

International Falls
Public Library
2012 – 2016 Strategic Plan

Adopted by the Library Board:
January 11, 2012

*Prepared by:
Whitney Crettol Consulting*

THE PLANNING PROCESS:

The International Falls Public Library completed a comprehensive strategic planning process between August and December 2011. 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 and county officials, and library 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 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:

The City of International Falls is located on the Canadian border and is affectionately known as the "Icebox of the Nation". As the gateway to Voyageurs National Park, it is a destination for both summer and winter tourists. The community's other major economic driver is Boise Paper. Over the past decade, the city has experienced only a slight decline in population and, contrary to popular perception, the number of children still exceeds the number of seniors. There is higher than average unemployment and poverty, and according to Census Bureau estimates, the median household income appears to be declining.

Although the library's hours of operation were cut back in 2010, traffic into the library has continued to go up. It should also be noted that the library is functioning as a regional service with nearly half its borrowers being county residents with addresses outside of International Falls. However, more patrons do not necessarily translate into greater circulation. Major uses of the library today have expanded to include accessing digital resources and participation in a growing amount of programming and events. These opportunities are in demand, and the trend is expected to continue.

In our focus group, local leaders identified the community's children as a top priority. Specific emphasis was placed on helping young children build early literacy skills in preparation for school success. This objective goes beyond direct services to children however, with support needed for parents and teachers to effectively perform their roles. A need was also identified for constructive out-of-school enrichment activities for older children and youth.

Another top community priority was a desire to increase civic engagement – raising awareness of local and world issues, encouraging more citizens to participate in elected office, and increasing volunteerism. There was also a call for more communication and collaboration between community organizations and across units of government.

ORGANIZATIONAL VALUES:

❖ Lifelong Learning

Our library provides resources that encourage people to expand their horizons.

❖ Fair & Equal Access

Our library provides equal access to all.

❖ Professional Service

Library staff provide friendly and accommodating service to all.

MISSION STATEMENT:

The International Falls Public Library, a welcoming resource center, promotes children's literacy, supports lifelong learning, and cultivates creativity, to empower and encourage a connected community.

LIBRARY GOALS (In order of priority):

1. Young children, caregivers, and educators engage in shared literacy activities that build confidence and joy in learning.
2. Everyone finds enjoyment, develops creativity, and enhances cultural awareness.
3. Everyone is supported in a search for knowledge and the development of skills for personal and civic growth.
4. Everyone experiences a welcoming and safe place for learning, reflection, and interaction.

PROGRESS INDICATORS (Year 1):

Goal 1 (Create Young Readers)

- ✓ Number of children's programs and number of participants (on-site/off-site).
- ✓ Annual parent/caregiver feedback surveys for preschool story time (*e.g. has participation in story time increased your child's interest in books and reading; has participation in story time led to more reading-related activities at home?*).
- ✓ Number of adults participating in early literacy webinars.
- ✓ Participant evaluations of early literacy webinars (*e.g. did this workshop help you to better understand how children develop literacy skills; did you learn something new to try at home that will support your child in getting ready to read?*).

Goal 2 (Stimulate Imagination)

- ✓ Number of programs and number of participants.
- ✓ Surveys of program participants regarding whether they were creatively inspired, had fun, or enhanced their cultural awareness (and/or Legacy evaluations).
- ✓ Number of patron-generated book reviews.

Goal 3 (Lifelong Learning)

- ✓ Number of programs and number of participants.
- ✓ Surveys of program participants regarding whether they learned something new and/or developed skills for personal and civic growth (and/or Legacy evaluations).

IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present strategic plan to Library Board for adoption. Present adopted plan to City Council.	January 2012
2. Communicate the new plan to other stakeholders and the public.	February 2012
3. Review strategic plan progress as a regular agenda item at staff meetings; make mid-course corrections and update action plan.	Monthly
4. Discuss strategic plan progress as regular agenda item at Library Board meetings.	Monthly
5. Compile progress indicator data for annual review.	Annually 2013 - 2017 (April)
6. Board/staff annual 'retreat' to review implementation successes and challenges (including indicator data), review goals, revise strategies, and project budget needs.	Annually 2013 - 2016 (April)
7. Staff develop action plans for the next year.	Annually 2013 - 2016 (May)
8. Full round of strategic planning.	Spring 2017 (New plan in place by

APPENDICES:

Appendix A – Year 1 Action Plans

Appendix B – Library & Community Profile

Appendix C – Community Focus Group Summary

Appendix D – Library SWOT Analysis

Appendix A:

YEAR 1 Action Plans January 1, 2012 – June 30, 2013

GOAL # 1: Young children, caregivers, and educators engage in shared literacy activities that build confidence and joy in learning.

Strategy A: Children's Space & Materials		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Junior Room furnishings: <ul style="list-style-type: none"> ▪ Request space/layout analysis from furniture vendor. ▪ Select new child-friendly tables and chairs that allow for more open space in the Junior Room. ▪ Replace old furnishings with new. 	Kathy (Patty) Kathy Kathy	April 1, 2012 May 1, 2012 June 1, 2012
2. Select and purchase new juvenile materials.	Diane (Kathy, Mary)	Monthly (January – December)
3. Weed picture book section (one row every other week).	Kelly (Kathy, Diane)	Every other week (January – December)
4. Weed puzzles.	Kelly	June 1, 2012
5. Purchase new games for ages 0 - 12.	Diane	June 1, 2012
6. Weed juvenile nonfiction section.	Kelly (Diane)	June 30, 2013

Strategy B: Children's Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Preschool Story Times: <ul style="list-style-type: none"> ▪ Conduct on-site weekly story time at the library. ▪ Conduct on-site story time at the library for St. Thomas preschool every other week. ▪ Conduct off-site story time at Head Start every other week. 	Diane Diane Diane	Jan-May & Sept - Dec Jan-May & Sept – Dec Jan-May & Sept - Dec
2. Family Winter Reading Program: <ul style="list-style-type: none"> ▪ Reframe the WRP to target homeschoolers and families with preschool children. ▪ Adjust promotion to new target audience (e.g. post on homeschool Facebook page, church bulletins, in library, news media). ▪ Conduct 7-week program with prizes for completing list of family activities. 	Diane	December 2011 January 31, 2012 March 31, 2012 & 2013

<p>3. Summer Reading Program:</p> <ul style="list-style-type: none"> ▪ Promote SRP through PreK-6 classroom visits, presentation to homeschool group, and coverage in local media. ▪ Run 12-week reading program with prizes. ▪ Promote and host 2 Kid Stuff events. ▪ Picnic finale and awarding of T-shirts. 	<p>Diane</p>	<p>May 31, 2012 & 2013</p> <p>August 31, 2012 August 31, 2012 August 31, 2012</p>
<p>4. Conduct 10 weeks of summer stories at the park, targeted to children in grade 3 and younger.</p>	<p>Diane</p>	<p>Weekly (June - August)</p>

Strategy C: Training & Resources for Caregivers		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Ready to Read webinar series:</p> <ul style="list-style-type: none"> ▪ Promote early literacy skills training webinars to parents and caregivers; make library computers available for this purpose. ▪ Place links on the library's website. 	<p>Diane (Working Family Resource Center) Diane</p>	<p>December 31, 2012 December 31, 2012</p>

Strategy D: Getting Free Reading Materials Into Children's Homes		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Books for Babies:</p> <ul style="list-style-type: none"> ▪ Assess stock and order books. ▪ Include Imagination Library flyers with books handed out at the library. ▪ Brainstorm and implement new promotional methods to reach target audience (county residents - including those whose babies may be born in out-of-county hospitals; e.g. clinics, flyers at the library). 	<p>Diane Diane (Staff) Diane</p>	<p>March 31, 2012 & 2013 March 31, 2012 September 1, 2012</p>

GOAL # 2: Everyone finds enjoyment, develops creativity, and enhances cultural awareness.

