

McKinley  
Public Library  
2012 – 2016 Strategic Plan

Adopted by the Library Board:  
December 15, 2011

*Prepared by:  
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## THE PLANNING PROCESS:

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

A community-based process was utilized, which centered on answering the questions: 1) *What are the pressing needs in our community?* and, 2) *What is the library's role in helping to address those needs?* Major steps included 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:

Residents of McKinley enjoy a safe, small town atmosphere. Today it is entirely a bedroom community as there are no longer any businesses within the city limits. McKinley's population is somewhat unique from surrounding communities with regard to income and age. The poverty rate is more than double that of other Iron Range communities, with nearly one in every three residents living below the poverty line. In addition, children make up a disproportionate number of the city's residents.

The public library is within walking distance of every household, and is the only local gathering place. Over the past five years, it has been open very limited hours (6 hours per week), and has experienced declining usage. Given McKinley's population makeup, it is not surprising that the vast majority of library patrons are children. Children are regular participants in library programming, and juvenile items account for 58 % of total circulation.

Several themes emerged through our environmental scan process. Community leaders identified technology access, supporting children's literacy, and opportunities for entertainment as top local priorities. The library can be an important player in providing these types of opportunities. Leaders also identified the need to increase people's involvement in the community, and a desire to generate more local activity (e.g. community events, attracting new residents, and small business development).

## MISSION STATEMENT:

*The McKinley Public Library improves life in our community by providing connection to the online world, creating young readers, and offering books and activities that give enjoyment to all ages.*

## LIBRARY GOALS (In order of priority):

1. Community members have free local access to the growing world of online resources.
2. Children discover the joy of reading, interact positively with others, and build the confidence they need to succeed.
3. Community members have things to read, view, and do that stimulate their imaginations and add fun to their lives.

## IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present strategic plan to Library Board for adoption. Present adopted plan to City Council.	December 2011 – January 2012
2. Communicate the new plan to other stakeholders and the public.	January - February
3. Staff review strategic plan progress; make mid-course corrections.	<b>Monthly</b>
4. Discuss strategic plan progress as regular agenda item at Library Board meetings.	<b>Quarterly</b>
5. Staff develop action plans for the next year.	<b>Annually 2012 - 2015</b> (November)
6. Full round of strategic planning.	<b>Fall 2016</b> (New plan in place by January 2017)

# Appendix A:

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

GOAL # 1: Community members have free local access to the growing world of online resources.

<b>Strategy A: Hardware &amp; Software</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Solicit donated up-to-date computer to replace staff machine.	Lora	December 31, 2012
2. Public computer replacement: <ul style="list-style-type: none"> <li>▪ Research options for donation or grants to replace public access computers every 3-5 years.</li> <li>▪ Begin replacement of oldest computer(s).</li> </ul>	Lora Lora	December 31, 2012 2013

<b>Strategy B: High Speed Connection</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Work with Mediacom and City to maintain free Internet and WiFi connection.	Lora	December 31, 2012

GOAL # 2: Children discover the joy of reading, interact positively with others, and build the confidence they need to succeed.

<b>Strategy C: Children's Programs</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Promote and conduct "Reading Dog" visits twice per year.	Lora	April 30, 2012 & October 31, 2012
2. Winter Reading Program: <ul style="list-style-type: none"> <li>▪ Promote reading program (see PR under Goal 3).</li> <li>▪ Conduct program with a variety of activities.</li> <li>▪ Hold skating party finale.</li> </ul>	Lora	December 2011 & 2012 February 29, 2012 February 29, 2012
3. Summer Reading Program: <ul style="list-style-type: none"> <li>▪ Promote reading program by distributing SRP bookmarks to each household in McKinley (also see PR under Goal 3).</li> <li>▪ Kick off the program with Kid Stuff program.</li> <li>▪ Conduct program with activities (crafts, etc.) planned every other week.</li> <li>▪ Hold back-to-school party finale.</li> </ul>	Volunteers Lora Lora Lora	May 31, 2012 June 30, 2012 June – August 2012 August 31, 2012

