

Calumet  
Public Library  
2011 – 2015 Strategic Plan

Adopted by the Library Board:  
January 10, 2011

*Prepared by:  
Whitney Crettol Consulting*

## THE PLANNING PROCESS:

The Calumet Public Library completed a comprehensive strategic planning process between August and December 2010. This process was made possible through financial support from the Arrowhead Library System. Composition of the Planning Team included representatives from the library board, city officials, library 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 a focus group with community leaders, 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, preliminary 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.

## WHAT WE FOUND:

Several themes emerged through our environmental scan process. The City of Calumet is a very small community, which has lost residents and many of its businesses in recent years. It has a disproportionately high rate of poverty.

Despite a declining local population, the public library has seen significant increases in utilization over the past five years. According to 2009 population estimates, an impressive 83 % of Calumet's residents have active library cards. The library has a small collection, consisting primarily of fiction materials, but makes good use of the inter-library loan system to help patrons access what they need. Use of the public access computers has also increased dramatically, while shifting from predominately teen users to adults. Programming for all ages is well-received and growing.

There has been no increase in budget or staffing level, however, to parallel the growth in library usage. As a result, there is a great reliance on community volunteers to make the library's activities happen. Organizing volunteers through a formal Friends group will help to further strengthen and build upon this resource.

Community leaders emphasized opportunities to bring people together for social activities and constructive outlets for children and youth as top priorities. The Library is steadily growing as the social center of the community. The Social Hall space on the building's upper level is an important resource to fulfilling this function, but it is not currently handicap accessible.

## ORGANIZATIONAL VALUES:

### Community Hub –

Our library is a welcoming place that acts as a community hub, providing opportunities for social interaction and sharing.

### Family-Friendly –

We are a family-friendly library where children and adults alike are encouraged to read and continue reading throughout their lives.

### Information Center –

Our library has access to a wide variety of resources through membership in the Arrowhead Library System.

### Free & Open Access –

Everyone is provided free and open access to our resources. The library facility is handicapped accessible.

## MISSION STATEMENT:

*The Calumet Public Library builds a sense of community by providing a welcoming environment with social and educational activities that help create young readers, stimulate imagination and curiosity, and connect people of all ages with each other and the online world.*

## LIBRARY GOALS (In order of priority):

- 1. People of all ages stimulate their imaginations, relieve stress, and have fun.**
- 2. Young children discover the joy of reading, build confidence, and become more school ready.**
- 3. People of all ages access online resources and continue their journey of lifelong learning.**
- 4. People of all ages feel a sense of community and come together for socializing in a welcoming environment.**

## PROGRESS INDICATORS:

### Goal 1 (Stimulate Imagination)

- ✓ Number of program participants.
- ✓ Number of volunteers assisting with Library programs and events.
- ✓ Participant evaluations of Legacy events.
- ✓ Annual participant feedback surveys for adult and teen book club members.

### Goal 2 (Create Young Readers)

- ✓ Number of program participants.
- ✓ Annual participant feedback surveys for toddler and preschool story hours.

### Goal 3 (Lifelong Learning)

- ✓ Number of program participants.
- ✓ Participant surveys for Coffee Talk workshops.
- ✓ Participant surveys for computer classes.

### Goal 4 (Visit a Comfortable Place)

- ✓ Track traffic numbers during Saturday hours pilot project.

## IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present strategic plan to Library Board for adoption. Presentation of newly adopted plan to City Council.	January 2011
2. Communicate the new plan to other stakeholders and the public.	February 2011
3. Review strategic plan progress as a regular agenda item at staff meetings; make mid-course corrections.	<b>Monthly</b>
4. Discuss strategic plan progress as regular agenda item at Library Board meetings.	<b>Monthly</b>
5. Compile progress indicator data for annual review.	<b>Annually 2011 - 2015</b> (September)
6. Board/staff annual 'retreat' to review implementation successes and challenges (including indicator data), review goals, revise strategies, and project budget needs.	<b>Annually 2011 - 2014</b> (September)
7. Staff develop action plans for the next year.	<b>Annually 2011 - 2014</b> (October - December)
8. Full round of strategic planning.	<b>Fall 2015</b> (New plan in place by January 2016)

