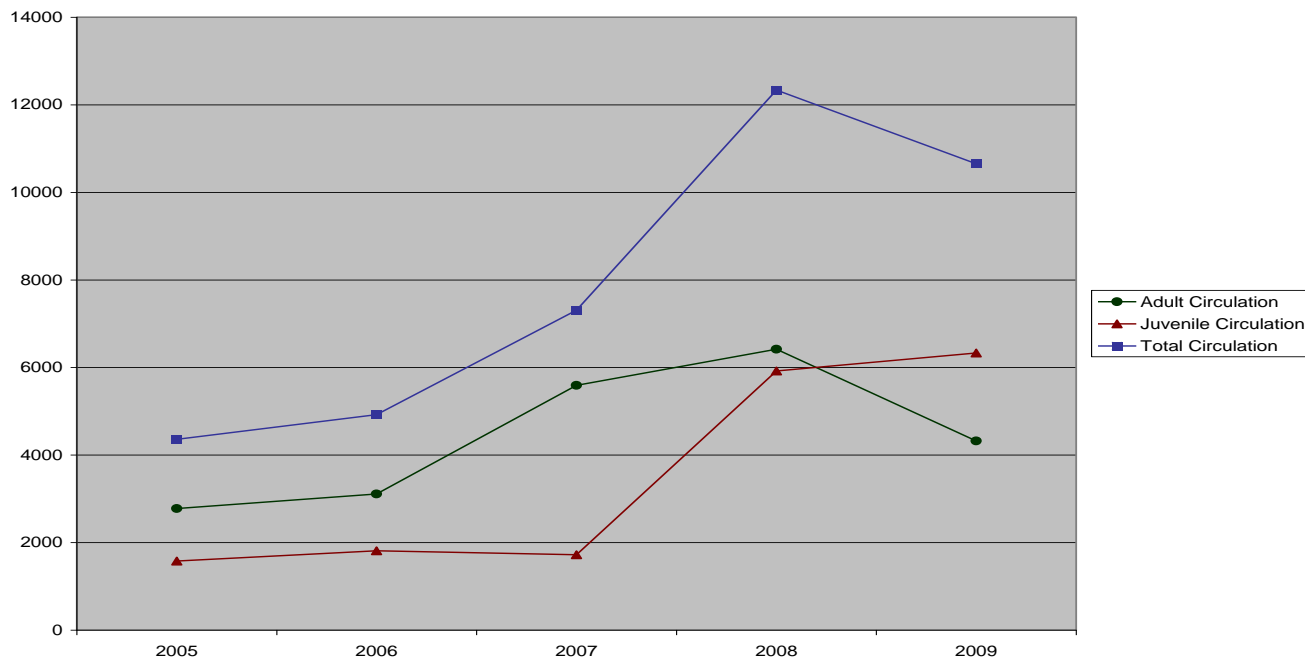
Collection Size

Type of Material	2005	2009	Change
Print	9,382	7,787	- 1,595
Audio	84	53	- 31
Video	452	760	+ 308
Other (Periodicals)	39	46	+ 7
Total Collection:	9,957	8,646	- 1,311

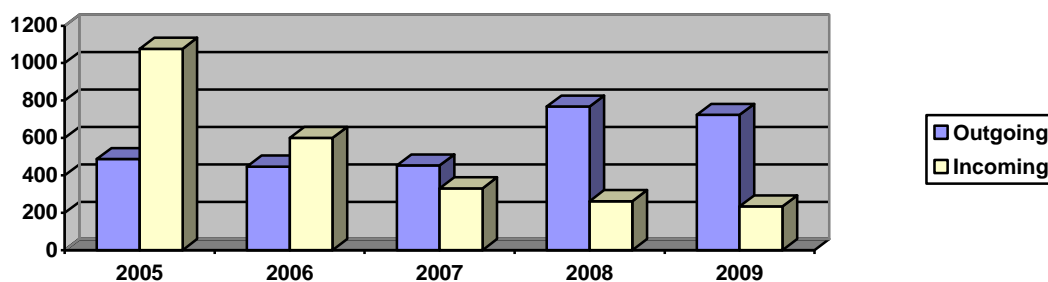
A January 2011 review of last check-out date identified 1,598 items, approximately 18 % of the library's total collection, that have not circulated during the past three years.

Circulation

Along with increased traffic into the library, the overall circulation trend in Keewatin has grown rapidly over the past five years. Total circulation for 2009 was more than double the figure for 2005. Growth has been especially strong for check-out of juvenile materials, which has *tripled* during this time period.