<b>Strategy D: Kid-friendly Facility</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Clear out extra/unused furnishings from the library to open up the children's area.	Lora	December 31, 2011
2. Approach City for a space to store weeded books pending annual book sale; find alternate space if necessary.	Lora	December 31, 2011
3. Purchase kid-friendly soft seating (e.g. beanbag chairs).	Lora	December 31, 2011
4. Set up an activity area for crafts, puzzles, etc.	Lora	June 1, 2012
5. Add child-oriented decorations such as stuffed story characters, posters, and a bulletin board for displays.	Lora	June 1, 2012

<b>Strategy E: Children's Resources &amp; Materials</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Load Pre-K educational software on to 1 public access computer.	Lora	June 1, 2012
2. Increase the proportion of juvenile materials in the library's collection to match the predominance of child patrons: <ul style="list-style-type: none"> <li>▪ Conduct thorough weeding of non-circulating items and reduce shelf space dedicated to adult materials.</li> <li>▪ Dedicate 75 % of collection funds to purchase of new juvenile materials.</li> </ul>	Lora  Lora	December 31, 2012  December 31, 2012

GOAL # 3: Community members have things to read, view, and do that stimulate their imaginations and add fun to their lives.

<b>Strategy F: Activities for Tweens &amp; Teens</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Tech workshop series: <ul style="list-style-type: none"> <li>▪ Recruit a volunteer instructor.</li> <li>▪ Promote workshop opportunity (See PR under Goal 3).</li> <li>▪ Conduct a digital camera /video workshop series using ALS equipment.</li> </ul>	Lora Lora Volunteer Instructor	February 29, 2012 February 29, 2012 March – May 2012
2. Promote and hold 2 gaming events with ALS equipment (Wii).	Lora	March & December 2012

<b>Strategy G: Community Events &amp; Programs</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Organize a creative activity during City's July 4 <sup>th</sup> celebration.	Lora (Volunteers)	July 4, 2012
2. Movie nights: <ul style="list-style-type: none"> <li>▪ Research and purchase movie showing license.</li> <li>▪ Promote and show movies at least quarterly.</li> </ul>	Lora Lora	January 1, 2012 Quarterly (Winter, Spring, Summer, Fall)
3. Book club for adults: <ul style="list-style-type: none"> <li>▪ Recruit adult participants to start a book club.</li> <li>▪ Hold monthly book club gatherings.</li> </ul>	Board Volunteer Volunteer	March 30, 2012 Monthly (April – Dec 2012)

<b>Strategy H: PR – Getting the Word Out</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Promote library activities and events to increase participation: <ul style="list-style-type: none"> <li>▪ Post flyers at the Post Office and church.</li> <li>▪ Develop “library news” flyer for inclusion in the City’s monthly mailings to residents.</li> <li>▪ Submit upcoming events to local newspapers for inclusion in the community calendar.</li> <li>▪ Submit photos to local newspapers to bring attention to library events.</li> </ul>	Lora Lora Lora Lora	Quarterly (February, May, August, November 2012) Monthly (Jan – Dec 2012) Monthly (Jan – Dec 2012) 1 Week following each event (Jan – Dec 2012)

