

Two Harbors Area Public Library 2010 – 2014 Strategic Plan

Adopted by the Library Board:
January 5, 2010

*Prepared by:
Whitney Crettol Consulting*

THE PLANNING PROCESS:

The Two Harbors Area Public Library completed a comprehensive strategic planning process between September and December 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, Friends of the Library, city 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:

Several themes emerged through our environmental scan process. First was community leaders' focus on children and youth. Their vision included supporting the continuum of education from adequate preschool preparation, to helping older students with research skills and resources. Furthermore, there are no post-secondary institutions in Lake County resulting in considerable use of distance learning and demand for proctoring services.

Another key theme was the challenge of connecting community members locally and to what is happening in the world beyond our city or county borders. Being somewhat of a bedroom community, focal points are needed to pull people together. Opportunities that add fun to people's lives were identified as needs for both adults (e.g. alternatives to the bar scene) and young people (e.g. constructive, motivating out-of-school activities).

The Two Harbors Library has seen an overall growth trend during the past five years. There has been increasing utilization of the library and all its services, but of special note is the rising demand for public access computers. Despite making adjustments to user time limits, the existing computers may have reached the point of saturation. The area's lack of residential high-speed infrastructure and lower than average incomes may be contributing factors to this high level of demand. Community leaders recognize the importance of access to technology for everyone in today's digital world.

Finally, the environmental scan revealed two specific strategies that have been used locally with success and are supported by stakeholders: collaboration and outreach. The community as a whole has a positive history of collaboration between organizations and wants to see continued joint efforts. In addition, the Library has used outreach to serve frail seniors, and this tool may be applied to engage other patron groups that have become hard to reach.

ORGANIZATIONAL VALUES:

Variety of Current Resources –

The Library provides a diverse variety of resources relevant to the changing needs of the community, including print materials and technology that address educational, vocational, and recreational needs. Our helpful and competent staff are one of our best assets.

Welcoming & Accessible –

The Library is a warm and inviting place with friendly and courteous staff who treat all in a respectful manner. We maintain extensive open hours in a handicapped accessible facility, and provide free access to resources and information.

Community Anchor –

The Library is an essential cornerstone of our community, connecting us to the wider world, facilitating interactions within our community, and preserving local heritage, including the historic Carnegie Library building.

Stewardship –

The Library practices wise stewardship of public resources while promoting the value of knowledge, a most valuable resource.

MISSION STATEMENT:

An informed and engaged community needs a gathering place where they can connect with each other and the wider world. The Two Harbors Area Public Library provides a welcoming space with a wide variety of resources in print and other media for the education and enjoyment of everyone – children, youth, and adults.

LIBRARY GOALS (In order of priority):

- 1. The Library engages the lifelong curiosity of youth and adults, enhances their learning outside of the classroom, and empowers them to be informed and enthusiastic individuals.**
- 2. People of all ages find things to read, view, and do that stimulate their imaginations and add fun to their lives.**
- 3. Children, their families and caregivers get excited about books, creating a love and habit of reading.**

PROGRESS INDICATORS:

Goal 1 (Lifelong Learning)

- ✓ Number of participants in lifelong learning programs and survey regarding whether they learned something new and/or feel more informed.
- ✓ Frequency of meeting room use for youth tutoring or enrichment activities.
- ✓ Number of tests proctored.

Goal 2 (Stimulate Imagination)

- ✓ Number of participants in teen programs and survey regarding whether they were creatively inspired or had their free time enriched.
- ✓ Number of participants in other programs under this goal and surveys regarding whether their imaginations were stimulated or the experience was fun (and/or Legacy program evaluations).

Goal 3 (Early Literacy)

- ✓ Summer/Winter Reading Program total participants and survey at completion (e.g. *What did you read this summer/winter that you really liked?*).
- ✓ Number of elementary class tours held at the library.
- ✓ Number of parents and caregivers participating in children's literacy training and evaluation survey (e.g. *Did you learn about early literacy techniques or concepts that you will use with your children/children in your care?*).
- ✓ Evaluation survey of child care providers regarding benefits of story time outreach pilot to children in their care.