# Appendix A:

## YEAR 1 Action Plans January 1, 2011 – December 31, 2011

**GOAL # 1: People of all ages stimulate their imaginations, relieve stress, and have fun.**

<b><u>Strategy A: Children's Activities</u></b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Summer Reading Program: <ul style="list-style-type: none"> <li>▪ Plan weekly program activities based on annual theme.</li> <li>▪ Collaborate with other local libraries to promote SRP through classroom visits in the schools.</li> <li>▪ Recruit volunteer assistant.</li> <li>▪ Conduct 8-week program with weekly activities.</li> <li>▪ Offer end of program "store" with incentives.</li> </ul>	Melanie Melanie (Marble, Coleraine, Bovey Library Directors) Melanie Melanie (Volunteer) Melanie (Volunteer)	May 1, 2011 May 31, 2011  June 1, 2011 June – August 2011 August 31, 2011
2. Legacy programming: <ul style="list-style-type: none"> <li>▪ Host Creativity Tank event.</li> <li>▪ Host (or collaborate with other local libraries) additional child-oriented events, as available.</li> </ul>	Melanie Melanie (Other local Library Directors)	April 30, 2011 TBD
3. Back-to-School Party in the Park: <ul style="list-style-type: none"> <li>▪ Recruit volunteer assistant.</li> <li>▪ Plan, promote, and conduct event with water activities and ice cream.</li> </ul>	Melanie Melanie (Volunteer)	August 1, 2011 August 31, 2011
4. Hold kid's bingo events with prizes on school early release days.	Melanie	TBD (Jan – May & Sept – Dec 2011)

<b><u>Strategy B: Teen Activities</u></b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Teen Book Club: <ul style="list-style-type: none"> <li>▪ Recruit volunteer assistant.</li> <li>▪ Hold Book Club meetings, with the addition of a craft activity each month.</li> </ul>	Melanie Volunteer	January 31, 2011 Monthly (Jan – Dec 2011)
2. Promote and conduct 2 Teen Gaming events using ALS equipment.	Melanie	December 31, 2011

<b><u>Strategy C: Family Events</u></b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Spring Tea Party: <ul style="list-style-type: none"> <li>▪ Plan event (secure speaker/author, simpler menu, decorations, research/plan fundraising component).</li> <li>▪ Promote event with goal of drawing attendance of 50.</li> <li>▪ Hold event.</li> </ul>	Melanie, Library Board & new Friends members (Transition to Friends – 2012)	February 2011  March 2011 April 30, 2011

2. Family Movie Nights: <ul style="list-style-type: none"> <li>▪ Purchase projector &amp; DVD player.</li> <li>▪ Renew movie license.</li> <li>▪ Purchase and show new releases at 6 Movie Night events.</li> </ul>	Melanie Melanie Melanie	December 2010 December 2010 6 Dates TBD (Jan – Dec 2011)
3. Holiday Parties: <ul style="list-style-type: none"> <li>▪ Plan, promote and hold Easter Bunny party.</li> <li>▪ Plan, promote and hold Halloween party.</li> <li>▪ Plan, promote and hold Santa visit party.</li> </ul>	Library Board & Friends members (Transition to Friends – 2012)	April 30, 2011 October 31, 2011 December 31, 2011

<b>Strategy D: Adult Activities</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Develop Adult Book Club: <ul style="list-style-type: none"> <li>▪ Recruit volunteer leader.</li> <li>▪ Recruit members.</li> <li>▪ Begin conducting monthly meetings.</li> </ul>	Melanie Volunteer Volunteer	February 1, 2011 March 1, 2011 Monthly (March – Dec 2011)

**GOAL # 2: Young children discover the joy of reading, build confidence, and become more school ready.**

<b>Strategy E: Programming</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Reading Dog Visits: <ul style="list-style-type: none"> <li>▪ Promote events with advance sign-up.</li> <li>▪ Hold 2 “Reading with Abby” days with ALS book rewards.</li> </ul>	Melanie Wendy	January 2011 TBD (1 Spring & 1 Fall 2011)
2. Toddling Into Books: <ul style="list-style-type: none"> <li>▪ Write Northland Foundation grant request for funding.</li> <li>▪ Plan and conduct 8-weekly story hours focusing on ages 0-6 (including stories, snack, craft, and Baby Steps incentives).</li> </ul>	Melanie Tiffany (Melanie)	May 31, 2011 June – August 2011
3. Preschool Story Hour: <ul style="list-style-type: none"> <li>▪ Promote regular story hour and recruit participants, including outreach to families at Marble School.</li> <li>▪ Plan and conduct weekly story hours focusing on ages 0-6 (including stories, snack, craft, and Baby Steps incentives).</li> </ul>	Melanie Tiffany (Melanie)	January 2011 Weekly (Jan – May 2011)