Strategy E: Reading Programs		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Adult Winter Reading Program: <ul style="list-style-type: none"> ▪ Develop user book review format/questions. ▪ Promote and collect user book reviews as entries for prize drawings. ▪ Post user book reviews anonymously on library blog. ▪ Evaluate outcome of new Adult Winter Reading Program and develop plan for 2013. 	Mary Mary Mary (Diane) Diane	January 6, 2012 March 19, 2012 March 19, 2012 June 1, 2012
2. Promote and conduct Adult Summer Reading Program with prizes and optional book reviews.	Diane	August 17, 2012
3. Promote and conduct Teen Summer Reading Program with prizes.	Diane	August 17, 2012

Strategy F: Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Stimulate Imagination 2012 Program Series: <ul style="list-style-type: none"> ▪ Promote and host 6 Legacy programs. ▪ Promote and host author visit with Mary Casanova featuring American Girl of the Year. ▪ Promote and host spring gardening program with Master Gardener. ▪ Develop, promote, and host 4 additional programs that contribute to Goal #2 (e.g. writing workshops, author visits). 	Diane Mary Kathy Diane	December 31, 2012 March 31, 2012 April 30, 2012 December 31, 2012
2. Stimulate Imagination 2013 Program Series: <ul style="list-style-type: none"> ▪ Promote and host at least 3 adult programs. ▪ Promote and host at least 2 children's programs. 	Diane Diane	June 30, 2013 June 30, 2013
3. Film Festival: <ul style="list-style-type: none"> ▪ Coordinate 2012 film festival. ▪ Post 2013 festival information on designated websites. ▪ Brainstorm ways to increase participation of film makers and festival attendees. ▪ Implement enhanced promotions plan. ▪ Recruit new instructor for digital camera classes. ▪ Conduct digital camera class(es). ▪ Coordinate 2013 film festival. ▪ Post 2014 festival information on designated websites. 	Diane Diane (Festival Board) Diane (Festival Board) Diane (Festival Board) Diane Volunteer Instructor Diane Diane (Festival Board)	January 31, 2012 April 1, 2012 May 31, 2012 December 31, 2012 June 1, 2012 December 31, 2012 January 31, 2013 April 1, 2013
4. Children's Crafts: <ul style="list-style-type: none"> ▪ Offer weekly afterschool craft activity. ▪ Offer all-day craft activity once per week. 	Diane Diane	Jan – May & Sept – Dec June – August

Strategy G: Reader's Advisory		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Refresh display of staff recommended books.	All Staff	Weekly January - December
2. Post patron book reviews on library blog (See Strategy E).	--	--
3. Update reading lists on library website.	Diane	Quarterly (Jan, Apr, July, Oct)

Strategy H: Materials		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Schedule 1 hour per week for staff to progressively weed the adult fiction section.	Kathy & Mary	Weekly January - December
2. Coordinate the selection and purchase of new fiction materials.	Diane, Kathy, Mary	Monthly January - December
3. Art displays: <ul style="list-style-type: none"> ▪ Solicit items for display from local artists. ▪ Rotate displays at least every other month. 	Diane Diane	February 29, 2012 Six Rotations (Feb – Dec)
4. Weed DVD collection.	Teresa	June 30, 2013

GOAL # 3: Everyone is supported in a search for knowledge and the development of skills for personal and civic growth.