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 2010
2. Communicate the new plan to other stakeholders and the public.	January – February 2010
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 Library Board meetings.	Monthly
5. Compile progress indicator data for annual review.	Annually 2010 - 2014 (September)
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 (September)
7. Staff develop action plans for the next year.	Annually 2010 - 2013 (October - December)
8. Full round of strategic planning.	Fall 2014 (New plan in place by January 2015)

Appendix A:

YEAR 1 Action Plans January – December 2010

GOAL # 1: The library engages the lifelong curiosity of youth and adults, enhances their learning outside of the classroom, and empowers them to be informed and enthusiastic individuals.

Strategy A: Technology		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. IT Maintenance <ul style="list-style-type: none"> ▪ Assign specific duties to each staff member. ▪ Train each staff member on assigned IT tasks. ▪ Develop scheduling strategy and begin shared IT maintenance. 	Sue Sue (All Staff) Sue (All Staff)	January 31, 2010 May 1, 2010 May 31, 2010
2. Website <ul style="list-style-type: none"> ▪ Determine whether to manage internally or find a vendor. ▪ Update website with a new look. ▪ Maintain regular update schedule & integrate blog/Facebook content. ▪ Develop pathfinders. 	Sue TBD TBD TBD	February 1, 2010 October 1, 2010 Monthly beginning Oct 2010 2011
3. Arrange all-staff training on how to assist patrons with technology (ALS on site?).	Sue	November 1, 2010
4. Technology Plan <ul style="list-style-type: none"> ▪ Research existing technology plans from other libraries. ▪ Develop a technology plan. 	Sue Sue (Board)	March 1, 2010 May 31, 2010

Strategy B: Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Displays <ul style="list-style-type: none"> ▪ Develop an annual plan for utilizing display areas to: <ul style="list-style-type: none"> – Support current programming themes within Goals 1 & 2, and – Highlight other areas of lifelong learning (e.g. showcasing local talent, local groups/organizations, awareness months). ▪ Develop displays and coordinate rotation as per plan. ▪ Develop display policy that covers items displayed by other entities. 	Becky Becky Sue (Board)	April 1, 2010 Monthly (January – December 2010) December 31, 2010
2. Develop 2010 Program Plan <ul style="list-style-type: none"> ▪ Work with Friends of the Library to select themes for series of 3 programs that address the lifelong learning goal, including one focused toward youth. ▪ Promote and conduct programs as per plan. 	Becky (Friends of the Library)	April 1, 2010 December 31, 2010

<p>3. Develop 2011 Plans</p> <ul style="list-style-type: none"> ▪ Work with Friends of the Library to select themes for series of 3 programs that address the lifelong learning goal, including one focused toward youth. ▪ Develop annual display plan. 	<p style="text-align: center;">Becky (Friends of the Library)</p> <p style="text-align: center;">Becky</p>	<p style="text-align: center;">December 31, 2010</p> <p style="text-align: center;">December 31, 2010</p>
--	--	---

Strategy C: Supporting School Success

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Meeting Room</p> <ul style="list-style-type: none"> ▪ Modify meeting room policy to allow tutoring. ▪ Develop plan to promote meeting room availability for tutoring and other supervised after-school activities. ▪ Begin promotion of meeting room. 	<p style="text-align: center;">Sue (Library Board) Amanda</p> <p style="text-align: center;">Amanda</p>	<p style="text-align: center;">March 31, 2010 May 31, 2010</p> <p style="text-align: center;">September 1, 2010</p>
<p>2. Research what after-school enrichment activities are currently offered in the community. Use this information to make referrals, and when considering future program development.</p>	<p style="text-align: center;">Amanda</p>	<p style="text-align: center;">September 1, 2010</p>
<p>3. Proctoring</p> <ul style="list-style-type: none"> ▪ Modify policy to include fees for all proctoring. ▪ Prepare Library Assistants to share proctoring duties and begin assigning specific student-staff pairs for proctoring. 	<p style="text-align: center;">Sue (Library Board) Sue</p>	<p style="text-align: center;">February 1, 2010 March 1, 2010</p>

Strategy D: Space Utilization

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Space Assessment</p> <ul style="list-style-type: none"> ▪ Collect staff and patron observations and ideas for improving space utilization. ▪ Obtain professional space consultation to analyze and make facility recommendations with regard to priority goals and future library trends. 	<p style="text-align: center;">Sue</p> <p style="text-align: center;">Sue</p>	<p style="text-align: center;">December 31, 2010</p> <p style="text-align: center;">2011</p>

