

Cloquet Public Library 2009 – 2013 Strategic Plan

Adopted by the Board of Directors:
April ____, 2009

*Prepared by:
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PLANNING PROCESS:

The Cloquet 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, Foundation, Friends, City Council, 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.

ORGANIZATIONAL VALUES:

We believe the Cloquet Public Library is an essential community information and social resource. We value:

- A **family-based library**, where children and adults alike are encouraged and helped to learn to read, to love reading, and to continue reading throughout their lives.
- A library that is **equally open and accessible** to all who wish to use it.
- A **welcoming environment with friendly, courteous, and helpful staff** who make every visit to the library a positive and worthwhile experience.
- **Services relevant** to the ever-changing educational, business, and recreational needs of the community, providing problem-solving information, entertainment, thought-provoking materials, technology, programs, and any help necessary to access and use all that we offer.
- **Community ownership** of the library, where residents are aware of, participate in, and contribute to its mission and goals.

MISSION STATEMENT:

The Cloquet Public Library helps to build a democratic and engaged community by providing a welcoming space, resources and programs that support children's literacy and the fulfillment of lifelong learning, interests and goals.

LIBRARY GOALS (In order of priority):

- 1. Adults will maintain active minds, keeping pace with their recreational interests and essential life skills.**
- 2. All children will develop an enthusiasm for reading and learning, and be able to read independently by age nine.**
- 3. Community members will be aware of and participate in local activities and decision-making.**
- 4. Community members will find enjoyment and relieve stress.**
- 5. Students will get out-of-school help they need to achieve their educational potential.**

PROGRESS INDICATORS:

Goal 1 (Lifelong Learning)

- ✓ Number of participants in adult programs.
- ✓ Evaluation survey of adult program participants regarding whether they learned something new.
- ✓ Circulation of enhanced nonfiction sections.

Goal 2 (Create Young Readers)

- ✓ Number of children and adults participating in children's programs.
- ✓ Number of hits to the library's children's page.

Goal 3 (Be An Informed Citizen / Know Your Community)

- ✓ Number of hits to the online community calendar.
- ✓ Number of hits to the library's community links page.
- ✓ Attendance at the legislative forum.
- ✓ Number of organizations posting events on the online community calendar.

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:

YEAR 1 Action Plans April 2009 – March 2010

GOAL # 1: Adults will maintain active minds, keeping pace with their recreational interests and essential life skills.

Strategy A: Adult Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Create a Program Committee: <ul style="list-style-type: none"> ▪ Develop a written statement of committee structure and process. ▪ Recruit committee members (up to 6). 	Mary Gail	May 2009 May 2009
2. Develop annual program plan: <ul style="list-style-type: none"> ▪ Programming themes in support of established library priorities. ▪ Goal of 18 programs with at least one per month (including One Book One Community). ▪ Establish a consistent “Program Night” that the community can count on. 	Program Committee (Gail)	May 2009
3. Coordinate and promote the planned programs.	Program Committee (Gail)	Monthly
4. Promote availability of library meeting rooms on the website.	Web Master	April 2009

Strategy B: Displays / Exhibits		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Displays: <ul style="list-style-type: none"> ▪ Dedicate display case and power wall to children’s themes. ▪ Rotate display case and power wall to reflect monthly programming themes. 	Lis Karen	June - August Monthly (September – May)
2. Art Exhibits: <ul style="list-style-type: none"> ▪ Rotate Picturing America prints. ▪ Solicit local artwork to rotate every six months. 	Volunteer Volunteer	May 2009 New exhibit to begin October 2009

Strategy C: Technology		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Develop funding plan and replace 8 public access computers.	Mary	March 2010

Strategy D: Collection Development		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Identify top 3 lifelong learning areas for weeding and development (Year 1: careers, financial advice, medical).	Mary	March 2010

GOAL # 2: All children will develop an enthusiasm for reading and learning, and be able to read independently by age nine.

Strategy E: Early Childhood Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Story Time: <ul style="list-style-type: none"> ▪ Increase annual story time schedule by 2 additional weeks. <ul style="list-style-type: none"> – Lap Sit (0-2 years) – Preschool (3-5 years) ▪ Bedtime Stories twice per year. 	Lis Lis	Weekly (37 weeks) Weekly (37 weeks) Fall 2009 & Winter 2009/2010
2. Outreach: <ul style="list-style-type: none"> ▪ Survey local early childhood programs to determine their level of interest in outreach story time (ECFE, Head Start, Tribal Head Start, family child care providers, child care centers). ▪ Develop a plan for delivering children’s outreach services. 	Lis Lis (Mary)	October 2009 January 2010
3. Story Kits: <ul style="list-style-type: none"> ▪ Request funds from Friends or Cloquet Community Foundation. ▪ Create 10 new story kits. 	Lis	March 2010

Strategy F: School-Age Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Conduct monthly after-school enrichment programs for grades K-5.	Lis (Community Education)	Monthly (September – May)
2. Summer Reading Program: <ul style="list-style-type: none"> ▪ Conduct classroom visits to promote summer program. ▪ Offer summer program with weekly special events. 	Lis Lis	May 2009 June – August 2009
3. Conduct an annual reading or writing challenge for school age children.	Lis	March 2010

Strategy G: Family Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Offer 6 evening guest performance or events per year (every other month).	Lis	Beginning May 2009

Strategy H: Resources		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Examine options to open up children’s/family area.	Mary (Lis)	March 2010
2. Solicit additional funds for expansion of children’s collection.	Mary (Library Foundation)	March 2010

GOAL # 3: Community members will be aware of and participate in local activities and decision-making.

Strategy I: Community Information Center		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Develop online community calendar: <ul style="list-style-type: none"> ▪ Develop a list of local organizations that have activities to post on the calendar. ▪ Research self-serve calendar options (e.g. Google, KAXE). ▪ Set up calendar and link directly from City, Chamber, and school websites. ▪ Enter library events and events for web-challenged organizations. ▪ Make initial contact to local organizations to introduce calendar, and request brochures for reference binder. ▪ Newspaper and radio coverage of new community calendar to inform the public. ▪ Contact school and any new organizations added to contact list to introduce calendar. ▪ Review who is posting and follow-up with “missing” organizations. ▪ Assign and train a staffperson to take over Web Master responsibilities. 	Marilyn (Staff input) Mary Mary Rosemary Marilyn Mary Marilyn Marilyn Mary	April 2009 May 2009 May 2009 Monthly (begin May 2009) June 2009 Quarterly (begin June 2009) September 2009 Quarterly (begin September 2009) August 2009
2. Local services binder: <ul style="list-style-type: none"> ▪ Create 3-ring binder of local services (brochures, etc) for desk reference. ▪ Update binder quarterly. 	Rosemary Rosemary	May 2009 Quarterly (begin August 2009)

Strategy J: Civic Engagement.		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Legislative forum: <ul style="list-style-type: none"> ▪ Contact state delegation regarding post-session community briefing. ▪ Promote event through news media. ▪ Host forum. 	Mary Mary Board Chair	April 2009 2 weeks prior to event June 2009