4. Puppet Show: <ul style="list-style-type: none"> <li>▪ Recruit volunteer coordinator.</li> <li>▪ Recruit teens.</li> <li>▪ Create puppet show and puppet theater; buy, borrow or make puppets.</li> <li>▪ Hold puppet show performance for preschool audience.</li> </ul>	Melanie Volunteer Coordinator Teens & Volunteer Coordinator  Teens & Volunteer Coordinator	May 31, 2011 June 30, 2011 August 31, 2011  September 30, 2011
5. Obtain Imagination Library brochures/materials and begin promotion to families with young children.	Melanie	April 30, 2011
6. Arrange site visit to Baby Steps to explore other possible partnerships.	Melanie	April 30, 2011

<b><u>Strategy F: Seasonal Book Displays</u></b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Rotate seasonal book displays in the Library on a monthly basis.	Melanie	Monthly (Jan – Dec 2011)

GOAL # 3: People of all ages access online resources and continue their journey of lifelong learning.

<b><u>Strategy G: Educational Programming for Adults</u></b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Coffee Talk speaker series: <ul style="list-style-type: none"> <li>▪ Solicit patron input on topics.</li> <li>▪ Plan and promote events, including listing in Community Education bulletin.</li> <li>▪ Conduct 4 events with speakers.</li> </ul>	Melanie Melanie  Melanie	December 31, 2010 January 2011  Monthly (Jan – April 2011)
2. Computer skills class: <ul style="list-style-type: none"> <li>▪ Schedule and promote class in Community Education bulletin.</li> <li>▪ Hold basic computer skills class for adults.</li> </ul>	Melanie Computer Instructor	March 2011 October 31, 2011

<b><u>Strategy H: Educational Programming for Children</u></b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Kid's science workshop series: <ul style="list-style-type: none"> <li>▪ Write grant to fund science series.</li> <li>▪ Promote program.</li> <li>▪ Hold 3-session science series targeted at 3<sup>rd</sup> – 8<sup>th</sup> graders.</li> </ul>	Melanie Melanie Allison Butterfield	May 1, 2011 May 30, 2011 June 30, 2011



**GOAL # 4: People of all ages feel a sense of community and come together for socializing in a welcoming environment.**

<b>Strategy I: Increase Accessibility of Library Facilities</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Encourage City to seek funding for chair lift to access Social Hall.	Library Board (Mayor)	December 31, 2011
2. Install new furnishings (baby changing station, 4 new computer chairs).	Melanie	February 28, 2011
3. Open hours: <ul style="list-style-type: none"> <li>▪ Pilot and promote open hours on Saturdays, tracking traffic.</li> <li>▪ Review Saturday traffic figures and determine whether to permanently add these hours.</li> </ul>	Melanie Melanie (Library Board)	February – May 2011 June 30, 2011

<b>Strategy J: Expand Public Relations</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Facebook page: <ul style="list-style-type: none"> <li>▪ Recruit volunteer to set up Library Facebook page and train Director how to do updates.</li> <li>▪ Regularly update Library's page.</li> </ul>	Volunteer  Melanie	January 31, 2011  Weekly (Feb – Dec 2011)
2. Contribute Library happenings for inclusion in the Mayor's newsletter.	Melanie	Monthly (Jan – Dec 2011)
3. Post events on Library doors, at Post Office, and at the bank.	Volunteer	Monthly (Jan – Dec 2011)
4. Submit events to Scenic Range news for inclusion in community calendar.	Melanie	Weekly (Jan – Dec 2011)

<b>Strategy K: Develop Formal Friends of the Library</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Recruit volunteers for an informal Friends of the Library	Library Board	December 31, 2010

