



**AGENDA ITEM #5.1**

**REPORT TO CITY COUNCIL**

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**Date:** May 7, 2019

**Subject:** Pequot Lakes Community Library's Strategic Plan

**Report:** Melissa Birch, Library Board Chair, will be present to review the attached Pequot Lakes Community Library's Strategic Plan and process.

**Council Action Requested:** Council motion adopting the Pequot Lakes Community Library's Strategic Plan for 2019-2021.

# Strategic Plan of the Pequot Lakes Community Library: 2019-2021

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## **Executive Summary**

During 2018-2019, at the request of the Library Board, a 10-month strategic planning process was held for the library. It included participation by community members, library volunteers and board members, and city staff. This document is the result of that process.

## **Mission of the Pequot Lakes Community Library**

The following mission statement is adopted:

*The Pequot Lakes Community Library will support lifelong learning, recreational opportunities, and the strengthening of our community.*

## **Service Goals**

The following goals are established for the library. These goals provide the framework that guides decisions about the activities of library staff (volunteer and paid), as well as priorities for facilities updates and the acquisition of print and electronic resources for the collection.

### **Service Goal 1: Library Volunteers**

*Library volunteer staff will access training, documentation, and succession planning to ensure their comfort and success.*

### **Service Goal 2: Public Space**

*Community members and visitors of all ages will access an appealing public space with the amenities and technology needed to accommodate large and small group gatherings, including videoconferencing.*

### **Service Goal 3: Literacy—Children and Youth**

*Children and youth will access materials, services, and programming that promote reading enjoyment and support literacy.*

### **Service Goal 4: Literacy—Adults Returning to the Workforce**

*Adults seeking to return to the workforce or change careers will access materials, services, and programming that support the development of skills.*

### **Service Goal 5: Information Literacy**

*Community members will access materials, services, and programming that improve their ability to find, evaluate, and use information effectively.*

**Service Goal 6: Lifelong Learning**

*To promote lifelong learning, community members and visitors will easily access up-to-date print and electronic materials and programs on a wide variety of topics.*

**Service Goal 7: Current Topics and Titles**

*Community members and visitors will access current recreational reading, listening, and viewing materials.*

**Service Goal 8: Community Referral**

*Community members and visitors will be able to easily and confidentially obtain information about services provided by community agencies and organizations.*

## **The Planning Process**

### **Why this Planning Process?**

The Library has now been established in the community for well over a decade. Through the community's support, a building has been purchased, materials are donated and purchased, and the library is staffed entirely by volunteers. It was determined by the Board that it was time to consider which constituencies the library is serving well, where there may be gaps, and how the library might better meet the needs of the Pequot Lakes community, given the changing nature of media, informational technology, and the community itself. It was also time to consider the changing needs of the library in terms of staffing and other resources.

### **What was the Planning Process?**

The planning process used the standard public library planning manual, *The New Planning for Results*, as the framework for developing the library plan. This process was a collaborative effort between community residents and library staff—in this case, library volunteers.

First, a Planning Committee made up of community members representing various stakeholders and constituencies helped the library identify community needs. To provide additional public input into this process, there were also five Focused Conversations centered on specific topics that were open to all members of the public. After the Planning Committee identified community needs and service priorities, library staff and board members (the Library Team) created a draft Library Strategic Plan based on these service priorities. The Planning Committee met once more to provide feedback and suggestions on the draft Plan before it was finalized. Finally, this Plan was submitted to the Library Board and Pequot Lakes City Council for approval.

### **Who Participated?**

#### **Library Team**

Nine library volunteers invited Planning Committee members; planned, publicized, and hosted planning meetings; gathered data; and drafted the strategic plan based on input from Planning Committee and Focused Conversation participants.

#### **Planning Committee**

Ten community members, library volunteers, board members, and city staff met to identify community needs, set library service priorities, and provide feedback on the draft Library Strategic Plan.

