Cook Public Library

2022 – 2026 Strategic Plan

Adopted by the Library Board:

November 9, 2021

Approved by the City Council:

November 18, 2021

*Prepared by:*

*Crystal Phillips, MLIS*

CREATING THE STRATEGIC PLAN

The Cook Public Library completed a comprehensive strategic planning process between January and November 2021. Cook Public Library staff and Board members, Friends of the Cook Public Library along with City representatives and surrounding community members helped create the following strategic plan.

A community-based process was utilized, which included studying the current strategic plan, conducting a survey, reviewing community data and library statistics, discussing organizational values and mission, identifying goals and service responses, and developing action steps for the first year of implementation. The resulting strategic plan is intended to guide the library for the next five years, with action steps revised annually.

COMMNUNITY OVERVIEW

Cook is located on the Highway 53 corridor and is the western gateway to Lake Vermilion. Although it is a small city (population 534), it boasts a large variety of businesses and services for a town of its size. The Cook community includes 16 surrounding townships and also includes seasonal residents and tourists who live and vacation on nearby Lake Vermilion.

**Census**

*Note: Complete 2020 Census data will be added to this Strategic Plan in 2022.*

**City Government, Businesses & Organizations**

The City of Cook is governed by a mayor and four councilmembers and managed by an Administrator-Clerk/Treasurer. The City maintains an airport, community center, fire and ambulance service, liquor store, public library, maintenance department, city hall and several public parks.

Cook is a full-service community that includes health care services, restaurants, insurance and financial services, hardware and building suppliers, auto repair, realtors, grocery store, funeral home, gas stations and much more. Many businesses are located along Highway 53 and in the downtown area on River Street.

Volunteerism and community building efforts are evident in Cook’s many organizations and events including the Lion’s Club, Northwoods Friends of the Arts, Friends of the Park, Timber Days, Cook Farmer’s Market, Thrift Shop and Cook Food Shelf.

**Internet**

In 2017, the City of Cook partnered with the City of Orr and Bois Forte Reservation and received the Blandin Broadband Grant. Blandin grant-funded projects included Wi-Fi boosts at the Cook Community Center, AT&T hotspots for check out at the Library and Google mapping for Cook businesses.

In 2021, Paul Bunyan Communications of Bemidji was awarded a Border-to-Border Broadband Grant from the State of Minnesota to help share the costs of expanding its fiber optic services to portions of the City of Cook. Connection to Paul Bunyan internet services is expected in 2022.

LIBRARY OVERVIEW

**Staff and Volunteers**

The City of Cook employs a Library Director who works 40 hours per week and a Library Assistant who works 10 hours per week. The Library depends on volunteer support for a variety of tasks including shelving books, working the circulation desk, running the summer reading program and helping at special events. In 2019, 11 volunteers worked 522 hours.

**Funding**

The City of Cook provides funds for staff, insurance, operating supplies, building maintenance, contract services, dues/subscriptions and utilities. The Arrowhead Library System provides funds for new books and non-operating expenses. The Friends of the Cook Public Library seek donations to fund Library programs, hotspots and special projects. Each year surrounding Townships are asked to contribute to the Library Book Fund.

**Library Patrons**

In 2020, Cook Public Library had 1,394 registered borrowers. These borrowers include residents of the City of Cook and the following townships: Alango, Angora, Owens, Beatty, Leiding, Carpenter, Greenwood, Morcom, Sturgeon and Field. In 2019, the Library recorded 16,657 visits which included patrons, program attendees and public computer users. *See Appendix C for yearly borrower and visit statistics.*

**Library Collection**

The Library owns over 9,000 books, over 200 audio books and over 1,300 DVDs. Inventory of these physical items takes place every other year, the last inventory took place in 2020. Downloadable e-books and audio books are provided by the Arrowhead Library System. The Library subscribes to five local newspapers and offers a paperback and puzzle exchange. *See Appendix C for yearly circulation statistics.*

**Technology**

The Library offers four public computers, two mobile hotspots for checkout and 24/7 Wi-Fi inside and outside the building. The Library is connected to high-speed fiber internet provided by the Northeast Service Cooperative with support from the Arrowhead Library System.