Strategy I: Lifelong Learning Programs		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Promote and hold Movie Nights six times per year to show documentaries.	Diane	Jan, Feb, Mar, Sept, Oct & Nov 2012 & 2013
2. Great Decisions series: <ul style="list-style-type: none"> ▪ Provide promotion for this series of programs on global issues. ▪ Host 8 gatherings per year. 	Diane Diane (Sue Nordquist)	Jan – May & Sept - Nov Jan – May & Sept - Nov 2012 & 2013
3. Select, promote, and host 3 Legacy “How-To” or history-related programs.	Diane	June 30, 2013
4. Promote and hold Edible Car Contest for families during National Engineering Week.	Diane	February 22, 2012 & February 28, 2013

Strategy J: Civic Engagement		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Public Meeting Recordings: <ul style="list-style-type: none"> ▪ Work with City of International Falls and Koochiching County to expand public access by setting up a collection of recorded meetings. ▪ Promote availability of public meeting recordings for viewing at the library. 	Diane (City & County Administrators)	March 31, 2012
	Diane	March 31, 2012
2. Law Library: <ul style="list-style-type: none"> ▪ <u>Upon county request</u>, establish a computer workstation space for utilization of digital legal materials. ▪ Provide designated shelf space for physical materials. ▪ Assist in determination of which items will be utilized by the public and transferring this collection to the library. 	Diane	TBD
	Diane	TBD
	Diane (County Law Clerk)	TBD

Strategy K: Resources & Materials		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Small business section: <ul style="list-style-type: none"> ▪ Research options in small business development/entrepreneurial resources. ▪ Pursue above options, if applicable. 	Diane	November 30, 2012
	Diane	June 30, 2013
2. Weed nonfiction, including Vigilance collection.	Diane (Teresa)	December 31, 2012
3. Purchase additional materials for the Vigilance collection (approximately \$15,000).	Diane	June 30, 2013
4. Coordinate with NENET on fiber optic connection.	Diane	December 31, 2012

Appendix B:

Library & Community Profile

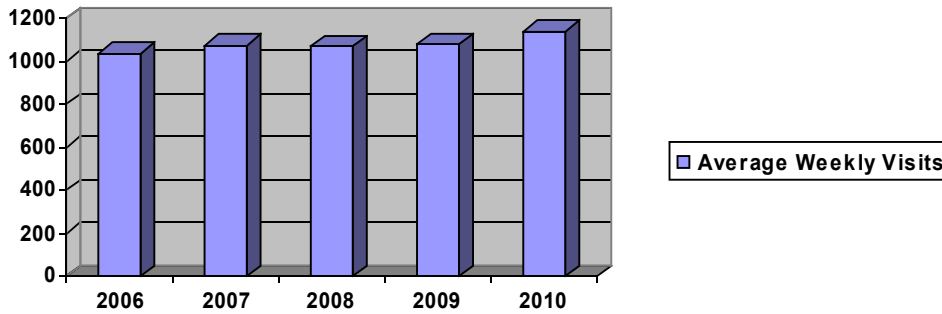
September 2011

Library & Community Profile: International Falls Public Library

I. LIBRARY STATISTICS

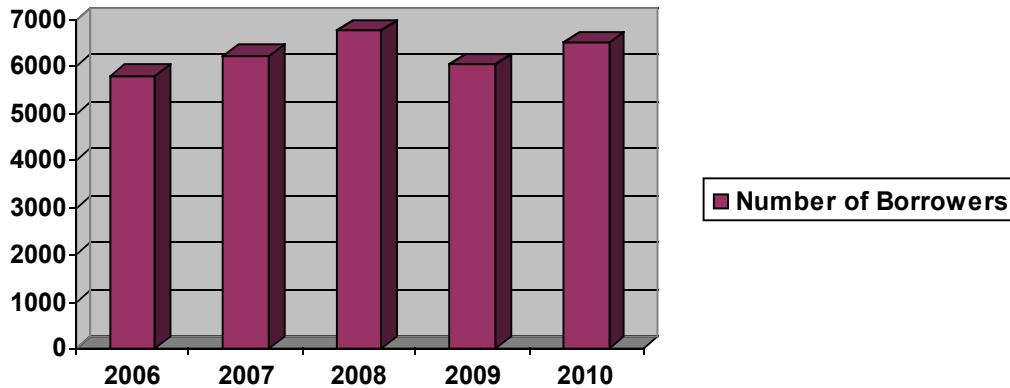
Library Traffic

The International Falls library decreased its weekly hours of operation from 53 to 47 last year. However, traffic into the library has continued to climb gradually.