#### **Focused Conversation Participants**

Thirty-seven community members and library volunteers participated in one or more of five conversations focused on individual topics: (1) Children and Youth; (2) Jobs and Economic Development; (3) Diverse Literacies; (4) Library as a Civic Resource; and (5) Library Staffing.

#### **Facilitators**

Trained facilitators from Abdo, Eick, and Meyers facilitated the meetings to ensure that all voices were heard.

## **Mission of the Pequot Lakes Community Library**

The Pequot Lakes Community Library will support lifelong learning, recreational opportunities, and the strengthening of our community.

## **Service Goals and Objectives**

The following service goals are established for the library. These goals provide the framework that guides decisions about the activities of library staff (volunteer and paid), as well as priorities for facilities updates and the acquisition of print and electronic resources for the collection.

- *Service Goals are the outcomes the community (or a target population within the community) will receive because the library provides programs and services.*
- *Activities are the programs and services that will be used to achieve the goals.*
- *Objectives are the way the library will measure its progress toward reaching each goal.*

The first goal, relating to library volunteers, is foundational to all the other goals. Aside from that first goal, the service goals are not listed in order of priority, but should instead be considered a balanced set of goals that together will enable the library to provide the community with appropriate services in a comprehensive way.

### **Service Goal 1: Library Volunteers**

**Library volunteer staff will access training, documentation, and succession planning to ensure their comfort and success.**

#### **Activities for Service Goal 1**

**Activity 1-1:** Plan for integration of part-time paid staff person.

**Activity 1-2:** Provide print and video documentation for how to do volunteer tasks, including accessing electronic resources.

**Activity 1-3:** Provide training sessions, especially on core services and technology-related topics.

**Activity 1-4:** Recruit specialized volunteers for particular tasks.

**Activity 1-5:** Provide recruitment, training and planning sessions for Library Board Members.

### Objectives for Service Goal 1

- a. Percent of volunteer staff attending trainings or using online training modules (target: 100%).
- b. Percent of volunteer staff who indicate on a survey that they feel comfortable assisting patrons with library materials and services (target: 85%).
- c. Percent of library shifts with at least one volunteer staff member who feels comfortable assisting patrons with all library services, including basic electronic services (target: 85%).
- d. Number of circulation desk, back office, and program volunteers (target: maintain or increase).
- e. Percent of circulation desk, back office, and program volunteers who stay more than one year (target: 90%). For those volunteers who leave, assess reasons.
- f. Library Board Member slots filled (target: 100%).

### Service Goal 2: Public Space

**Community members and visitors of all ages will access an appealing public space with the amenities and technology needed to accommodate large and small group gatherings, including videoconferencing.**

#### Activities for Service Goal 2

**Activity 2-1:** Build awareness about available library meeting spaces.

**Activity 2-2:** Improve library meeting spaces with welcoming décor.

**Activity 2-3:** Continue to provide community events bulletin board.

**Activity 2-4:** Provide smart meeting room with videoconferencing and other appropriate technology.

### Objectives for Service Goal 2

- a. Total number of meetings and programs in library meeting room
- b. Number of people attending programs or meetings in library meeting room
- c. Number of times videoconferencing technology is used
- d. Percent of organizations using library meeting rooms that indicate on a survey that the space, equipment, etc. met their needs; include feedback questions

**Service Goal 3: Literacy—Children and Youth**  
**Children and youth will access materials, services, and programs that promote reading enjoyment and support literacy.**

Activities for Service Goal 3

**Activity 3-1:** Continue to provide K-5 Summer Reading Program.

**Activity 3-2:** Continue to provide Pre-School Story Time.

**Activity 3-3:** Provide Youth Programs for grades 6-9.

**Activity 3-4:** Develop a connection between school and community libraries.

**Activity 3-4:** Enhance connection with daycares and Early Childhood and Family Education.

**Objectives for Service Goal 3**

- a. Circulation of literacy-related materials
- b. Number of children and youth using computer-based literacy programs
- c. Number of children and youth attending literacy programs
- d. Percent of children and youth in literacy programs (or their parents) who indicate on a survey that the program helped them meet their personal goals