**Programs**

The Library hosts programs for all ages with support from the Friends of the Cook Public Library. Friends supported programs include summer and winter reading, Fiber Arts Month, Volunteer Appreciation Tea, Holiday Basket Raffle and One Book One Community. Legacy programs are provided by the Arrowhead Library System. *See Appendix C for yearly program statistics.*

**Marketing/Communication**

The Library uses local newspapers, social media, the Library website and an e-newsletter to post information and promote events. The monthly e-newsletter is sent to 250 subscribers.

**COVID-19**

The Cook Public Library closed on March 16, 2020 due to the COVID-19 pandemic. The Library Director and Library Assistant were the only people allowed in the building throughout 2020. Staff used this time to clean the library, paint the meeting room, conduct inventory, assess and weed the collection and work on City-related projects including the website, Emergency Preparedness Plan and COVID policies.

The Cook Public Library Board conducted meetings via Zoom and in-person at the Cook Community Center. The Library Director and Library Board developed a phased approach to reopening the library based on local, state and national guidance. Library staff began providing curbside services, five days a week, on May 16, 2020. Starting on November 2, the Library offered lobby pickup four days a week.

On May 17, 2021, the Library opened for Express Visits two days a week with restrictions and continued offering lobby pickup four days a week. On June 14, the Library opened three days a week with restrictions and on July 19 the Library opened four days (30 hours) per week. Due to rising COVID cases in the area, the Library resumed lobby pickup four days a week starting September 21. The library resumed Express Visits with restrictions on November 2. No indoor events are scheduled for the rest of 2021

During the pandemic, the Library provided programs in the form of “take and make” kits and passive programming options such as bingo cards and book logs for summer and winter reading.

**Past Strategic Plans**

2012 - 2016

Major themes: Preschool learning, lifelong learning, online resources, welcoming environment, community collaboration

2017 - 2021

Major themes: Programs for all ages, community involvement, technology upgrades, collection development, expanding indoor and outdoor spaces, building accessibility

**Actions and Improvements 2017-2021**

*Total Library Expenditures include all library costs including staff, insurance, building maintenance, operating supplies, contract services, programs, books, etc.*

2017

* Installed new electric hot water heater
* Launched new Library website, www.cookpubliclibrary.org
* Purchased staff computer and printer
* Created a new marketing brand, including logo, with the help of students from St. Catherine’s University
* Librarian hours increased from 22 to 32 hours, Library Assistant increased to 10 hours
* Purchased three book carts for DVDs and audio books
* Blandin Broadband Grant: Wi-Fi boost, hotspots for checkout and large-screen Smart TV with rolling cart, and additional electrical outlets and computer wiring on north side of the building
* Created a Teen Advisory Board (TAB), first overnight in the Library for Summer Reading TAB members
* Friends of the Cook Public Library became a 501c3

*2017 Total Library Expenditures: $60,724*

2018

* Awarded Public Broadcasting Service (PBS) Great American Read Grant
* City of Cook awarded Iron Range Resources & Rehabilitation Board (IRRRB) Downtown Revitalization Grant to improve City Park behind the Library and create a Library patio
* Began partnership with Bois Forte to serve as a monthly Women, Infants & Children (WIC) Special Supplemental Nutrition Program site
* Outdoor book drop installed

*2018 Total Library Expenditures: $74,640*

2019

* Library Director became full-time position (40 hours per week) with updated job description
* Lake Country Power Operation Round-Up Grant: mobile children’s shelves and rug for the children’s area
* Blandin Broadband Grant: purchased iPad
* Arrowhead Library System Mini-Grant: Accessibility products and sensory toys including PA system, hearing protectors, stress balls and liquid timer
* Installed window blinds (north side)
* St. Louis County Community Development Block Grant (CDBG): Handicapped Accessible Ramp/Railings
* Network of the National Library of Medicine (NNLM) All of Us Consumer Health Collection Award: $1000 to purchase health-related print materials