Number of Resident Borrowers

In the past, all library card holders were maintained in the system regardless of whether they were active. In 2005, ALS began purging inactive users on a periodic schedule. Dips in the number of borrowers in odd-numbered years are at least in part reflective of the purge process. According to recent Census figures, the number of card holders now exceeds the city's population.



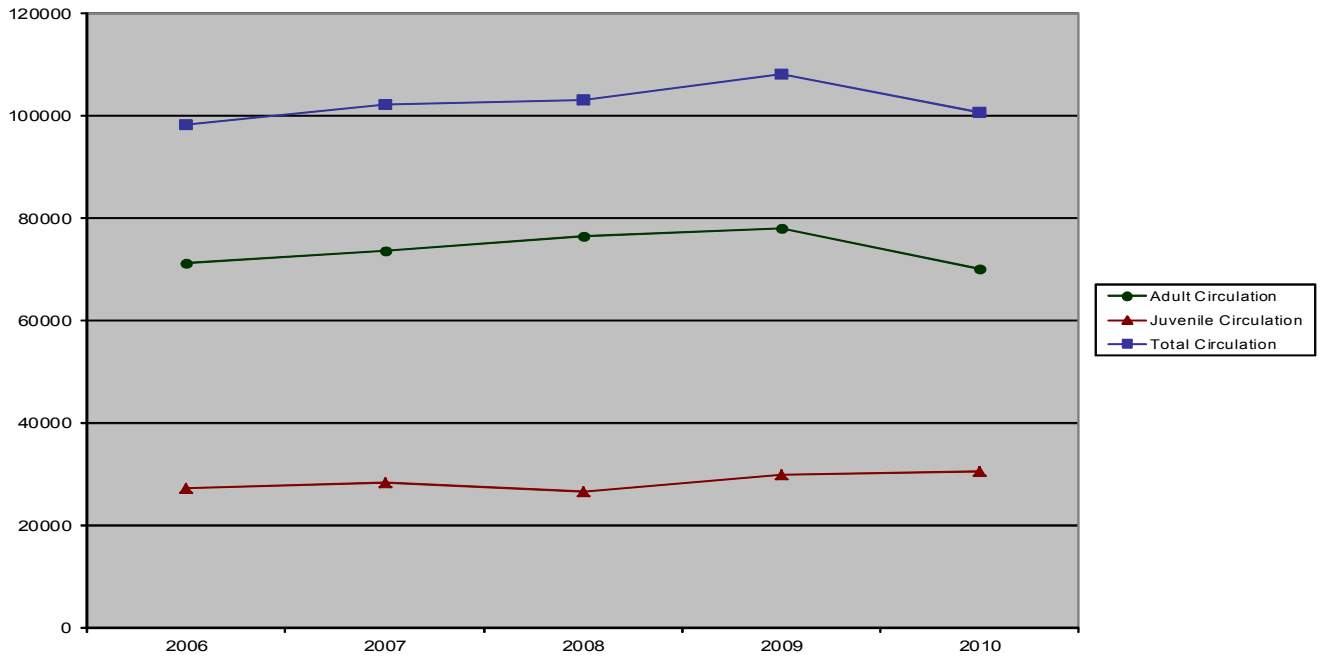
Collection Size

Type of Material	2006	2010	Change
Print	50,928	59,190	+ 8,262
Audio	1,425	1,777	+ 352
Video	1,856	3,238	+ 1,382
Total Collection:	54,209	64,205	+ 9,996

