

Bovey Public Library 2009 – 2013 Strategic Plan

Adopted by the Board of Directors:
April 16, 2009

*Prepared by:
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PLANNING PROCESS:

The Bovey 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, and staff.

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.

MISSION STATEMENT:

The historic Bovey Public Library engages and informs the community by providing free access to current information, technology, and materials in a welcoming environment that helps students succeed in school and stimulates lifelong learning.

LIBRARY GOALS (In order of priority):

- 1. Community members will increase their participation in local activities and government.**
- 2. Community members will gain knowledge and skills for personal growth.**
- 3. Community members will have a central place to gather where they are warmly welcomed and accepted.**
- 4. Students will be supported and have help to secure information they need to succeed in school.**
- 5. Community members will have free local access to connect them to the digital world.**

PROGRESS INDICATORS:

Goal 1 (Be An Informed Citizen)

- ✓ Number of participants in community forums and coffee meetings with local officials.
- ✓ Survey patrons regarding whether they use the library to keep informed on community issues (annual survey – February).
- ✓ Number of website hits on the community calendar and city council minutes.

Goal 2 (Lifelong Learning)

- ✓ Number of participants in adult programs.
- ✓ Evaluation surveys of adult program participants regarding whether they learned something new.
- ✓ Attendance in after-school programs for youth.
- ✓ Juvenile circulation compared to previous years.
- ✓ Number of participants in the summer reading program.
- ✓ Number of users and hours used for online classes.

Goal 3 (Visit a Comfortable Place)

- ✓ Number of events/meetings held in City Hall building.
- ✓ Number of resident card holders.
- ✓ Number of visits to the library annually.
- ✓ Survey patrons regarding whether they use the library to find out what community activities are going on (annual survey – February).

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. Compile progress indicator data for annual review.	Annually 2010 - 2013 (January)
6. 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)
7. Staff develop action plans for the next year.	Annually 2010 - 2013 (February - March)
8. Full round of strategic planning.	Winter 2013/2014 (New plan in place by March 2014)

Appendix A:

SWOT Analysis January 2009

Bovey Public Library

SWOT Exercise - January 13, 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 and staff.

Strengths of the Library:

- Computer / Internet access.
- Personal service to every patron.
- Central location that townsfolk can walk to.
- Beautiful building / historical site.
- Continuity in hours, and a lot of them.
- Good, current book selection for a small town.
- Cooperation with other groups (stamp club, senior center, Farmer's Day).
- Professionalism of staff.
- Small but global – being part of ALS gives access to a lot more resources (ILL & more).

Weaknesses of the Library:

- Not reaching full potential of community using the library.
- Lack of programming (book groups, story hours, etc).
- Shortage of volunteers.
- No organized Friends group or Foundation.
- No MLS professionals.
- Lack handicap accessibility to building.
- Limited budget.
- Lack of space – nowhere to expand.

Potential Opportunities:

- Partnership with the school (do they have a librarian?).
- Promotion to get the word out (programs etc.).
- Partnership with youth center.
- Partnership with senior center.
- If new mining projects go ahead, will be influx of people to the area.
- Streetscape with City Hall as focal point to begin this year – could include library signage.
- Partnership with the Post Office would provide visibility as everyone must pick up mail.
- Making Library a draw in the community – programs to get people here.
- Embrace newcomers.
- Potential ALS gaming grant.

Potential Threats:

- Aging population (accessibility, failing eyesight).
- The economy.
- City Council members are non-users / don't understand how the Library is an asset.
- People are so busy they don't have time to come in (single-parents, dual-working parents).
- Lack of support for the Library / apathy.
- Literacy rates are declining statewide.

Appendix B:

Library & Community Profile

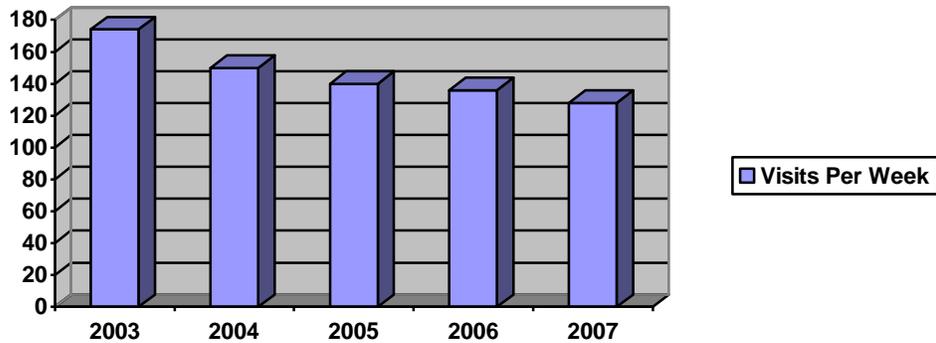
December 2008

Library & Community Profile: Bovey Public Library

I. LIBRARY STATISTICS

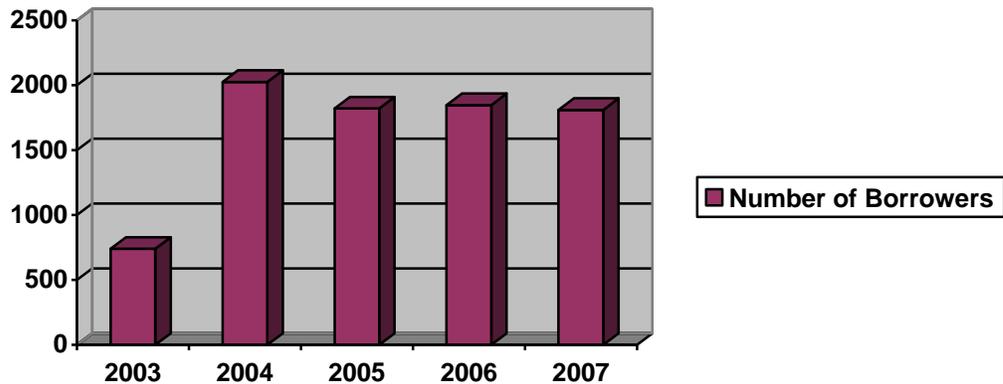
Library Traffic

The Bovey Library has consistently maintained 43 open hours per week. Over the past five years however, weekly visits have decreased by 26%.



Number of Resident Borrowers

The current number of borrowers (1,810) is 10% less than the 2004 peak (2,025). Prior to 2004, a different data collection system was in place and the number of borrowers was not accurately reflected.