## Appendix B:

# Library & Community Profile

September 2011

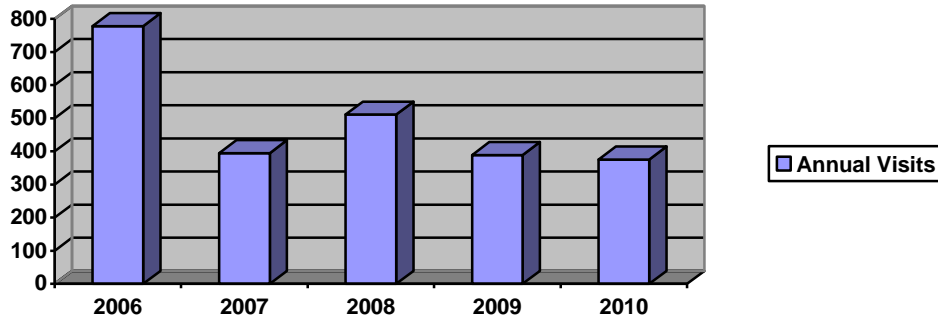


# Library & Community Profile: McKinley Public Library

## I. LIBRARY STATISTICS

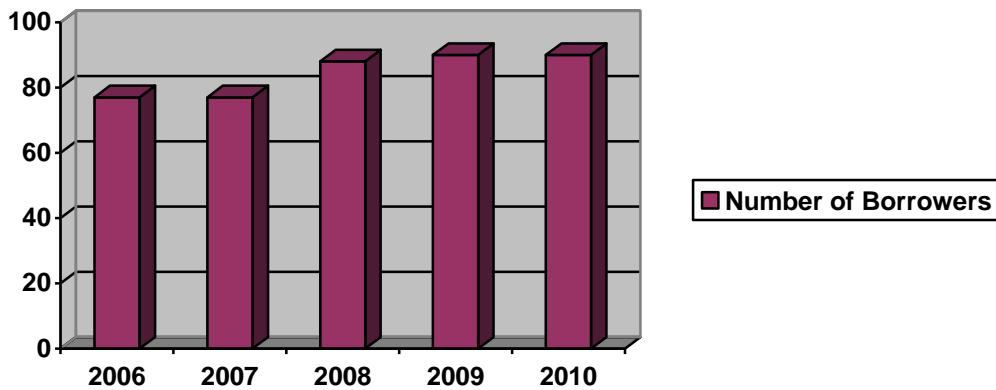
### Library Traffic

The McKinley Library has only six hours of operation per week. Traffic into the library is significantly lower today than in 2006.



### Number of Resident Borrowers

According to current population estimates, approximately 70 % of the city's residents have library cards. However, the library is not automated and old cardholder records need to be purged.

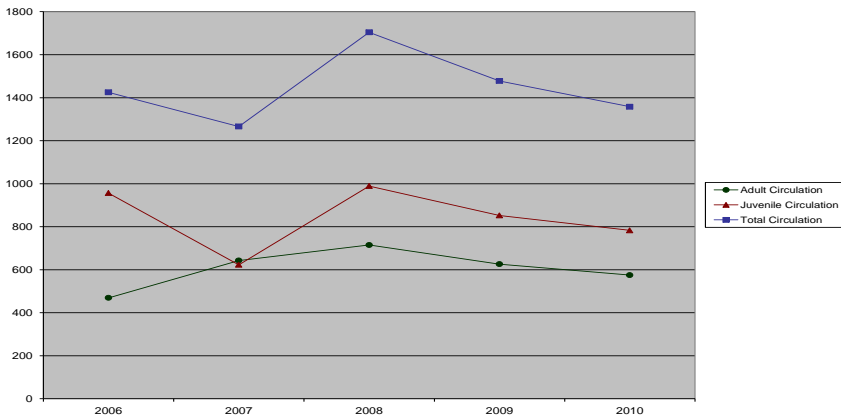


### Collection Size

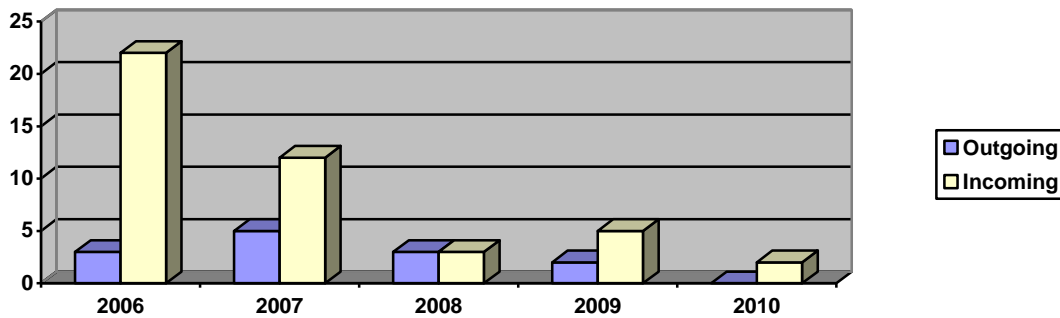
Type of Material	2006	2010	Change
Print	3,582	3,971	+ 389
Audio	0	5	+ 5
Video	12	15	+ 3
Other	11	12	+ 1
<b>Total Collection:</b>	<b>3,605</b>	<b>4,003</b>	<b>+ 398</b>

## Circulation

The five-year circulation trend in McKinley is an up-and-down pattern. Juvenile materials account for the majority (58 %) of circulation.