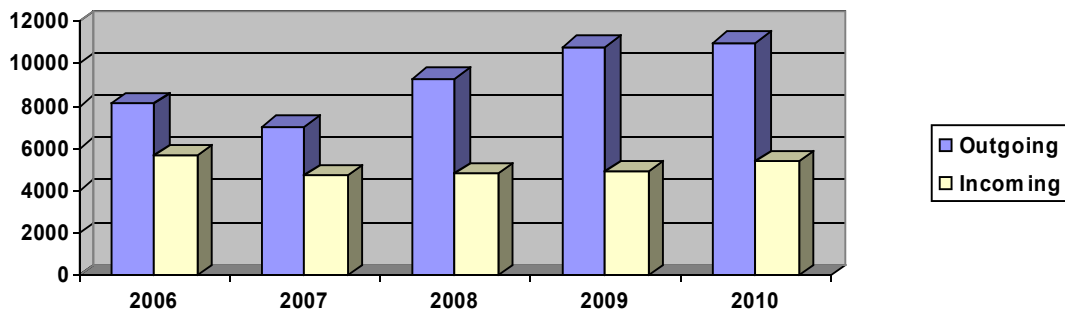
A September 2011 review of last check-out date identified 9,998 items, approximately 16 % of the library's total collection, that have not circulated during the past three years.

Circulation

The overall circulation trend in International Falls was one of gradual increase through 2009. A decline in the circulation of materials last year coincides with the decrease in open hours of six hours per week.



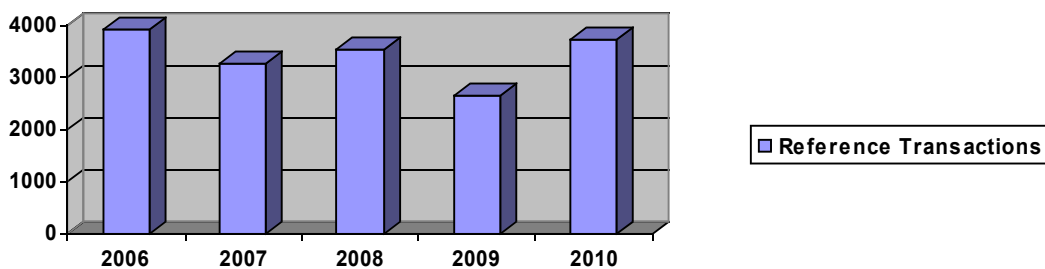
Inter-Library Loans



Provision of inter-library loan materials has increased significantly, while incoming requests have remained fairly consistent.

Reference Requests

The national trend in reference service is one of decreasing demand. Locally there is no definite pattern.



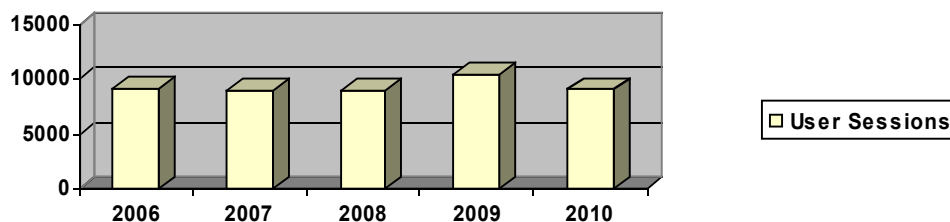
Programs & Meeting Room Usage

The total number of library-sponsored programs has increased significantly over the past five years. The current emphasis is on children's programs.

Target Audience	Number of Programs	Type of Programs	2010 Attendance
Adults	12	Documentary movies (6/year), special programs.	255
Young Adults	27	Monthly gaming, special programs.	230
Children	225	Weekly story times, weekly art projects, monthly gaming, summer & winter reading programs, special programs.	4,837
Total Attendance:			5,322

Public use of the library's meeting room has grown ten-fold during this time period, with 89 functions held in 2010.

Public Computer/Internet Usage



The library has a total of eight public access computer terminals. Usage has remained fairly stable since 2006. Wireless service is also available at this location. The library maintains a webpage.