**Service Goal 4: Literacy—Adults Returning to the Workforce**  
**Adults seeking to return to the workforce or change careers will access materials, services, and programs that support the development of skills.**

Activities for Service Goal 4

**Activity 4-1:** Connect with CareerForce Center.

**Activity 4-2:** Provide access to an online GED.

*See also Intersectional Activities.*

**Objectives for Service Goal 4**

- a. Circulation of skills-related materials
- b. Number of people using computer-based skills programs
- c. Number of people attending skills programs
- e. Percent of people in skills programs who indicate on a survey that the program helped them meet their personal goals

## Service Goal 5: Information Literacy

**Community members will access materials, services, and programs that improve their ability to find, evaluate, and use information effectively.**

### Activities for Service Goal 5

**Activity 5-1:** Provide informational videos on information literacy (that we make or link to).

**Activity 5-2:** Investigate best practices to improve security of electronic information.

*See also Intersectional Activities.*

### Objectives for Service Goal 5

- a. Number of information literacy displays or publications
- b. Number of times the information literacy webpage is accessed

## Service Goal 6: Lifelong Learning

**To promote lifelong learning, community members and visitors will easily access up-to-date print and electronic materials and programs on a wide variety of topics.**

### Activities for Service Goal 6

**Activity 6-1:** Update nonfiction collection based on established best practices.

**Activity 6-2:** Host Ask-an-Expert programs (in-person and remote programs on topics of interest to community members).

**Activity 6-3:** Offer to host Community Education classes at the library.

*See also Intersectional Activities.*

### Objectives for Service Goal 6

- a. Number of people attending lifelong learning programs
- b. Circulation of lifelong learning materials
- c. Number of lifelong learning exhibits and booklists created
- d. Number of times the lifelong learning webpage is accessed
- e. Percent of people who use library materials and services who indicate on a survey that the materials were useful to them in meeting their personal lifelong learning goals

## Service Goal 7: Current Topics and Titles

**Community members and visitors will access current recreational reading, listening, and viewing materials.**

### Activities for Service Goal 7

**Activity 7-1:** Evaluate collection based on established best practices.

**Activity 7-2:** Host book talks and author signings.

**Activity 7-3:** Provide Readers' Advisory Services (these are websites or staff members who can assist patrons in selecting recreational reading options based on their interest).

*See also Intersectional Activities.*

### Objectives for Service Goal 7

- a. Number of people attending recreational programs
- b. Circulation of new books and recreational materials
- c. Percent of people using the recreational collection who indicate on a survey that the materials were useful to them

## Service Goal 8: Community Referral

**Community members and visitors will be able to easily and confidentially obtain information about services provided by community agencies and organizations.**

### Activities for Service Goal 8

**Activity 8-1:** Develop a mobile-friendly community resource webpage.

**Activity 8-2:** Collaborate to develop a community mobile app that links to mobile-friendly resource website.

*See also Intersectional Activities.*

### Objectives for Service Goal 8

- a. Number of times the community referral webpage is accessed
- b. Number of programs supporting community referral users
- c. Number of displays, brochures, or flyers produced/provided by the library as part of community referral services

## **Intersectional Activities**

*Intersectional Activities serve more than one Service Goal.*

**Activity IS-1:** Provide Library homepage with resources.

**Activity IS-2:** Provide Library displays and programs.

**Activity IS-3:** Identify and evaluate ebook options.

**Activity IS-4:** Develop and distribute Welcome Wagon packets to new residents.

## **Measurement and Evaluation Activities**

*Measurement and Evaluation Activities ensure that the Library is carrying out activities and providing services effectively.*

**Activity ME-1:** Examine annual statistics regarding library volunteers and conduct an annual survey.

**Activity ME-2:** Examine annual statistics regarding library patrons and conduct an annual survey.

**Activity ME-3:** Evaluate meeting room use and program attendance statistics and surveys.

**Activity ME-4:** Evaluate materials circulation statistics.

**Activity ME-3:** Evaluate website use statistics.