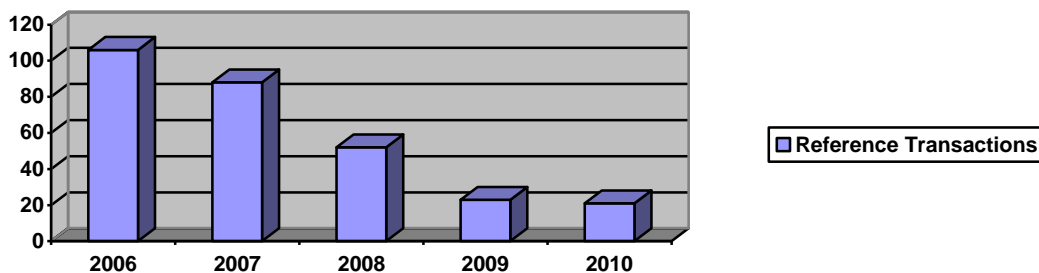
## Inter-Library Loans



Inter-library loan activity is very low and has declined significantly, especially for incoming materials. McKinley does not appear on the automated pull list for requests in the regional catalog.

## Reference Requests

The number of reference transactions has declined over the past five years, consistent with the national trend for this service.

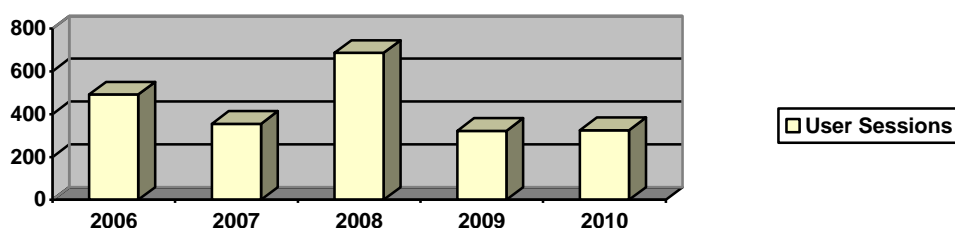


Programs & Meeting Room Usage

A small number of programs have been offered, with the focus mainly on children. The library does not have a public meeting room.

Target Audience	Number of Programs	Type of Programs	2009 Attendance
Children	4	Summer Reading Program, Winter Reading Program, Reading Dog	89

Public Computer/Internet Usage



The library has a total of three public access computer terminals, with usage peaking in 2008. A laptop computer is being added this year, and wireless service is being investigated. The Library does not have a webpage.

Operating Expenditures

Year	Staffing	Collection	Other	Total
2006	\$ 3,192	\$ 713	\$ 5,555	\$ 9,460
2010	\$ 2,935	\$ 510	\$ 8,781	\$ 12,226

The current staff person is a part-time Library Director who has one substitute.

## COMMUNITY DEMOGRAPHICS

The City of McKinley appears to have experienced a 60 % increase in population over the past decade. However, there was significant resistance to completing the Census in 2000 and the accuracy of the population count that year is questionable. 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
2000 Census	80	--
2010 Census	128	+ 48

### Race & Age

The vast majority ( 95 %) of residents are Caucasian, but the 2010 Census recorded 8 persons of color residing here all of Hispanic descent. Nearly two-thirds of the current population consists of children.

Age Group	Number of Residents (2010)	Percentage of Total Population
Children 0-17	77	60 %
Adults 18-64	37	29 %
Adults 65 & over	14	11%

### Education

McKinley is served by the Eveleth-Gilbert School District, with no school facilities located within the city. The District's 2010 on-time graduation rate was 94 % [*Source: MN Department of Education*]. In addition, there are no children being home-schooled in the district who are McKinley residents. Of the population age 25 and over, none have an associate's degree and just 11 % have a bachelor's degree or higher.