Operating Expenditures

Year	Staffing	Collection	Other	Total
2006	\$ 284,841	\$ 57,527	\$ 43,038	\$ 385,406
2010	\$ 315,520	\$ 45,083	\$ 43,000	\$ 403,603

Current staffing totals 5.05 FTEs and includes a Library Director, two Associates, one Assistant, two part-time Pages and a part-time Custodian.

COMMUNITY DEMOGRAPHICS

The City of International Falls has experienced a 23 % decrease in population since 1990. Below are some key demographic indicators [*Figures taken from the 2010 U.S. Census unless otherwise noted*].

Time of Count	Number of Residents	Change from Previous Period
1990 Census	8,324	
2000 Census	6,703	- 1,621
2010 Census	6,424	- 279

Race & Age

The vast majority (93 %) of residents are Caucasian, but the 2010 Census recorded 428 persons of color residing here. In addition, 72 individuals identified themselves as Hispanic.

Age Group	Number of Residents	Percentage of Total Population
Children 0-17	1,410	22 %
Adults 18-64	3,742	58 %
Adults 65 & over	1,272	20 %

Education

The International Falls Public School District operates two elementary schools and a high school. The District's 2010 on-time graduation rate was 80 % [*MN Department of Education*]. In addition, there is one private school and 28 children who are being home-schooled in the district. Of the population age 25 and over, 9.7 % have an associate's degree and 13.1 % have a bachelor's degree or higher [*2000 U.S. Census*].

School	Number of Students [January 2011]
ISD 361 West End & Falls Elementary (K-6)	665
ISD 361 Falls High School (7-12)	598
St. Thomas (K-8)	50
Total Students:	1,313

Income

At \$ 29,908, the median household income in International Falls in 2000 was significantly lower than the statewide figure of \$ 47,111. That year the Census also indicated that 14.5 % of city residents, or 957 individuals, were living below the poverty line. Koochiching County's current unemployment rate of 7.4% is higher than the statewide figure of 6.7 % [*August 2011, DEED*].

Housing

Housing Type	Percentage of Total
Homeowner (% of all occupied housing units)	67 %
Rental (% of all occupied housing units)	33 %
Vacant housing units	8 %

According to 2005-2009 Census estimates, the city's median assessed home value was approximately \$74,000, and average rent was \$ 468.

Appendix C:

Community Focus Group Summary

September 2011

Community Focus Groups – Summary of Responses

International Falls Public Library

9-29-11

A total of 14 community leaders participated in the focus group. Representation included financial services, local media, education, library trustees, economic development, county services, employment & training, disability services, Friends of the Library, legal services, elder services, the arts, and community center administration. In addition, participants indicated active volunteerism in a wide range of community causes and events.

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	Future Result We Want to See
Low-income families with young children	Have convenient opportunities for, and feel welcome in, literacy-building activities.
Low-income families	Have access to legal services locally.
Families in poverty	Have support to meet their basic needs.
Homeless	Have a homeless shelter.
Pre-K – 12 Students	Come to school well fed and well rested.
Pre-K – 12	Testing at very high levels and are ready for today’s jobs; parents and teachers have all the resources needed to support children in achieving these goals.
Students	Have enrichment activities for additional learning outside of school.
Teens	Have safe places to gather with constructive things to do.
Young adults	Have returned to livable wage jobs.
Short-term workers	Are integrated into the community (e.g. international nursing students, homeland security employees).
Entrepreneurs	There is encouragement and support for a larger entrepreneurial culture which diversifies the local economy.
Elders	Are all connected socially and to information.
Elected officials	Work well together between the City and County.
Everyone	Arts, culture and lifelong learning are valued and people participate in these opportunities.
Everyone	A thriving tourism industry.
Everyone	Greater awareness of what is happening in the rest of the world.
Everyone	More volunteerism (including in the schools).
Everyone	Strong and attractive physical infrastructure (streets, sidewalks, sewer, telephone and Internet, etc).
All income levels	Health and dental care access.