*2019 Total Library Expenditures: $86,074*

2020

* CDBG Grant: Handicapped accessible doors, pergola
* New carpet in entryway
* Purchased two HP Desktop All-in-One Computers and HP Color LaserJet Printer for public use
* Wi-Fi boosts (inside and outside) upgraded through Northeast Service Coop
* Outdoor moose sculpture installed
* Pergola installed on the Library patio
* Meeting room painted
* Window screens replaced
* Furnace improvements and maintenance: Large heat exchanger and small heating unit
* HEPA air purifier purchased

*2020 Total Library Expenditures: $93,860*

2021

* New toilet
* Legacy Art Project: Participatory art installed on the corner light pole
* Arrowhead Library System Mini-Grant: Yoga mats for story time and outdoor games
* Anti-fatigue mat (circulation area)
* Drafting chair (circulation desk)

NEW STRATEGIC PLAN

**Implementation Steps**

November 2021: Present new Strategic Plan to Library Board for adoption, present adopted Plan to City Council for approval

December 2021: Communicate new Plan to other stakeholders and public

January 2022: New Plan begins

June 2022: Add 2020 Census information

2022 – 2026 (Alternating Months): Discuss Plan progress during Library Board meetings

2022 – 2026 (Annually): Compile progress indicator data for annual review

2022 – 2025 (Annually): Staff and Board develop Action Steps for the next year

2026: Begin a comprehensive strategic planning process

January 2027: New Strategic Plan begins

MISSION STATEMENT

*The Cook Public Library supports a vibrant community by offering resources and programs that educate, enlighten and entertain people of all ages.*

WE VALUE

**Diversity**

Our library celebrates our community’s diversity by providing programs and resources that instill a sense of pride and ownership for all.

**Intellectual Freedom**

Our library supports creative thinking, is open to new ideas, and respects intellectual freedom.

**Community**

Our library maintains local history materials and provides collections and services that reflect the needs and interests of the community.

**Learning**

Our library fosters curiosity, cultivates literacy, and celebrates a love of lifelong learning.

**Sustainability**

Our library commits to sustainability through deliberate actions and mindful practices.

LIBRARY GOALS, OJECTIVES, SERVICE RESPONSES AND ACTION STEPS

**Goal One:** **Serve as the Center for Lifelong Learners**

Objective: Library users will have access to free print and electronic resources and programs that enrich their leisure time, broaden their worldview and stimulate their creativity.

Service Response: Library staff will ensure collections reflect the needs and interests of the community, help library users find the information and resources they require and offer a variety of programs for all ages.

Action Steps (Year 1):

* Provide readers’ advisory services and resources to assist users in locating material
* Post new material list in the library, in newspapers and online
* Create an online or outdoor reading club
* Offer Winter Reading program for adults, teens and kids
* Conduct a One Book, One Community program
* Offer a Summer Reading program for adults, teens and kids
* Serve as a depository of local history

**Goal Two: Provide Access to Internet and Technology Help**

Objective: Library users will have access to fast, reliable internet and help in developing the skills necessary to use and evaluate digital resources.

Service Response: Library staff will help library users connect to the internet and answer internet technology-related questions.

Action Steps (Year 1):

* Offer opportunities for staff to participate in technology conferences, classes and webinars
* Provide walk-in technology help opportunities
* Update equipment based on the Technology Plan
* Promote test proctoring

**Goal Three: Offer a Safe, Friendly and Welcoming Space**

Objective: Library users will have access to a safe, inclusive public space that serves as the heart of a resilient and connected community.

Service Response: Library staff will welcome all and be empowered to deliver excellent customer service.

Action Steps (Year 1):

* Offer hours that allow a broad cross-section of users to have equal access to materials, programs and services
* Train and support dedicated library staff and volunteers
* Continue to promote services via print media, library website, e-newsletter and social media accounts
* Conduct a building needs assessment
* Update Capital Plan to include future expansion projects
* Replace aging library flower bed
* Add a second coat of paint to the pergola
* Research alternative heating sources for the building

**Goal Four: Create Opportunities for Community Collaboration**

Objective: Library users can expect a library that forms partnerships with organizations that share similar goals.