## Appendix B:

# Library & Community Profile

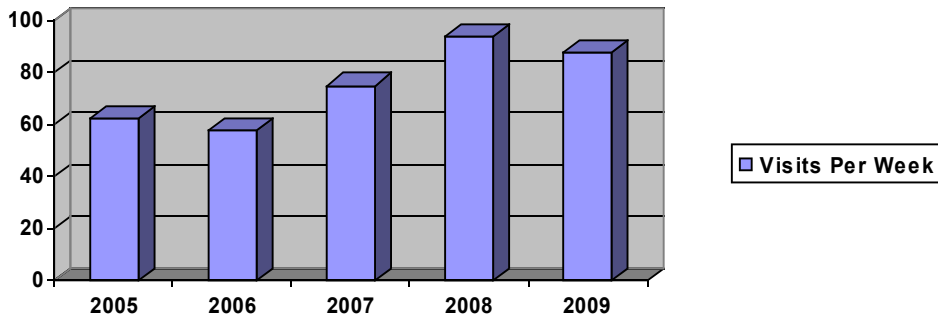
September 2010

# Library & Community Profile: Calumet Public Library

## I. LIBRARY STATISTICS

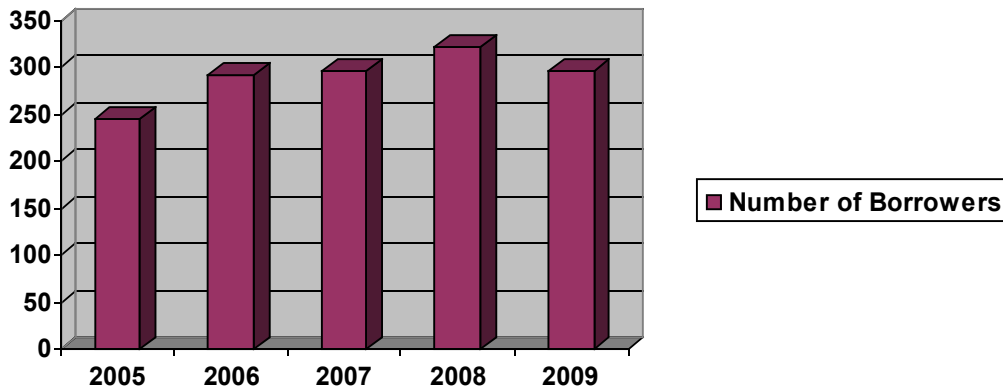
### Library Traffic

The Calumet Library has increased its weekly hours of operation only slightly, from 22 in 2005 to 26 in 2009. Traffic into the library has climbed at a much faster pace, with the average number of weekly visits now 42 % 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 2004/2005, ALS began purging inactive users on a periodic schedule. Even with the removal of these records every two years, the number of active borrowers has increased by 21 % since 2005.