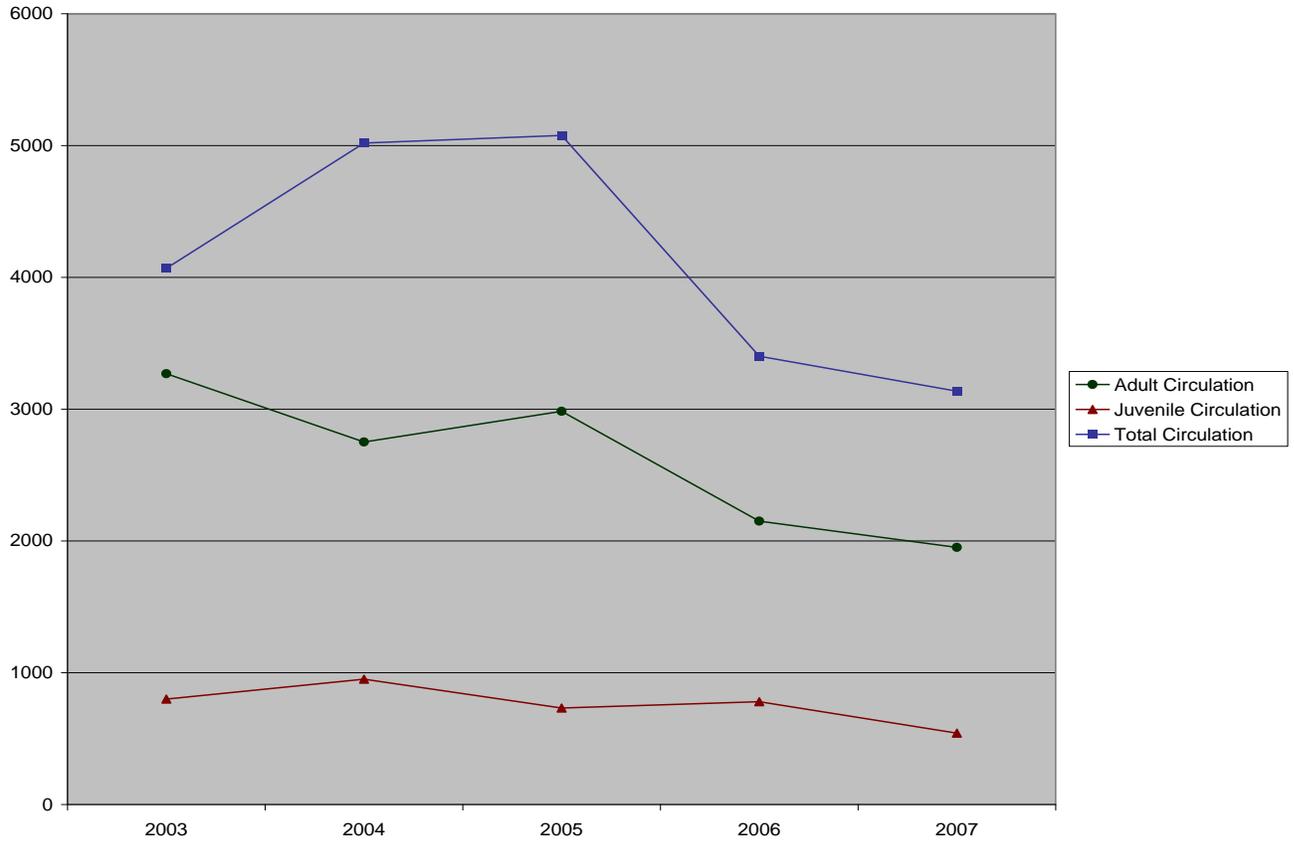


Collection Size

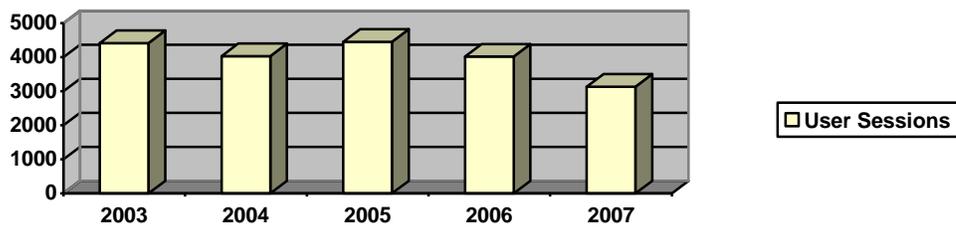
Type of Material	2003	2007	Change
Books & Serials	21,310	17,707	- 3,603
Audio	675	710	+ 35
Video	165	210	+ 45
Other & Multiformat	258	262	+ 4

Circulation

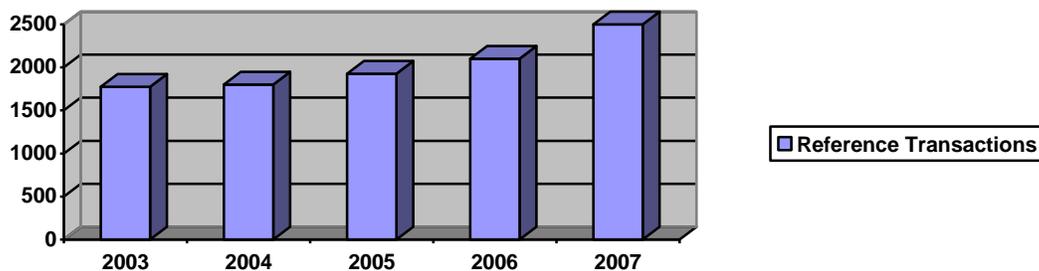
The overall circulation trend indicates a decline in usage over the past five years. This is more pronounced within adult circulation which has declined 40% since 2003. Juvenile circulation dipped slightly less, ending 2007 at 32% below the 2003 level.



Public Computer/Internet Usage



Reference Requests



Programs

Program attendance has remained relatively steady among both children and adults over the past five years. An additional adult program was held in 2007, boosting total attendance numbers proportionately.

Target Audience	Number of Programs	Type of Programs	2007 Attendance
Adults	5	Computer tutorials Book discussion groups Author visits	120
Children	7	Summer Reading Program Story hours Kid Stuff programs School group visits	230
		Total Attendance:	350

Website

A website is under development for the library and is expected to be operational sometime in 2009.

Operating Expenditures

Year	Staffing	Collection	Other	Total
2003	\$ 26,931	\$ 4,097	\$ 2,886	\$ 33,914
2007	\$ 31,809	\$ 3,464	\$ 2,736	\$ 38,009

Staffing has consistently included a .75 FTE librarian and .25 FTE support staff.