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

- + Low-stress community life (no rushing around, waiting in line, etc).
- + Great people who pull together to support one another in a crisis; generosity.
- + High number of talented people, including in the arts.
- + People who have moved away want to return here.
- + Active volunteer base.
- + Active service organizations.
- + Current mayor is a positive community promoter.
- + Our community is on the radar of state and federal elected officials and they do visit.
- + Natural beauty of the area.
- + Voyageurs National Park.
- + Airport.
- + Community center's successful summer lunch program.
- + Have facilities such as the school and community center which could be utilized more.
- + Community college located here.
- + Strong education system.
- + Community has responded positively to issue of homelessness.
- + Long tradition of strong public library.

Weaknesses/Threats

- Lack of cooperation between city and county officials causes inaction and inefficiency.
- Lack of communication and collaboration between different groups.
- There are good ideas out there, but no one moves ahead with action; there is fear of and resistance to change.
- Tension within the school district among teachers/administration/school board; and between the school district and college (due to post-secondary options enrollment).
- Not a welcoming atmosphere for new business development.
- Difficult for newcomers to feel a part of the community.
- Shrinking and aging population.
- High poverty rate.
- Lack of funding for all types of services (government and nonprofit).
- Aging housing stock.
- Only one major employer.

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?

- Encourage more citizens to run for public office – fresh choices/voices in leadership.
- Reach out with more opportunities for young children in literacy and ready-to-learn skills development.
- Increase awareness and participation in events by creating a central location for information about what is happening in the community – a master schedule.
- Encourage community support (volunteerism, financial support) through one-to-one approaches with specific requests or options of how that individual can help.
- Expand on the ‘welcome wagon’-type personal visits to help introduce people to the community.
- City and county officials should participate jointly in a workshop to increase their cooperation/collaboration skills; highlight what they have in common (e.g. serving the same constituents, facing the same issues).
- School leaders participate in similar workshop, as above.

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
Create Young Readers: Early Literacy	11
Learn to Read & Write: Adult, Teen, and Family Literacy	11
Know Your Community: Community Resources & Services	11
Be an Informed Citizen: Local, National, and World Affairs	10
Satisfy Curiosity: Lifelong Learning	8
Make Informed Decisions: Health, Wealth, and Other Life Choices	7
Stimulate Imagination: Reading, Viewing & Listening for Pleasure	5
Understand How to Find, Evaluate, and Use Information: Information Fluency	5
Connect to the Online World: Public Internet Access	4
Visit a Comfortable Place: Physical & Virtual Spaces	4
Build Successful Enterprises: Business & Nonprofit Support	3
Make Career Choices: Job & Career Development	3
Express Creativity: Create and Share Content	1
Discover Your Roots: Genealogy & Local History	1
Succeed in School: Homework Help	0
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 2011

SWOT ANALYSIS
International Falls Public Library
10-21-11

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

STRENGTHS: *What does the library do best?*

- Activities / events. (2)
- Customer service.
- Fun, educational junior room.
- Materials selection.
- Reader's advisory.
- Comfortable.
- Pleasant environment.
- Study space for special needs.
- Computer access with WiFi.
- Free.

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

- Hours.(2)
- In-house communication. (2)
- Tracking previous material read.
- Publicity.
- Communication with community.
- Partnership with school districts.

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

- Good computer center. (2)
- Big brother / sister reading program. (2)
- In-school programs. (2)
- Senior reading programs. (2)
- Education needs for those in extreme poverty. (2)
- Build volunteer opportunities. (2)
- Build cooperatives between libraries and schools / college.
- Build awareness of world, etc.
- Outreach to community outside City limits.
- Advertise strengths.

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

- Financial shortfalls from government funding. (4)
- Poor cooperation between government units. (2)
- Shrinking and aging population. (2)
- Netflix. (2)
- Kindle, iPad, Nook, etc. (2)
- Community attitude / resistance.
- Book stores with coffee shops.