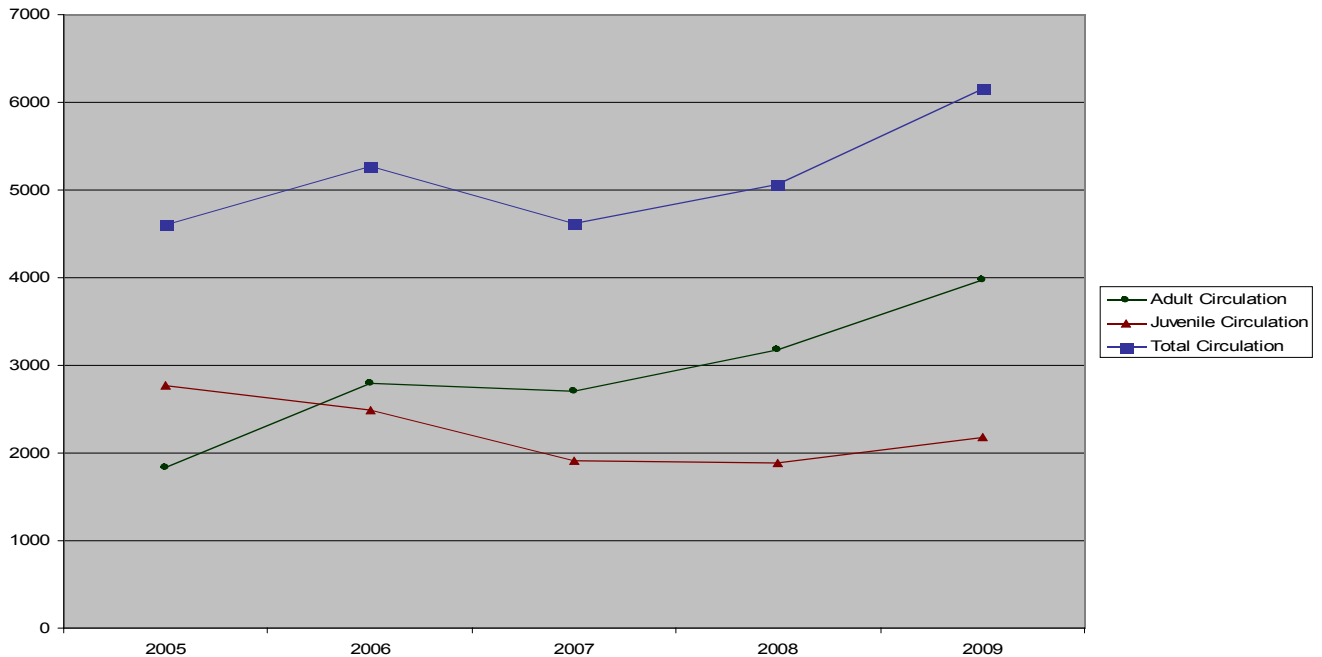
### Collection Size

Type of Material	2005	2009	Change
Print	5,542	5,191	- 351
Audio Books	115	23	- 92
Video	90	176	+ 86
Other	14	23	+ 9
<b>Total Collection:</b>	<b>5,761</b>	<b>5,413</b>	<b>- 348</b>

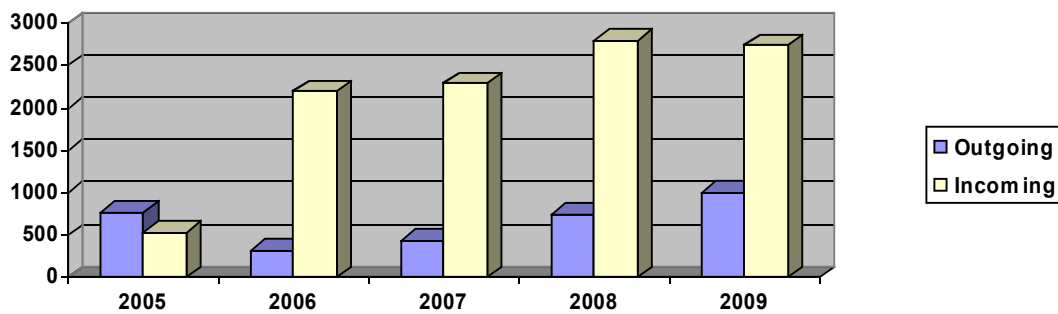
An August 2010 review of last check-out date identified 723 items, approximately 13 % of the library's total collection, that have not circulated during the past three years.

## Circulation

The overall circulation trend in Calumet is one of growth. Total circulation for 2009 was 34 % higher than five years ago. However, this trend is largely due to *adult* circulation. During this time period, juvenile usage has decreased by 21 %, while adult circulation has risen by 117 %.



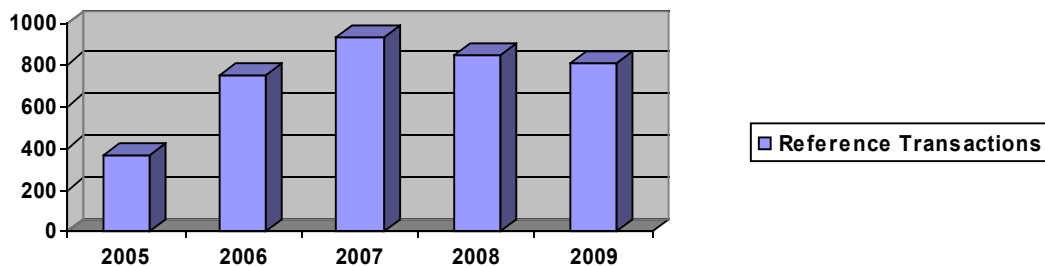
## Inter-Library Loans



Inter-library loan activity has increased significantly, especially for incoming materials.

## Reference Requests

The number of reference transactions has grown over the past five years, contrary to the national trend for this service.

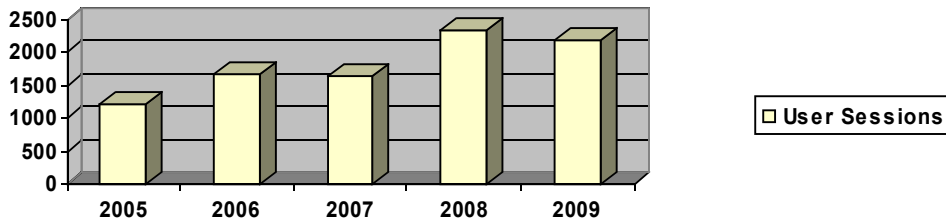


Programs & Meeting Room Usage

Programming is focused mainly on children, with adult offerings being gradually added since 2007. The number of programs and attendance have risen steadily for both children and adults. There is an accessible public meeting room adjacent to the library.