II. COMMUNITY DEMOGRAPHICS

The City of Bovey 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	662	
2000 Census	662	0
2007 Estimate	712	+ 50

Race

The vast majority (97 %) of Bovey's residents are Caucasian. The 2000 Census recorded 20 individuals of other racial heritage. In addition, 8 individuals identified themselves as Hispanic.

Age

Age Group	Number of Residents	Percentage of Total Population
Children 0-17	152	23 %
Adults 18-64	387	58 %
Adults 65 & over	123	19 %

Education

Bovey no longer has an elementary school, but the remaining middle school draws a large number of children into the community each day (see chart below). Only 10% of the adult population (age 25 & over) has a bachelor's degree or higher.

Middle School Grade Level	Number of Students [January 2009]
Grade 4	101
Grade 5	86
Grade 6	88
Grade 7	84
Grade 8	81
Total Students:	440

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 22 % of Bovey's residents, or 138 individuals, were living below the poverty line.

Housing

Housing Type	Percentage of Total
Owner-occupied	62 %
Renter-occupied	31 %
Vacant housing units	7 %

In 2000, the City's median assessed home value was \$36,500, and average rent was \$354.

Appendix C:

Community Focus Group Results

December 2008

Community Focus Group – Summary of Responses
 Bovey Public Library
 12-11-08

A total of 6 community members participated in the focus group, and one additional contributor responded separately by email. Representation included news media, law enforcement, city staff, senior services, a retired health care provider, and main street business.

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
Children	Properly funded schools with A LOT of extra-curricular activities going on after school.
Youth	Positive opportunities besides athletics.
Youth	A safe skateboarding area.
Families	Options for family/children’s entertainment and activities, including more park and playground facilities.
People of working age	Jobs available here or close enough to be a ‘bedroom community’.
Seniors	Have their needs met locally within walking distance (groceries/ food, clothing, social opportunities).
Everyone	Low crime.
Everyone	The community is physically attractive (including well kept homes, yards & storefronts) and has amenities necessary to draw people here (e.g. schools), especially young families.
Everyone	Residents stay for the long-term rather than a temporary / transient population.
Everyone / Businesses	A feeling of community vitality, in conjunction with all other Greenway communities, forming a string of quaint villages which are connected by a tourism theme and physically by the bike & snowmobile trails; shops, boutiques & restaurants lining the main street (Dorset MN or Door County model).
Everyone	Thriving Town Center – ballroom/theater physically accessible and utilized, adjacent central park with outdoor theater.
Everyone	Promote town history – Canisteo Mine Museum, a mining history museum/learning center in City Hall, memoir and history of the Picture Grace.
Everyone	Better sewer system.

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

- + In process of developing Comprehensive Plan with support from ARDC.
- + Resilient community has continued on through difficult economic times.
- + Friendly quiet community.
- + Proposed industry in the area.
- + Respect each others' privacy, but pull together when someone needs support (e.g. fundraising benefits).
- + Youths get along well across communities (potential leaders).
- + Turn Back Streetscape Project starts next year (\$3M investment).
- + Large senior population with time to make a contribution to the community.
- + Inter-generational possibilities.
- + City has started building ballpark facility / sports complex.
- + Have a youth center jointly with Coleraine.
- + Library has upgraded computers which are heavily utilized.
- + The Picture Grace.
- + Beautiful Town Hall.
- + Blandin Foundation community grants based on local vision.
- + Taxes and real estate prices are very reasonable at present.

Weaknesses/Threats

- Strife between communities (adults).
- Afraid of change.
- City has made some forward progress, but old guard now returning to city governance threatens to stop/reverse that work which was developed with broad community input (ball field, streetscape).
- High number of cheap/run down rental properties are deteriorating the social fabric of our community.
- Local attitudes: people considering only the cost of services. City Council is already thinking about cutting services and projects.
- Majority of residents have a lack of vision.
- City is financially in the black, but doesn't invest that money in the community. Failure to understand how those investments could help turn things around.
- Library budget is too limited at just Maintenance of Effort amount.
- Overall lack of involvement in local affairs: a handful of vocal people who are unhappy with something come to the Council meetings and influence decision-making; the majority of people may be satisfied with a particular issue but they are not the ones who attend.
- Physical deterioration of infrastructure, housing.
- Possibility of losing one school site in the district (could be Bovey), or long-term consolidation.
- This fall for the first time in history, the school referendum did not pass.
- Funds needed to cover school's legal liability have had a major impact, raising taxes 29%.