Strategy E: Collection Development

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Add & Replace Schedule</p> <ul style="list-style-type: none"> ▪ Develop an updating schedule by topic. ▪ Annual add and replace process as per above schedule, utilizing Purchase Request form. 	<p style="text-align: center;">Amanda Amanda</p>	<p style="text-align: center;">January 31, 2010 December 31, 2010</p>

2. Develop a consistent weeding strategy that includes checking the ALS rotating collections and assigns staff to specific sections for weeding.	Amanda	March 31, 2010
3. Discuss and determine whether to establish and promote a Library Wish List (e.g. on Amazon.com).	Shannon (All Staff)	July 1, 2010

GOAL # 2: People of all ages find things to read, view, and do that stimulate their imaginations and add fun to their lives.

Strategy F: Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. One Book – One Community <ul style="list-style-type: none"> Develop plan to participate with regional effort. Promote and conduct program including one event. 	Becky Becky	January 10, 2010 April 30, 2010
2. Set schedule, promote and conduct Family Movie Events four times per year.	Amanda (Katie)	Quarterly (January 2010 – December 2010)
3. Book Groups <ul style="list-style-type: none"> Provide support to existing book group. Investigate need for an additional book group. 	Lois Becky (Lois)	Monthly (January – December 2010) September 30, 2010
4. Evaluate whether to conduct adult and teen Winter Reading Programs.	Becky & Amanda	March 31, 2010
5. Develop 2010 Program Plan (Also see Strategy B) <ul style="list-style-type: none"> Work with Friends of the Library to select themes for series of 3 programs that address the stimulate imagination goal. Promote and conduct programs as per plan. 	Becky (Friends of the Library)	April 1, 2010 December 31, 2010
6. Promote and conduct Poetry Nights twice per year.	Becky	April & November 2010
7. Teen Programs <ul style="list-style-type: none"> Teen Winter Reading Program (See above). Plan, promote and conduct a Teen Summer Reading Program, including the addition of technology (e.g. making commercials). Promote and conduct other Youth Events twice per year (e.g. Game Night). 	Amanda Amanda Amanda	TBD May 1, 2010 (Plan) August 31, 2010 (Program) TBD
8. Develop 2011 Program Plan <ul style="list-style-type: none"> Work with Friends of the Library to select themes for series of 3 programs that address the stimulate imagination goal. 	Becky (Friends of the Library)	December 31, 2010

Strategy G: Collection Development		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Add & Replace as per schedule (See Goal 1 – Strategy E).	Amanda	December 31, 2010
2. Work with Cable Commission to determine feasibility of adding digital production equipment at the Library.	Tony (Sue)	November 30, 2010

Strategy H: Outreach		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Public Relations Plan <ul style="list-style-type: none"> ▪ Develop public relations plan with strategies to promote library programming and events, including potential for an E-newsletter; and including examining partners for co-sponsorship of activities. ▪ Utilize plan to promote all library activities. 	Sue (All Staff)	April 30, 2010
2. Analyze need for further development of Senior Outreach Collection.	Becky, Amanda, Shannon	See program/event timelines.
3. Determine potential for future expansion of outreach to other entities (e.g. community center, hotels, hospital, nursing homes).	Becky (Katie)	September 1, 2010
		December 31, 2010

GOAL # 3: Children, their families and caregivers, get excited about books, creating a love and habit of reading.

Strategy I: Children's Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Promote and conduct monthly Toddler Story Time in collaboration with Kids Plus.	Shannon	Monthly (January – December 2010)
2. Winter Reading Program <ul style="list-style-type: none"> ▪ Work with teachers to increase promotion of WRP. ▪ Conduct Winter Reading Program. 	Shannon Shannon	January 31, 2010 February 28, 2010
3. Class Tours <ul style="list-style-type: none"> ▪ Schedule and host First Grade tours. ▪ Promote tours to all Pre-K through Sixth Grade classes. ▪ Schedule and host resulting tours for expanded grades. 	Shannon Shannon Shannon	June 4, 2010 April 30, 2010 June 4, 2010

<p>4. Summer Reading Program</p> <ul style="list-style-type: none"> ▪ Develop SRP calendar, including at least 2 special events. ▪ Work with teachers to increase promotion of SRP, including distribution of program calendars. ▪ Conduct Summer Reading Program. ▪ Explore with elementary school staff project to tie in with 2011 SRP (e.g. author/illustrate class books to be displayed at Library). 	<p>Shannon Shannon</p> <p>Shannon Shannon (Lisa, Becky)</p>	<p>May 31, 2010 May 31, 2010</p> <p>August 30, 2010 September 30, 2010</p>
--	---	--