Target Audience	Number of Programs	Type of Programs	2009 Attendance
Adults	4	Coffee talk, musical performance, garden & flower classes.	148
Children	17	Summer Reading Program with events, story times, holiday events, movies, musical performance, science activities, teen book club.	706
<b>Total Attendance:</b>			<b>854</b>

Public Computer/Internet Usage



Additional computers were purchased in 2006 and 2007, bringing the total number of public access terminals to four. Usage has increased by 80% over five years. Wireless service also became available at this location in 2008. The Library does not have a webpage.

Operating Expenditures

Year	Staffing	Collection	Other	Total
2005	\$ 26,503	\$ 1,345	\$ 3,950	\$ 31,798
2009	\$ 24,086	\$ 1,556	\$ 5,086	\$ 31,192

Current staff includes a part-time Library Director and one substitute.

## COMMUNITY DEMOGRAPHICS

The City of Calumet has experienced a 7 % decline 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	382	
2000 Census	383	+ 1
2009 Estimate	356	- 27

### Race & Age

The vast majority ( 95 %) of residents are Caucasian, but the 2000 Census recorded 19 persons of color residing here. In addition, 7 individuals identified themselves as Hispanic.

Age Group	Number of Residents	Percentage of Total Population
Children 0-17	109	29 %
Adults 18-64	205	53 %
Adults 65 & over	69	18 %

### Education

Calumet is served by the Greenway School District, but no school facilities are located within the city. The District's 2009 AYP graduation rate was 97 % [*Source: MN Department of Education*]. In addition, there are 38 children being home-schooled in the district. Of the population age 25 and over, 13 % have an associate's degree and 3 % have a bachelor's degree or higher.

### Income

At \$22,250, the median household income in Calumet was significantly lower than the countywide figure of \$36,234. The 2000 Census also indicated that 18 % of Calumet residents, or 69 individuals, were living below the poverty line. The County's current unemployment rate of 8.9 % is higher than the state's overall figure of 6.8 % [*July 2010, DEED*].

### Housing

Housing Type	Percentage of Total
Homeowner ( % of all occupied housing units)	80 %
Rental (% of all occupied housing units)	20 %
Vacant housing units	9 %

In the year 2000, the City's median assessed home value was \$ 33,800, and average rent was \$ 313.

## Appendix C:

# Community Focus Group Summary

September 2010

# Community Focus Group – Summary of Responses

## Calumet Public Library

9-14-10

A total of 12 community members participated in the focus group. Representation included early childhood, post-secondary education, faith community, homeschooling, seniors, local elected officials, municipal staff, and local 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
Residents, visitors & businesses *	A safe, warm and inviting environment.
Residents *	New and rehabilitated affordable housing.
Everyone *	Year-round recreation opportunities.
All ages *	Lifelong learning opportunities.
Citizens *	People act as leaders and put their sense of community pride into positive actions.
Children	Attend local kid-focused activities (e.g. at holiday times).
Tweens & teens	Youth are engaged in enjoyable, age-appropriate activities locally and not getting into trouble.
Everyone	Safe access to recreational areas (passable road).
Everyone	Places for people to gather and socialize (coffee shop).
All ages	Facility and activities for families and intergenerational groups.
Everyone	Participation in more social-based activities that get people together (music, dancing, movies etc.)
Everyone	Park setting with playground equipment for community activities.
Everyone	Utilization of the bike trail – integrated with City activities (e.g. library programs).
Everyone	Connecting with the state park and depot.
Everyone	Can get basic needs items right here in town (bread, milk, etc).



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\* = Denotes vision elements generated during the City's 2009 Comprehensive Plan process.

## 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

- + People are willing to help one another.
- + New highway and other road improvements.
- + City crew does an excellent job with snow plowing, etc.
- + Library, its staff, and activities.
- + Social Hall.
- + Two parks.
- + Mayor's newsletter keeps people informed.
- + Church.
- + High speed internet and cellular phone service.
- + Small enough that we know one another and have a sense of community.
- + History of the mine, state park, and trail.
- + A good place to live.
- + New steel operation coming.
- + Potential to grow more tourism.
- + Wide variety of ages.
- + Natural beauty of the area.
- + Snowmobile club facility.
- + Good fire department / emergency siren / public safety.
- + City signage.
- + Lighted Christmas star/cross on the hill.
- + Habitat for Humanity homes.