Inter-Library Loans



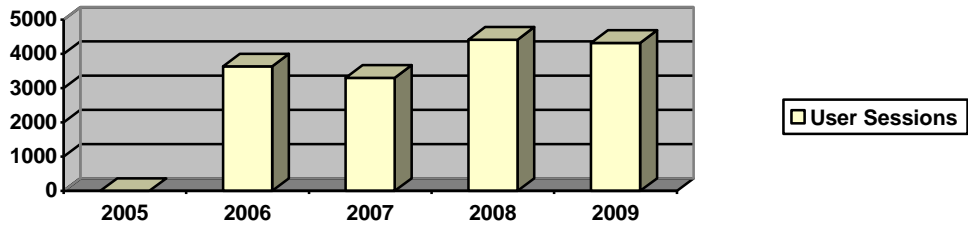
The number of items requested by staff for Keewatin patrons through inter-library loan has steadily declined. Data do not include requests placed by patrons themselves through the automated system.

Library Programming

Although there were more children's programs offered in the past (e.g. story time), by 2009 the Keewatin Library held just one program for this age group. Children's program participation has correspondingly dropped to just 10 % of the previous level. A winter reading program was begun for adults in 2007 and participation has been growing. The library does not have public meeting space available.

Target Audience	Number of Programs	Type of Programs	2009 Attendance
Adults	1	Winter Reading Program	72
Children	3	Kids Stuff performances, Summer Reading Program	78
		Total Attendance:	150

Public Computer/Internet Usage



The library has a total of four public access computer terminals. Annual usage has increased by almost 20 % since data collection began in 2006. Wireless service is also available at this location. The Library does not currently maintain a webpage.

Operating Expenditures

Year	Staffing	Collection	Other	Total
2005	\$ 14,573	\$ 9,961	\$ 14,288	\$ 38,822
2009	\$ 26,008	\$ 10,556	\$ 10,141	\$ 46,705

Current staffing includes a part-time Library Director and two Library Clerks, totaling 2.28 FTEs.

COMMUNITY DEMOGRAPHICS

The City of Keewatin has experienced a 4 % increase in population since 1990. Below are some key demographic indicators [*Figures taken from the 2000 U.S. Census unless otherwise noted*].

Time of Count	Number of Residents	Change from Previous Period
1990 Census	1,118	
2000 Census	1,164	+ 46
2009 Estimate [MN Demographer]	1,156	- 8

Race & Age

The vast majority (98 %) of residents are Caucasian, but the 2000 Census recorded 26 persons of color residing here.

Age Group	Number of Residents	Percentage of Total Population
Children 0-17	294	25 %
Adults 18-64	664	57 %
Adults 65 & over	206	18 %

Education

Students are served by the Nashwauk-Keewatin School District, with the elementary school located in Keewatin. The District's 2009 on-time graduation rate was 79 % [*Source: MN Department of Education*]. Only one child is registered for home-schooling in the district. Of the population age 25 and over, 8 % have an associate's degree and 8 % have a bachelor's degree or higher.

School	Number of Students [March 2011]
Keewatin Elementary (K – 6)	296
Nashwauk Secondary (7 – 12)	259
Nashwauk Alternative Learning Program (9 – 12)	?
Total Students:	555 +

Income

At \$ 28,795, the median household income in Keewatin was significantly lower than the statewide figure of \$ 47,111. The 2000 Census also indicated that 13.7 % of Keewatin residents, or 159 individuals, were living below the poverty line. The County's current unemployment rate of 9.6 % is higher than the state's overall figure of 6.8 % [*December 2010, DEED*].

Housing

Housing Type	Percentage of Total
Homeowner (% of all occupied housing units)	81 %
Rental (% of all occupied housing units)	19 %
Vacant housing units	5 %

In the year 2000, the City's median assessed home value was \$ 38,600, and average rent was \$ 229.

Appendix C:

Community Leader Survey Summary

February 2011

Community Surveys – Summary of Responses

Keewatin Public Library

February 2011

A total of 15 community leaders completed surveys about local needs. Representation included early childhood education, elected officials, municipal staff, banking, business owners, senior citizens, current and former library board members, and interested community members.

STATE OF THE COMMUNITY TODAY

Survey respondents were first asked to identify the community's greatest strengths/assets, and its greatest weaknesses.

Community Strengths/ Assets

- + The people that live here.
- + People of Keewatin.
- + The variety of ages (very young to very old).
- + Kids.
- + City workers, bank, credit union ladies.
- + People look out for each other.
- + Small town values.
- + Small town lifestyle.
- + Small town atmosphere.
- + The small town atmosphere.
- + The history and tradition.
- + Sense of community.
- + Community spirit.
- + Town decorations for summer and holidays.
- + Location and size (close to shopping, swimming and hiking trails; small town quiet atmosphere).
- + Peaceful.
- + Safety.
- + Safe to be out day or night.
- + Local government serves the residents quite well.
- + The services provided.
- + Good winter street maintenance.
- + A good fire department.
- + Good to excellent street workers in our city garage.
- + The library is a huge asset.
- + Our library is number one, our greatest asset.
- + Library.
- + The Library is super.
- + Internet access, computer help, good open hours at library.
- + Low taxes and utility rates.