Strategy J: Outreach		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Imagination Library</p> <ul style="list-style-type: none"> ▪ Obtain promotional material from Imagination Library. ▪ Determine approach and actively promote enrollment to patrons with children 0-5. ▪ Add link from library website. 	<p>Shannon Shannon</p> <p>Sue</p>	<p>January 1, 2010 January 1, 2010 (Ongoing referrals) October 1, 2010</p>
<p>2. Develop Story Time Outreach Pilot Project</p> <ul style="list-style-type: none"> ▪ Meet with LOTS coordinator to learn outcomes, future program plans and timeline, and determine how this potential library outreach may fit in. ▪ Compile list of early childhood providers, including family child care providers. ▪ Poll providers regarding potential interest in preschool story time outreach. ▪ Develop and conduct outreach pilot project, utilizing ALS story kits. ▪ Collect provider feedback to evaluate potential for further development. 	<p>Shannon (Becky)</p>	<p>February 1, 2010</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>

Strategy K: Children's Materials		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Consolidating Children's Materials</p> <ul style="list-style-type: none"> ▪ Develop plan to re-arrange juvenile materials. ▪ Move materials as per above plan. 	<p>Sue (Shannon & Amanda)</p>	<p>March 1, 2010</p> <p>May 15, 2010</p>
<p>2. Convert one computer to children's games without Internet access.</p>	<p>Amanda (Sue)</p>	<p>September 1, 2010</p>

Strategy J: Support for Parents & Caregivers

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Space: <ul style="list-style-type: none">▪ [Short-term] Increase “kid atmosphere” of children’s area (e.g. by adding toys, artistic elements).▪ [Long-term] Design more comfortable family-friendly area within overall library space planning.	Shannon (Lisa) Shannon	June 1, 2010 December 31, 2010
2. Promote and hold a program for parents and caregivers on children’s literacy (e.g. Molly Minkkinen).	Becky & Shannon	October 31, 2010
3. Develop strategy and promote parent-teacher collection.	Shannon (Becky)	October 31, 2010

Appendix B:

Community Focus Group – Summary

October 2009

Community Focus Group – Summary of Responses

Two Harbors Public Library

10-7-09

A total of 20 community members participated in the focus group. Representation included elected officials, youth & youth services, educators, the arts, county services, home schooling, environmentalists, health care, civic organizations, local businesses, and the historical society.

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
Families	Local organizations coordinate in a way that is supportive to family life.
Preschool Children	Enter school ready to learn.
All Children	Positive adult/intergenerational role models.
K-12 Children	Arts infused curriculum that teaches children to think for themselves.
Kids	Proactive things for them to do rather than just “hanging out”.
High School Students	Producing a popular arts series and learning the business side.
Students	Proficient in researching, processing and sharing information.
College-bound	Help with college application process.
College Graduates	Find jobs and can remain here.
Students & Adults	Support and opportunities for entrepreneurship.
Workers	Have support to allow people to work from home.
Adults	Fun things to do as alternatives to the bar scene.
Elders	Stay at home as long as possible, and have a continuum of safe affordable options.
Families/Caregivers	Have access to resources when caring for elders.
Arts Consumers/Tourists	“The near Grand Marais” – a vibrant arts community here.
Tourists	User-friendly community.
Everyone	More public transportation within and to destinations outside

	Two Harbors.
Everyone	Access to high tech health care IN the community.
Organizations	Working together in mutually beneficial collaborations.

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

- Size is ideal – big enough to have services, small enough to not get lost.
- Safe small town environment for families.
- Innovative in building a culture based on local assets (e.g. annual events).
- People come out/support the arts; have a broad group of artists.
- Caring community.
- Shared sense of history.
- Strong Boards with vision (school, city, county).
- Public-private collaboration between the school & business community.
- Good collaboration on existing projects.
- Work with neighboring North Shore communities.
- New school with qualified teachers, technology, and Title I program.
- Community Education offerings.
- Framework to share resources between school and library.
- Nice public library.
- Medical technology in clinic and hospital.
- Tourism.
- Beautiful area/shoreline with many recreational and other activities.
- Close to Duluth.