Service Response: Library staff will seek opportunities to engage with the community outside the library walls.

Action Steps (Year 1):

* Work with local organizations to co-sponsor programs on various topics
* Make presentations to community organizations about library services
* Continue to build relationships with local educators, organizations and townships

**Goal Five: Commit to Sustainable Institutional Practices**

Objective: Library users will have access to a sustainable institution that shares resources, follows responsible environmental practices and is forward thinking about the space, collections, staff and services.

Service Response: Library staff will engage in sustainable thinking and practices in all aspects of the library.

Action Steps (Year 1):

* Support the Friends of the Library’s efforts and continue to communicate library needs
* Select a Library Board member to assist during Budget planning
* Seek grants for library projects (ex. Arrowhead Library System mini-grant)
* Staff are required to attend at least four Arrowhead Library System meetings or trainings per year
* Staff will attend one library-related conference per year
* Develop a recycling program
* Install LED lights
* Invest in eco-friendly giveaways
* Install a rain barrel to collect rainwater for library flowers

Appendix A: Community Survey

**Cook Public Library**

**2021 Strategic Planning Community Survey**

Summary

June 2021

**72 Number of Participants**

(37 respondents used utility billing survey, 22 respondents used survey from the library, 13 responded online)

Surveys were mailed with City utility bills. Surveys were also available in paper form at the library and online through Survey Monkey. Survey links were posted on the library website, Facebook page, Twitter feed and monthly e-newsletter.

**1. HOW IMPORTANT IS THE COOK PUBLIC LIBRARY AS A COMMUNITY SERVICE?**

**Very important (59)**

Important (9)

Somewhat important (2)

Not important (0)

No Answer (2)

**Comments:** Best thing we have in Cook!

**2. PLEASE RANK THE FOLLOWING IN ORDER OF IMPORTANCE (1-MOST IMPORTANT)**

**1--Books and DVDs (1.45)**

2--Children’s programs (2.03)

3--Computers/Wi-Fi (2.88)

4--Community space (3.13)

5--Technology help (3.45)

Other:

* + The cool speakers and programs (mobsters, fabric projects)
	+ Crystal, Margaret, TAB!!!
	+ Arrowhead Libby, jigsaw puzzles

I do not use the Cook Public Library (2)

**Comments:**

* + Children’s programs #1, all other categories all ranked #2! Each one extremely important
	+ I do not use the library but it is important for our community to be able to offer this for children and adults that are not all fortunate to have computers and reading is known to be very important for children in their early stages of life.
	+ Being able to use printer

**3. WHAT DO YOU LIKE MOST ABOUT THE LIBRARY?**

**Physical materials (books, DVDs, etc.) (46)**

Staff (36)

Programs (21)

Space (outdoor/indoor) (7)

Computers (6)

Other: Programs to understand and use computers and iPhones, Love the community reading lists, The people that work at the desk, Staff has been Disneyland available during this last terrible year; for a smaller library seems to have good available selection of electronic books

**Comments:**

* + Staff—very helpful and pleasant
	+ Staff are wonderful help, info!
	+ All—Incredible asset in our community
	+ All are great resources
	+ Everything
	+ Crystal
	+ I like that you have a lot of children’s activities—even though I don’t partake (no kids) but it’s great that it’s an active library!
	+ I love this library. Crystal and Margaret are great and always accommodating. Best little library in Minn!!!
	+ Crystal and Margaret are the best supporters of the community

**4. HOW DO YOU FIND OUT ABOUT WHAT’S HAPPENING AT THE COOK PUBLIC LIBRARY? (SELECT ALL THAT APPLY)**

**Newspaper (33)**

Library e-newsletter (24)

Social media (Facebook, Twitter, Instagram) (23)

From other people (18)

Library website (18)

Posters (10)

I don’t know what’s happening at the library (1)

Other: Chatting with staff during checkout, School, Crystal and Margaret, Best staff in the world, Word of mouth, Staff, Because I’m here all the time, Crystal keeps me updated, Telephone them