- + Low property taxes.
- + Elementary school right in town.
- + School serving preschool – Grade 6.
- + Keetac.
- + Kee-Tac.
- + Bank.
- + Sinclair.

Community Weaknesses

- The lack of volunteers.
- Lack of community involvement.
- Things get started but do not last / interest drops.
- No restaurant.
- No restaurant.
- No café.
- No café or restaurant / places to socialize.
- No gathering places (café).
- No community gathering place.
- No community center “gathering place”.
- Lack of community center.
- Lack of activities.
- Lack of things to do for the kids.
- Nothing for the kids.
- Little for young people to do (recreation / safe hang-out).
- Lack of things to do for youth.
- Need community programs to draw and support youth (e.g. center for activities and learning a few hours/days a week; supervised summer & winter activities for kids to get together in a positive way).
- Too much (indoors?) for teen agers.
- Adults do not want to help teens.
- Very limited employment opportunities.
- Lack of business or employment opportunities.
- Lack of businesses.
- Lack of businesses.
- Lack of business.
- Shopping, such as dry goods (I have to drive 6 miles to get a spool of thread).
- Losing tax dollars to Hibbing when we shop there.
- Small town lacks tax base.
- Don’t generate enough tax revenue to maintain low utility rates.
- Lack of usable land.
- Lack of land we can use for hunting & fishing.
- City lack of being fiscally responsible.
- Infrastructure (water/sewer lines, streets).
- The small size of the library really limits its possibilities.
- No growing population – mostly retired elderly.
- No mail delivery.
- On edge of Itasca County.
- All the red dust everywhere.
- Dusty.
- Dust.
- Four-way stop on corner of 1st & 3rd Avenue.

COMMUNITY NEEDS

Given where we are today, and where we want to go, participants responded to the question: *Thinking 10 years into the future, what changes would you like to have seen happen in Keewatin?*

- More community involvement.
- Better involvement from citizens.
- Get 30-40 year olds involved.
- Get teens to volunteer to help neighbors.
- Get volunteering going again.
- A unique support program for our seniors – neighbors helping neighbors (e.g. volunteers to shovel snow, run errands, visit, etc.).
- An open house senior center.
- Build an all-purpose community center (like the one in Marcell).
- A community center.
- New City Hall with Community Center.
- More children's programs and involvement.
- More activities to bring people to the area.
- Grow the tax base.
- New businesses in town.
- More businesses.
- More businesses.
- More businesses (hardware, food).
- More small businesses (e.g. consignment or craft) to draw people in that will help support other existing businesses.
- Create more business and employment opportunities.
- More local jobs.
- Restaurant.
- Grocery store.
- More homes.
- More housing.
- More housing.
- Re-development of mobile home park to new housing.
- Development of Jarvi's field to housing.
- Keeping the school district intact.
- Modernize Keewatin school / adult continuing education.
- New school.
- More young appeal.
- Community garden spaces to promote healthy living.
- Recycling station on east side of county.
- The City entities working together.
- Provide more services.
- A bigger library.
- Cheaper water and electricity.
- Develop campground near O'Brien Reservoir as a moneymaker for Keewatin.
- Keetac to allow citizens to hunt and fish.

LIBRARY PRIORITIES

Finally, survey respondents were asked to vote on library priorities by answering: *Which of the following possible library priorities do you think would best address community needs in Keewatin?*

Library “Service Responses”	Number of Votes
Connect to the Online World: Public Internet Access	9
Create Young Readers: Early Literacy	9
Satisfy Curiosity: Lifelong Learning	7
Visit a Comfortable Place: Physical & Virtual Spaces	6
Build Successful Enterprises: Business & Nonprofit Support	6
Know Your Community: Community Resources & Services	6
Be an Informed Citizen: Local, National, and World Affairs	5
Stimulate Imagination: Reading, Viewing & Listening for Pleasure	5
Succeed in School: Homework Help	4
Learn to Read & Write: Adult, Teen, and Family Literacy	4
Get Facts Fast: Ready Reference	3
Make Career Choices: Job & Career Development	3
Make Informed Decisions: Health, Wealth, and Other Life Choices	3
Understand How to Find, Evaluate, and Use Information: Information Fluency	2
Discover Your Roots: Genealogy & Local History	2
Celebrate Diversity: Cultural Awareness	1
Express Creativity: Create and Share Content	0
Welcome to the United States: Services for New Immigrants	0