Weaknesses/Threats

- Lack of a unified vision for the community, school, etc.
- Difficult to get volunteer commitment or follow through to action. The same people are called upon for everything which causes burn out.
- Limited awareness of the world beyond county/state line.
- Communication – lack a focal point; many sources of information but not consistently tied together (e.g. websites of local organizations).
- Newspaper does not have a local Editor covering local news.
- Lack of constructive youth activities.
- Lack safety net for teens who are struggling.
- Lack of awareness of what medical resources are available here.
- Lacking technological infrastructure to homes (high speed Internet).
- Aging physical infrastructure (streets, lack of parking, etc).
- Downtown isn't quite the bustling area we'd like – tourists don't find it; two separate business areas.

- Lack places to shop locally for some things like clothing.
- Not enough living wage jobs.
- Proximity to Duluth makes us a bedroom community.
- Financial instability.

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?*

- Communication – coordinated, expanded system for getting the word out.
- Embrace outsiders into the community and help them feel a part of things (including those who live here and work elsewhere).
- Community/citizen participation in local planning efforts and addressing issues.
- Develop an inclusive vision that has buy-in and can grow.
- Need to prioritize and support priority initiatives rather than sabotage them. Develop a community sense of the Common Good.
- Getting young people even more involved in community issues and volunteering.
- Start to collaborate together more.
- Sell our community better. Better signage/direction to highlight our assets.
- Celebrate our successes – get the positives out and give recognition to those who are volunteering.
- Improve the tax base/increase revenue.

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	18
Satisfy Curiosity: Lifelong Learning	13
Be an Informed Citizen: Local, National, and World Affairs	12
Make Informed Decisions: Health, Wealth, and Other Life Choices	11
Create Young Readers: Early Literacy	10
Visit a Comfortable Place: Physical & Virtual Spaces	8
Connect to the Online World: Public Internet Access	8
Build Successful Enterprises: Business & Nonprofit Support	7
Stimulate Imagination: Reading, Viewing & Listening for Pleasure	6
Celebrate Diversity: Cultural Awareness	6

Succeed in School: Homework Help	5
Make Career Choices: Job & Career Development	3
Express Creativity: Create and Share Content	3
Understand How to Find, Evaluate, and Use Information: Information Fluency	2
Learn to Read & Write: Adult, Teen, and Family Literacy	1
Discover Your Roots: Genealogy & Local History	1
Get Facts Fast: Ready Reference	0
Welcome to the United States: Services for New Immigrants	0

Footnote: Additional written input was received from two individuals who were unable to attend the focus group (an Early Childhood Teacher, and Director of the North Shore Collaborative). Both noted the success of the LOTS (Learning Opportunities Through Stories) initiative this summer, and identified a need to promote reading to children at an early age.

Appendix C:

Library SWOT Analysis

October 2009

STAFF FOCUS GROUP
SUMMARY OF RESULTS
Two Harbors Public Library
10-7-09

A total of seven (7) staff participated in a traditional SWOT analysis, with the following results.

STRENGTHS: *What does the library do best?*

- Collection is current and varied for a small library.
- Good, friendly, patient service.
- Lots of open hours including four evenings and Saturdays.
- Meeting room is open to the public.
- Outreach program delivering to nursing homes, assisted living, etc (Library started and Friends adopted it).
- Good use of volunteers frees up staff time from shelving etc, and gives community members (especially young people) work experience.
- Good use of ILL – Arrowhead region and beyond.
- Varied periodicals and online databases.
- Continuous book sale (donate one, take one).
- Knowledgeable staff (educated in a variety of subjects plus experience in local community).
- Our historic building.
- Staff work well together and have a good manager.
- Interested Library Board.
- Internet access, wireless, copier, fax.

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

- Short staffed – no one is full-time.
- Problem getting attendance at some programs (e.g. story time not regularly held now, young adult programs, adult attendance is “all over the map”).
- Building is old, has two physical plants, and only part-time maintenance staff.
- Lack a good place to post information about community events.
- Challenges of internal communication with schedules that don’t all overlap.
- Not enough space or need to better utilize space (e.g. bookcases, YA area w/ soft seating).
- Lack of parking.
- Two levels without staffing upstairs.
- Technology – don’t have Microsoft Office software, no IT experts on staff, not enough staff time to assist patrons with computers.