- Lack of financial means / no one available to pursue grant funding.
- Ballroom is a ‘forgotten’ asset – unattended and unloved.

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?*

- Need to buy dilapidated properties (especially residential) and either tear them down or rehabilitate them (DEED grants, nonprofit housing developer?).
- Need a strong leader / champion to head up change in the community.
- Education and diplomacy to change policymaker’s attitudes and focus more on positives.
- Coordinate/centralize volunteer service efforts.
- Make the case for community INVESTMENT.
- Get more community members involved in important local decision-making. Make process more user-friendly to the public to give input, better notification of meetings, changing time of meetings, etc.
- Compile a community “skills bank” in conjunction with the 2010 Census process.
- Create incentives to fix up or otherwise deal with rental properties (e.g. through zoning policies, possible licensing process for rental property, etc).
- City ordinance that makes businesses and homeowners accountable for how their property appears.
- A proactive group that knows how to revitalize a town.
- Marketing of the community (signage on 169, tap into Visit Grand Rapids, market area to potential new businesses).
- A skilled proactive grant writer with vision.
- A museum committee.

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
Be an Informed Citizen: Local, National, and World Affairs	13
Know Your Community: Community Resources & Services	9
Connect to the Online World: Public Internet Access	5
Make Career Choices: Job & Career Development	5
Make Informed Decisions: Health, Wealth, and Other Life Choices	5
Express Creativity: Create and Share Content	4

Satisfy Curiosity: Lifelong Learning	4
Build Successful Enterprises: Business & Nonprofit Support	3
Understand How to Find, Evaluate, and Use Information: Information Fluency	3
Visit a Comfortable Place: Physical & Virtual Spaces	3
Get Facts Fast: Ready Reference	3
Succeed in School: Homework Help	2
Celebrate Diversity: Cultural Awareness	1
Create Young Readers: Early Literacy	1
Discover Your Roots: Genealogy & Local History	1
Learn to Read & Write: Adult, Teen, and Family Literacy	1
Stimulate Imagination: Reading, Viewing & Listening for Pleasure	0
Welcome to the United States: Services for New Immigrants	0

Appendix D:

YEAR 1 Action Plans April 2009 – March 2010

GOAL # 1: Community members will increase their participation in local activities and government.

<u>Strategy A: Community Bulletin Boards</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Physical bulletin boards: <ul style="list-style-type: none"> ▪ Approach Post Office for Community Calendar space (if no, develop one at City Hall). ▪ Develop Library bulletin board featuring our events. ▪ Maintain City bulletin board with municipal business and City Hall calendar. ▪ Update all bulletin boards. 	Pat Candy City Clerk (Pat, Candy) As Above	April 2009 May 2009 May 2009 Monthly
2. Gather community calendar information: <ul style="list-style-type: none"> ▪ Develop list of entities to contact. ▪ Recruit a volunteer to manage community calendar. ▪ Collect information on/dates for community activities. ▪ Update online calendar. 	Pat Pat Volunteer Volunteer	July 2009 July 2009 August 2009 Monthly beginning September
3. Library Website developed and running, including: <ul style="list-style-type: none"> ▪ Library events. ▪ Blog. ▪ Community calendar. ▪ Municipal records. ▪ Promote use of City Hall facilities / include calendar. 	Pat (Web Designer & City Clerk)	September 2009

<u>Strategy B: Forums</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Community Forums: <ul style="list-style-type: none"> ▪ Approach City Clerk, Mayor, Council about co-sponsoring forums. ▪ Hold 1 forum on each of the following issues: <ul style="list-style-type: none"> – Streetscape. – Ball Field. – Comprehensive Plan. – Pit Lake. 	Pat Pat (City Clerk)	May 2009 March 2010

<p>2. Coffee an' meetings with local officials:</p> <ul style="list-style-type: none"> ▪ Approach City officials about informal citizen meetings. ▪ Approach local cafes as sites/co-sponsors. ▪ Hold 6 monthly coffee an' meetings: <ul style="list-style-type: none"> – Meet the new Clerk. – Mayor – Councilors (4 individual) 	<p>Pat Pat Pat (City Clerk)</p>	<p>May 2009 May 2009 May 2009 September 2009 October – December 2009</p>
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Strategy C: Information Distribution