### Income

At \$24,375, the 2009 estimated median household income in McKinley was significantly lower than the statewide figure of \$57,007. The 2000 Census also indicated that 31 % of McKinley residents, or 25 individuals, were living below the poverty line. The County's current unemployment rate of 7.4 % is slightly higher than the state's overall figure of 6.7 % [*August 2011, DEED*].

### Housing

Housing Type	Percentage of Total
Homeowner ( % of all occupied housing units)	89 %
Rental (% of all occupied housing units)	11 %
Vacant housing units	16 %

In the year 2009, the City's estimated median home value was \$ 55,800.

## Appendix C:

# Community Leader Survey Summary

September 2011

# Community Surveys – Summary of Responses

## McKinley Public Library

### September 2011

A total of 12 community members and leaders completed surveys about local needs. Respondents represented different sectors of the population.

#### 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

- + Safe community.
- + No crime.
- + Very low crime.
- + Very peaceful.
- + Nice and quiet – no traffic.
- + Small town.
- + Small city/town.
- + Small town living.
- + Small town with amenities.
- + Small community where everyone usually knows each other.
- + You know the neighbors.
- + We know all our neighbors.
- + Very little trouble with neighbors.
- + Close knit.
- + The people.
- + Its people.
- + People look after other's property when gone.
- + People are relatively very friendly.
- + Care about their city.
- + Community services.
- + Library.
- + Fire department.
- + Easy access to woods and fishing.
- + Location between Virginia/Gilbert/Biwabik.
- + Low taxes make our city appealing to outsiders or home buyers.

#### Community Weaknesses

- Lack of community involvement.
- Population does not wish to get involved.
- Not many community events.
- Lack of community leadership.
- Lack of leadership.
- Need more cooperation between people/realize others in city care about issues and work together to solve them.

- The people.
- Too nosy.
- Lack of using library as a resource.
- Lack of revenue.
- Small tax base.
- Not enough tax base.
- Not one business or store.
- No businesses.
- No gas station/convenience store.
- No pizza delivery.
- Lack of features to invite new people/business.
- Not enough people in town to pay for city services.
- City doesn't look as neat as it did years ago, City equipment should be kept in the garage.
- Property blight.
- Mines too close to town.
- Surrounded by mine pits.
- On a dead-end road.

## 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 McKinley?*

- Encourage community involvement.
- More community events.
- Basketball court and/or baseball field.
- Combining the library with a coffee shop.
- Bring in the Bookmobile once a week.
- The city thriving.
- Larger tax base.
- Sustaining tax base.
- Have a few small businesses in town.
- A business that would employ several people – a pizza parlor.
- City to grow.
- Community growth.
- Increase in population.
- More people.
- Younger families.
- More young families.
- More families move to town.
- More new homes on the hill.
- To remain our own community.
- Pair & share with other communities.
- A regular full-time employee (for consistency in plowing, garbage, etc.).
- Resolve budget problems (i.e. water).
- Would like to have the mining company buy us out.
- Mine owns my house.

## 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 McKinley?*

Library "Service Responses"	Number of Votes
Connect to the Online World: Public Internet Access	11
Create Young Readers: Early Literacy	8
Stimulate Imagination: Reading, Viewing & Listening for Pleasure	8
Succeed in School: Homework Help	5
Understand How to Find, Evaluate, and Use Information: Information Fluency	5
Make Career Choices: Job & Career Development	4
Visit a Comfortable Place: Physical & Virtual Spaces	3
Get Facts Fast: Ready Reference	3
Discover Your Roots: Genealogy & Local History	3
Be an Informed Citizen: Local, National, and World Affairs	2
Satisfy Curiosity: Lifelong Learning	1
Know Your Community: Community Resources & Services	1
Make Informed Decisions: Health, Wealth, and Other Life Choices	1
Learn to Read & Write: Adult, Teen, and Family Literacy	0
Build Successful Enterprises: Business & Nonprofit Support	0
Celebrate Diversity: Cultural Awareness	0
Express Creativity: Create and Share Content	0
Welcome to the United States: Services for New Immigrants	0