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

- Potential patrons – draw in those people who aren’t currently using the Library.
- Additional public relations efforts to create more excitement (media/newspaper, Facebook, other avenues).
- Highlight what the Library has going on in an attractive, eye-catching way that can be seen when driving by.
- City Council is positive toward the Library and has preserved funding.

- Homebound service to individuals in their own homes.
- Create a cozy WiFi environment with outlets. Work more with high school library and/or teachers to reach the young adult audience.
- What's next in technology.
- Grant opportunities are out there – time consuming to apply, but have never been turned down.

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

- Uncertainty of funding.
- People relying on Internet at home rather than using print sources/Library & staff.
- Failure to return materials is on the rise – less sense of responsibility and outright theft. People having trouble paying fines. Using a collection agency now.
- Children in the Library without supervision, especially when they are ill and sometimes for the whole day (sick child care). Lack capacity to provide social services in the Library.
- Interruptions in Internet service.

Appendix D:

Library & Community Profile

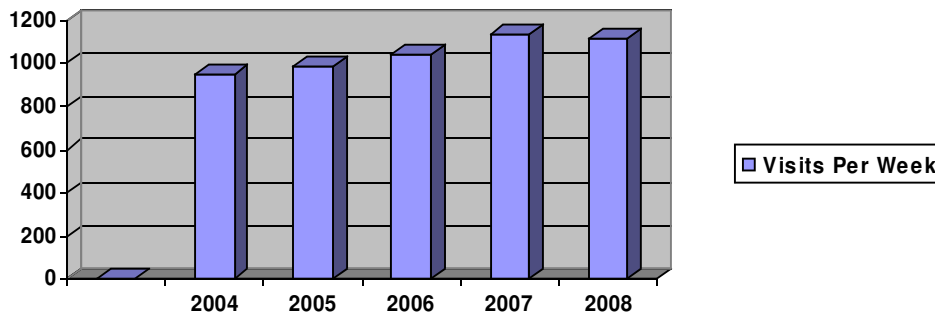
October 2009

Library & Community Profile: Two Harbors Public Library

I. LIBRARY STATISTICS

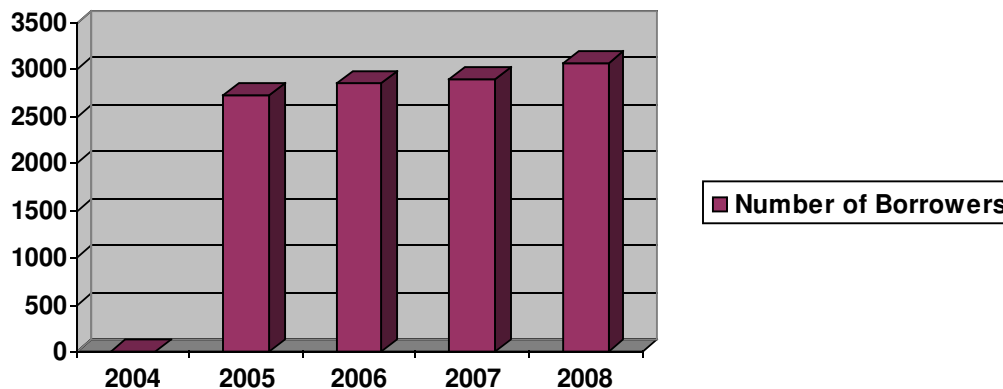
Library Traffic

The Two Harbors Library has consistently been open 47 hours per week during the past five years. Over this time, traffic into the library has been gradually increasing with the average number of weekly visits 19 % higher than it was 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 this purge process, the number of resident borrowers has steadily risen at Two Harbors.