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Packets for new community members:</p> <ul style="list-style-type: none"> ▪ Determine what to include in packets (include new library brochure). ▪ Collect information and assemble 15 initial packets. ▪ Distribute to new utility customers and library patrons. 	<p>Pat (City Clerk) Pat (City Clerk) City Clerk (Pat)</p>	<p>August 2009 August 2009 August 2009 (Ongoing)</p>
<p>2. Distribution of municipal documents:</p> <ul style="list-style-type: none"> ▪ Promote availability of ordinances, council minutes, resolutions through Clerk's office or Library (on website and community bulletin boards). 	<p>Pat (City Clerk)</p>	<p>May 2009 (Ongoing)</p>

Strategy D: Marketing

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Conduct 1 presentation for each community group (new Library priorities/strategic plan, services available, upcoming events):</p> <ul style="list-style-type: none"> ▪ Seniors. ▪ Youth group. ▪ Lions club. ▪ Local coffee klatches. 	<p>Pat</p>	<p>December 2009</p>
<p>2. Written media (new Library priorities/strategic plan, services available, upcoming events):</p> <ul style="list-style-type: none"> ▪ Weekly newspaper column. ▪ Submissions to local church bulletins. ▪ Develop library brochure. ▪ Annually update library brochure and do mass mailing. ▪ Mailed newsletter highlighting upcoming events. 	<p>Pat Pat Pat Pat Pat (Youth Advisory)</p>	<p>Weekly Monthly August 2009 Annually (begin January 2010) Quarterly (begin October 2009)</p>

GOAL # 2: Community members will gain knowledge and skills for personal growth.

Strategy E: Youth Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. After-school Programs (Grades 4-8): <ul style="list-style-type: none"> ▪ Approach potential partners and recruit members for Youth Advisory Group. ▪ Youth Advisory gives input and assists in planning for upcoming programs. ▪ Conduct monthly after-school programs (Book Club, movie day, gaming, etc.) 	Pat (Youth Group Coordinator, School) Pat (Youth Coordinator, Volunteer?) Pat (Youth Coordinator, Volunteer?)	May 2009 August 2009 Monthly (beginning September 2009)
2. Summer Reading Program <ul style="list-style-type: none"> ▪ Conduct visits to each classroom grades 4-6 to promote. ▪ Offer summer program including 5 weekly program events. 	Pat Pat	May 2009 July – August 2009
3. Youth collection development: <ul style="list-style-type: none"> ▪ Enhance collection for ages 9-15 (AR, graphic novels, etc). 	Pat	October 2009

Strategy F: Adult Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Conduct quarterly programming for seniors (demonstrations, guest speakers, etc.)	Pat (Senior Center Coordinator)	November 2009, February / May 2010
2. Conduct an arts/cultural event or performance in conjunction with Bovey Farmer's Day.	Candy (Farmer's Day Committee)	September 2009
3. Hold at least 1 local author visit per year.	Pat	March 2010

Strategy G: Displays		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Approach partners (school, cafes, etc) to display Picturing America around town.	Pat	October – December 2009

2. Display case: <ul style="list-style-type: none"> ▪ Public relations to solicit local collections, artwork, crafts, photography, etc. ▪ Rotate display quarterly. 	Pat Pat (Volunteers)	September 2009 Quarterly (begin January 2010)
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Strategy H: Technology		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Develop a technology upgrade plan including schedule for replacement of hardware.	Pat	October 2009
2. Public relations to let public know that time can be reserved on library computers to take online classes (brochure, newsletters, website, etc).	Pat	August 2009

GOAL # 3: Community members will have a central place to gather where they are warmly welcomed and accepted.

Strategy I: Physical Setting		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Adult Room: <ul style="list-style-type: none"> ▪ Apply for funding for adult and youth furnishings (Blandin). ▪ Purchase 3 comfortable wing chairs. ▪ Purchase and wire for 1 floor lamp and 1 table lamp. 	Pat Pat Pat (City Crew)	December 2009 2010 (Pending funding) 2010 (Pending funding)
2. Children’s Room: <ul style="list-style-type: none"> ▪ Re-design this space to focus on Youth. ▪ Purchase bean bag chairs or other comfortable seating. ▪ Add mobile gaming equipment. 	Pat (Volunteers) Pat (Volunteers) Pat	November 2009 2010 (Pending funding) Pending ALS grant

Strategy J: Gaming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Gaming funds: <ul style="list-style-type: none"> ▪ If ALS grant is unsuccessful, seek funding specifically for Bovey. 	Pat	2010
2. Approach Annabelle’s about potential partnering for wireless service.	Pat	May 2009