### Weaknesses/Threats

- Locals are not patronizing the few businesses we have remaining.
- Lack of businesses (lack of jobs, and lack of services).
- Rural.
- Not enough young families; they don't stay.
- A lot of rental property – renters do not develop a sense of belonging and community pride.
- Lack of anything for teens to do, which leads to getting into trouble.
- Meth lab rumor.

- Lack of police department; presence and response from shared Deputy is improving but not where it should be.
- A lot of rundown housing.
- Loose pets / barking dogs.
- The social hall is not physically accessible.
- People drive too fast.
- Lack of promotion of our positives; lack of awareness leads to failure to utilize and a negative impression of the community.

## 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?*

- Utilize outreach to served children where they are (schools, child care, etc).
- Survey community about what events they want and would attend.
- Expand City website to gather community input and post local events.
- Promote website in mayor’s newsletter and continue to list events in the newsletter.
- Reach out to draw in potential businesses, including those related to tourism (Bed & Breakfast, campground, etc.).
- Local business “bulletin board”.
- Establish a housing code that requires landlords to keep rental properties in good shape.
- Organize a community clean-up and a volunteer corps to help homeowners who are physically or financially unable to do maintenance themselves.
- Issue City beautification awards (e.g. “most improved yard” signs).
- Improve accessibility to the existing social hall (e.g. install a chair lift).
- Find ways to recruit youth and young families’ involvement in volunteerism.
- Help link people living alone/shut-ins with needed services (e.g. matching with volunteers, raising awareness about programs that are available to help).

## 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	10
Visit a Comfortable Place: Physical & Virtual Spaces	9
Create Young Readers: Early Literacy	8
Succeed in School: Homework Help	6
Connect to the Online World: Public Internet Access	6

Understand How to Find, Evaluate, and Use Information: Information Fluency	5
Satisfy Curiosity: Lifelong Learning	4
Make Informed Decisions: Health, Wealth, and Other Life Choices	4
Be an Informed Citizen: Local, National, and World Affairs	3
Discover Your Roots: Genealogy & Local History	3
Learn to Read & Write: Adult, Teen, and Family Literacy	2
Express Creativity: Create and Share Content	2
Build Successful Enterprises: Business & Nonprofit Support	1
Make Career Choices: Job & Career Development	1
Stimulate Imagination: Reading, Viewing & Listening for Pleasure	1
Celebrate Diversity: Cultural Awareness	0
Get Facts Fast: Ready Reference	0
Welcome to the United States: Services for New Immigrants	0

## Appendix D:

# Library SWOT Analysis

October 2010

SWOT ANALYSIS  
Calumet Public Library  
10-11-10

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

STRENGTHS: *What does the library do best?*

- Community activities. (6)
- Have Internet for people who don't own a home computer. (4)
- Provide newspapers, periodicals, and books for everyone's use and enjoyment. (3)
- Provide reference materials from all over the state. (2)

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

- Limited hours. (3)
- Limited staff.
- Need more volunteers.
- Need incentives for children to read more. (2)
- Cleanliness/attractiveness/safety of the entryway (rocks, butts, snow and ice in winter).
- Find a way to involve children of all ages from Calumet and the surrounding area. (2)
- Need to offer programs focused on older children. (3)
- Drop box.
- Need Saturday hours.
- Need chair lift for Social Hall events upstairs to be accessible. (3)

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

- Adult Book Club. (3)
- Computer classes. (3)
- Assist people looking for jobs.
- Need more programs geared for teenage children. (3)
- Crafts for elderly people.
- Provide "welcome" packets to new residents with programs that are available. (3)
- More young people in town due to Habitat homes, rentals, new homeowners.
- Helping to provide homework help for those who need it. (2)
- An aging population (home-bound) who could use delivery service.
- Open Council room to other community uses (Mom's groups, Bible study, etc).

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

- Less families. (4)
- Less businesses. (3)
- Budget cuts. (4)
- More people owning their own computer with Internet.
- The possible closure of our state park. (3)
- Pay equity (see budget cuts). (2)