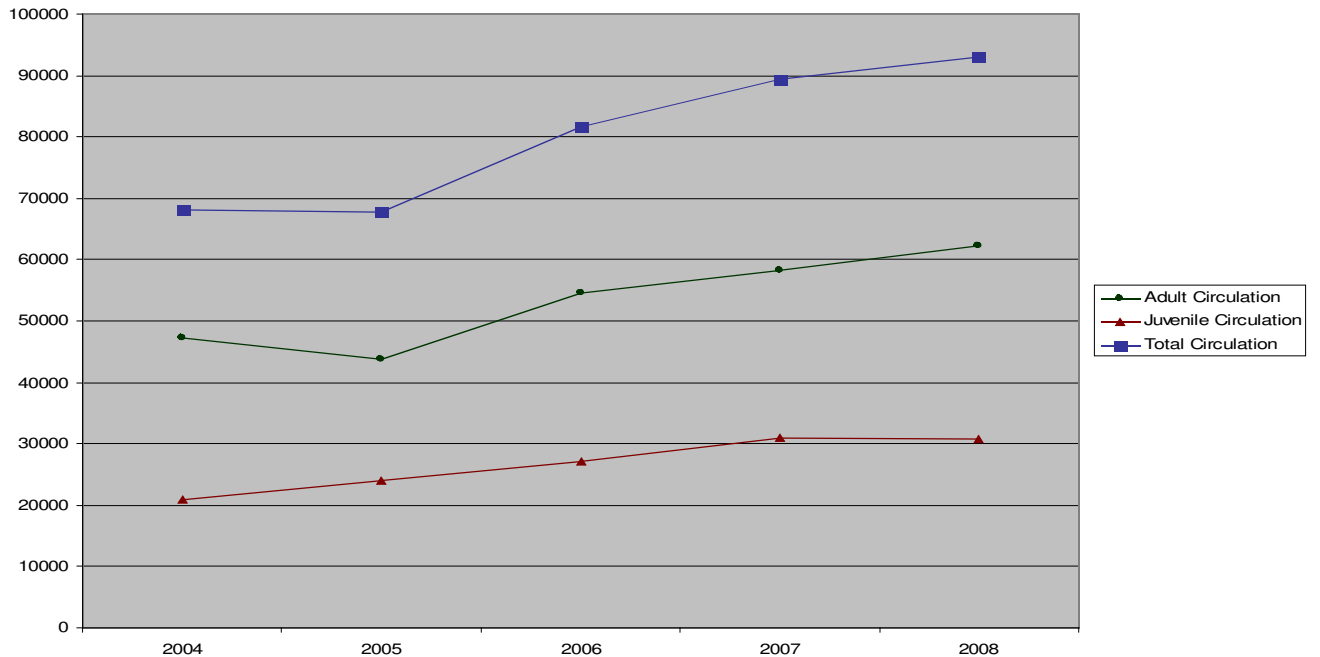
Collection Size

Type of Material	2004	2008	Change
Print	27,347	28,689	+ 1,342
Audio/visual	2,406	2,819	+ 413
Other	1,317	1,321	+ 4
Total Collection:	31,070	32,829	+ 1,759

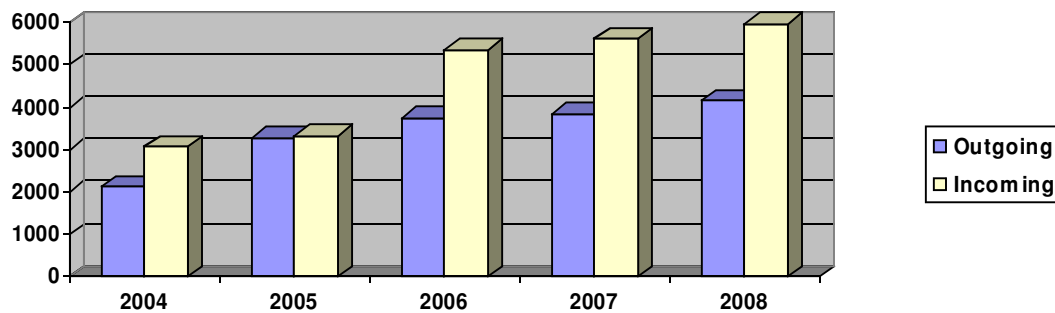
An October 2009 review of last check-out date identified 2,929 items, approximately 9 % of the library's total collection, that have not circulated during the past three years.

Circulation

Consistent with the increasing number of library visits since 2004, overall circulation in Two Harbors is on a growth curve. Juvenile materials account for approximately one-third of total circulation. However, while adult circulation has continued to increase, juvenile circulation leveled off last year.