**5. WHAT TYPES OF SERVICES AND/OR PROGRAMS WOULD YOU LIKE TO SEE AT THE COOK PUBLIC LIBRARY IN THE NEXT FIVE YEARS?**

* Children’s programs
* I think the kids programs are important or anything that brings all ages of people in our community together!
* More programs: music, history, authors
* There are still people who need a class a basic computer skills
* Art classes
* Expand audio books!
* More senior involvement
* An espresso shop/bakery (i.e. Starbucks/Barnes & Noble feel, but smaller)
* Media literacy class
* Keep promoting youth reading programs
* Continue to do what you’re doing! So grateful for all you do for our area; great staff/volunteers
* Local author book signings, another “Great American/Cook Area Read”, some local Cook history materials or events
* The kids love gathering at the gazebo for short programs, they love magicians, puppeteers, etc.
* I love all the work the library does
* Plays, mini-concerts and fundraisers
* Continue growing what they have now
* Children’s programs
* Book talk & walk (group gathers to discuss a book while walking), Book Bracket challenge for community read, VR equipment (in-house checkout?), Expanded teen programs, Teen/Adult learning kits for checkout (Frisbee golf, yoga, cake decorating)
* Not sure what is offered here. We are new, but author reads/signing. Children’s programs. Reading programs.
* Speakers are great—community based activities
* I don’t know
* Field trip to book place with Teen Advisory Board
* 3D printer, pretty much the same variety of stuff they already have had, programs: all kinds of history, crafts, arts, some music, reenactments, movies, etc.
* More up to date DVDs in library and online. More educational DVDs i.e. PBS type.
* More book discussion groups, community reads, author book signings/talks
* Check out outdoor games
* Make it bigger—more lounging space to read magazines, newspapers and linger. Maybe a hot pot of coffee.
* Authors to speak about their books. Have the writers group from NWFA come and speak.
* More community events: movies, poetry reading, coffee and treats
* Authors
* More children’s activities to promote lifelong learning.
* Continuing with the awesome variety of programs
* Continue programs like the apron lady (Mary) and Anton Treuer
* Free Wi-Fi for city residents
* Space for people who bring their own devices for internet access
* Continued book clubs and children’s programming
* The last year has shown access to e-books or more e-books is probably needed! Also, any educational/project type activities and any that unite the community hopefully can continue. But the more reading centered events or book themed party/events that can be held, especially if it promotes reading for any age. I think the summer reading programs are the best idea ever kids have been doing them forever and still do! I wonder if a winter one would be feasible to help with I love to read month especially?
* Intergenerational activities and support

**6. WHAT ONE THING WOULD YOU CHANGE OR IMPROVE ABOUT THE LIBRARY?**

* Hours
* Get rid of the stuff hung on the light post. Kind of looks like a mess
* More hours
* Nothing
* Open more hours
* Open to public! Stop curbside service!
* It will be fun when it opens again.
* Hmm, have to see post COVID what’s going on!
* Beverage services
* Email reminders for books being due
* We need a girlfriend for our moose!
* I wish it were bigger. In a perfect world, the Sheriff would move to City Hall and the library would have the entire building. This would also allow space for Cook historical items. Cook needs a place to house its historical items and the public library is a great place for those resources.
* Nothing
* More hours
* Continue to keep the amazing staff. Crystal is amazing
* Can’t think of anything
* Open up completely to public and restart all programs today.
* Make building bigger OR extend outdoor space footprint on City park side (May 2021 libraryjournal.com)
* Make larger—room for more computer space away from patrons
* Nothing
* Library is perfect…maybe giving more time inside to hang out with Crystal and Margaret
* Open more hours
* That it can be open back to normal hours
* Longer hours and better pay for the librarian.
* Nothing!!
* Everyone is great there! I love it!
* Open as soon as possible.
* Perfect as is, great staff!
* The library NEEDS to be open to the public. There is no reason to have such limited hours and short visit times.
* More space
* Even though it changes, I would love a list of the DVDs available at Cook Library
* Move to a larger building
* Open more often/earlier hours + Saturdays
* Stronger book budget
* Would love to see more seating, perhaps public meeting space so the only option wouldn’t be the librarian’s area in the back
* Libraries, especially smaller, should always have as many books available as possible for their size; that’s a general comment what I look for, not necessarily Cook specific.
* Increased funding
* More kids books

**7. WHAT DID YOU MISS MOST ABOUT THE COOK PUBLIC LIBRARY DURING THE COVID-19 SHUTDOWN?**

* Bringing traffic down to see what other businesses are downtown. Every business downtown matters!
* The library experience! Always finding a book to check out. Reading the newspapers.
* A place to fulfill a need in my life
* A chance to find good books to read
* Being open! Children’s programs.
* Children’s events
* Gazing at all the books!
* Access to just looking at book options and in person connection
* Browsing the collections and computer
* Social interaction
* The people and sense of community
* So many things! Browsing for books, Crystal and Margaret, having a place to hang out with others who love books, fun programming, free reliable Wi-Fi
* Interaction with staff and other people
* In person programs for young and old alike
* Just going in and browsing the shelves! Also, the events where we gathered, discussed books and ate nibbles.
* The activities and programs
* Newspapers
* Computers
* Checking out books in person
* Everything! The guest speakers from various community programs, newly published books, etc. The community book read. The many programs—purchasing ticket to enter a drawing for books, Christmas baskets, etc. The knowledgeable and cheerful staff and their willingness to go the extra mile to offer assistance and make the library experience enjoyable and successful.
* I missed the programs
* Special events
* Staff in person
* Everything. Silly to have closed.
* Being part of a diverse, vibrant community of library users. I love the library as a gathering place for all ages. My children are welcomed. My ideas are considered. My voice is heard.
* Visiting my friends. Finding my own books.
* Being able to touch and look for books. It is not as exciting when done online—especially for children. Also miss the interaction and programs. It helps people/kids get excited about reading—which is very important.
* Socialization, being able to look for own items. Seeing what is new.
* The books and DVDs we don’t have
* Everything
* The printer, very high speed internet, interaction with people, etc.
* Staff—but getting requests to pick up was just fine.
* Browsing for books. However, I was so grateful to have access to books via pickup! Crystal Phillips is an excellent librarian—creative, organized, goes the extra mile. Cook is lucky to have her!
* Everything, TAB, Crystal, Margaret
* Browsing the shelves
* I missed being able to go in and “browse”. However, I cannot praise Crystal enough for all her efforts to make books available during this pandemic. I would just call Crystal requesting the books I’d like. She’d check them out for me and I’d pick them up. Since Crystal has become the librarian many positive changes have happened. She is always cheerful, helpful and respectful. I go to 3 different libraries: 2 in MN, 1 in FL. Cook Public Library is number 1. Thank you, Crystal and staff.
* Ability to easily get books at a convenient time vs. getting a reservation. Not a biggy though. You were always very accommodating!
* Everything. Seeing Crystal and Margaret. To come and browse and look and feel the books!! And the ability to choose own books. Crystal and Margaret did a great job as a substitute for myself in picking out books!!
* The opportunity to browse for books
* Being able to come in and browse the shelves
* Visiting, looking thru books
* We spend the summer at Crane Lake. We travel to Cook and Virginia once per week. We schedule our trips when the library is open!
* Selecting books and visiting the staff
* Being open
* The library needs to be open to the public even during times of illness. Being closed down has caused more harm than good to the youth of our area. The library provides a valuable service and helps foster a love of learning. Instead of using the last year to read and learn more our library was restricted and our kids were left feeling abandoned.
* Seeing the staff, other community members and the chance to pick out books and have programs
* Looking through the movie DVDs
* Picking up books any time; I used Mail-A-Book instead
* Being able to use the library—it always feels safe and comfortable
* Being able to interact with staff, browse books, use the library Wi-Fi
* Browsing the books
* Going inside
* Being able to go inside and choose books.
* Ease of access and intellectual and emotional support
* Access to browse. Crystal our Librarian!