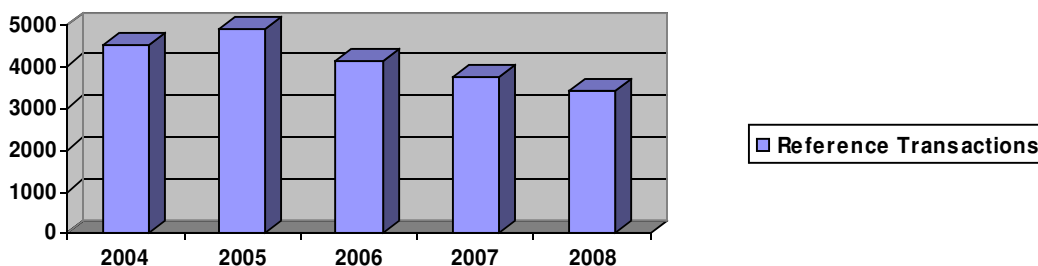
Inter-Library Loans



Inter-library loan activity, both providing and receiving, has doubled since 2004.

Reference Requests

The number of reference transactions has decreased over the past five years, following the national trend.

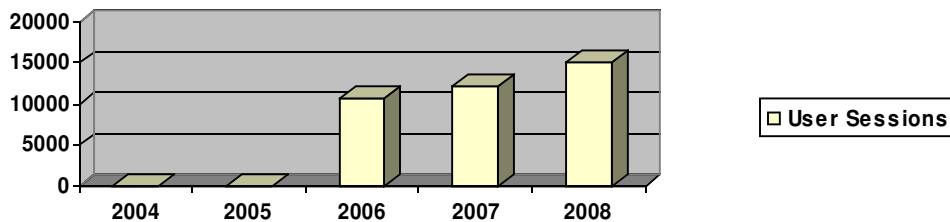


Programs & Meeting Room Usage

Currently there is more activity in adult programming than children's. In addition to its use for library-sponsored programs, the meeting room is open to the public. This room was utilized for 105 events last year, with about half being sponsored by outside groups.

Target Audience	Number of Programs	Type of Programs	2008 Attendance
Adults	38	Local poets, author visits, local history presentation, online resources training series, writing memoirs.	431
Children	22	Winter reading program, summer reading program w/performers & events, story & toddler times, 1 st grade class visits.	249
Total Attendance:			680

Public Computer/Internet Usage



Public computer usage has increased by 40 % since tracking began in 2006. A total of seven public access computers have been available during this time. There is also wireless service at this location. The Library has a website, but it is not known how frequently it is accessed.

Operating Expenditures

Year	Staffing	Collection	Other	Total
2004	\$ 119,909	\$ 18,329	\$ 24,466	\$ 162,704
2008	\$ 167,689	\$ 22,507	\$ 31,980	\$ 222,176

The staffing level in 2008 was 3.2 FTEs. All staff are part-time, including the Library Director, 3 Library Assistants, and 3 Aides. Two staff have completed the MLS, and a third is currently working on her degree.

II. COMMUNITY DEMOGRAPHICS

The City of Two Harbors has experienced a population change of about 1% 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	3,651	
2000 Census	3,613	-38
2008 Estimate (MN Demographer)	3,601	-12

Race

Although the vast majority (98%) of Two Harbors residents are Caucasian, the 2000 Census recorded 70 persons of color residing here. In addition, 22 individuals identified themselves as Hispanic.

Age

Age Group	Number of Residents	Percentage of Total Population
Children 0-17	831	23 %
Adults 18-64	2,003	55 %
Adults 65 & over	779	22 %

Education

Two Harbors' schools are part of the Lake Superior School District. The Two Harbors High School 2008 on-time graduation rate was 90.3 % [Source: MN Department of Education]. There is also a nearby charter school, and at least 33 children are being home-schooled in the district. Only 19.2 % of the adult population (age 25 & over) has a bachelor's degree or higher.

School	Number of Students [September 2009]
Minnehaha Elementary (K – 5)	386
Two Harbors High School (6 – 12)	656
North Shore Community School (K – 6) Charter	310
Total Students:	1,352

Income

In 2007, the average wage of \$ 31,616 in Lake County was \$ 11,000 below the state average [Source: Bureau of Labor Statistics]. The County's unemployment rate of 7.6 % is just below the state's overall figure of 8.0 % [August 2009, DEED]. The 2000 Census indicated that 9.5 % of Two Harbors residents, or 335 individuals, were living below the poverty line.

Housing

Housing Type	Percentage of Total
Homeowner (% of all occupied housing units)	72 %
Rental (% of all occupied housing units)	28 %
Vacant housing units	6.6 %

In 2000, the City's median assessed home value was \$ 70,200, and average rent was \$ 396.