Appendix B: Library SWOT Analysis

Cook Public Library

September 2021

SWOT (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats) analysis is a planning tool used to identify and evaluate internal and external factors related to an organization.

Library staff, volunteers, and library board members reviewed the 2021 Community Survey and 2021 Stakeholders Feedback Form to compile a SWOT analysis, with the following results.

STRENGTHS: *What does the library do best?*

* Welcoming community space
* Good location
* Community support
* Active Library Board
* Dedicated and knowledgeable staff
* Personal service
* Reader’s advisory
* Willingness to work with community
* Programs for all ages
* Technology help
* Free, fast, reliable internet
* Good collection for small library
* Provides access to books, audio books and DVDs
* Brings foot traffic downtown
* Public computers, printer and fax services and hotspots for checkout
* Strong Friends of the Library group
* Member of the Arrowhead Library System
* Interlibrary loan
* Flexibility
* Volunteers
* Moose

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

* Space limitations
* No dedicated program space
* Small story time area
* Shared staff/meeting room space
* Not enough space for lounging or for those who bring their own devices
* Lack of storage space
* Electrical outlets only on north side of the main library space
* Computer specific programs
* Senior programming
* Outreach services
* Hours
* Unpredictable book budget
* Older DVD collection
* Signage
* Small staff

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

* Partnership with active art community
* Support and interact with downtown businesses
* Strengthen relationship with North Woods School
* Preserve local history
* Utilize outdoor spaces
* Outreach services
* Provide reliable broadband internet
* Coordination and collaboration among other non-profits
* Greater presence in the local newspapers

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

* Reliable broadband internet
* Increased use of downloadable e-books and audio books
* Limited revenue sources
* Population decline
* Aging population
* People who think libraries are a non-essential service
* Empty spaces downtown
* Polarized views within the community
* Lack of housing
* COVID-19
* Staff burnout
* City priorities

Appendix C: Library Data

**Hours of Operation (pre-COVID)**

Tuesday 10 am – 5 pm

Wednesday 10 am – 6 pm

Thursday 10 am – 6 pm

Friday 10 am – 5 pm

**Hours of Operation (August 2021)**

Monday – Thursday, 9:30 am – 5:00 pm

**Statistics 2016 – 2020**

\*2020 COVID year, Library building closed March 16 – December 31

Data taken from Minnesota Department of Education Library Statistics

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Year | Population | Registered Borrowers | Visits | Reference Questions | Public Computer Sessions | Interlibrary Loan Sent Out | Interlibrary Loan Received |
| 2016 | 563 | 1,447 | 13,766 | 539 | 1,778 | 1,865 | 2,812 |
| 2017 | 557 | 1,513 | 15,276 | 876 | 2,147 | 1,772 | 3,584 |
| 2018 | 558 | 1,452 | 16,403 | 838 | 1,884 | 2,080 | 3,608 |
| 2019 | 547 | 1,331 | 16,657 | 924 | 1,600 | 2,192 | 3,937 |
| \*2020 | 545 | 1,394 | 3,188 | 907 | 237 | 1,752 | 2,363 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Year | Circulation (Total) | Children's Circulation (Print) | Adult Circulation (Print) | Children's Programs Offered | Children's Programs Attendance | Teen Programs Offered | Teen Program Attendance | Adult Programs Offered | Adult Program Attendance |
| 2016 | 16,228 | 2,916 | 5,916 | 26 | 680 | 1 | 5 | 9 | 289 |
| 2017 | 19,285 | 4,357 | 7,336 | 60 | 1,652 | 9 | 51 | 24 | 650 |
| 2018 | 15,885 | 4,414 | 7,245 | 47 | 1,266 | 13 | 217 | 42 | 2,495 |
| 2019 | 16,087 | 4,638 | 7,307 | 45 | 1,634 | 9 | 95 | 36 | 2,153 |
| \*2020 | 11,760 | 1,898 | 3,761 | 13 | 361 | 3 | 16 | 13 | 464 |