

Negaunee Public Library

Strategic Plan

2019-2021

This strategic plan was approved by the Negaunee Public Library strategic planning committee and advisory board, and adopted by the Negaunee City Council.

NEGAUNEE PUBLIC LIBRARY

STRATEGIC PLAN

October 2018

The Negaunee Public Library embarked on a strategic planning process for the Library in April 2018. Negaunee City Manager, Nate Heffron, Negaunee Public Library Director Jessica Holman and Pam Christensen, Consultant

Negaunee Public Library Advisory Board Members

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Negaunee Public Library Mission Statement

The Negaunee Public Library provides informational, educational and recreational services to the community in a pleasant atmosphere.

NPL Strategic Planning Process Background

The NPL Strategic Planning Process consisted of three mechanisms to evaluate the effectiveness of NPL Services. The Strategic Planning Committee, Library Director Holman and Consultant Christensen developed a survey asking respondents about their use of the NPL and what services they would like to see in the future. Survey respondents were also asked to evaluate the effectiveness of current library facilities, services and staff.

The survey was also distributed to students of the Negaunee Public Schools via an online survey. The general public could access the survey online or in print form. Print forms were distributed in-house, and at the Negaunee Senior Center. All fourth grade students at Lakeview Elementary School participated in the online survey, as well as several English classes at Negaunee High School.

Survey results were used to formulate plans for future programs, services, facilities and staffing.

Retrospective data from the Library of Michigan State Aid Reports from 1996-present were used to evaluate changes in the NPL's staffing, budget and circulation. This data was also used to compare Library Directors' salaries for Class III libraries across the State of Michigan.

Focus groups were held with a variety of stakeholders using a SWOT discussion format. Strengths, Weaknesses, Opportunities and Threats related to the NPL were shared. Discussion was lively, and there was much comparison of library operations over the past 30 years.

Most of the focus groups were comprised of adults. Several J-tag (Junior Teen Advisory Group) sessions were scheduled, but conflicts with teens' schedules resulted in low attendance. This group was strongly represented in the survey results, and individual members shared information with Holman and Christensen during informal sessions.

The focus groups strengthened the existing perception that the NPL has a dedicated cadre of users and supporters in the community. While the focus group attendees have a passionate support of the NPL, they also realize the shortcomings of the organization, and are motivated to work toward improvement of Library staffing levels, funding, facilities and programming.

The Library of Michigan is the State of Michigan's state library, and as such is responsible for overseeing the activities of Michigan's 368 public libraries. To qualify for Michigan State Aid to Public Libraries, each library must meet certain requirements. The Library of Michigan annually compiles data from the State Aid Report for each public library in the state. The State Aid Report data is an excellent way to evaluate public library service.

For the purposes of this Strategic Plan, the Negaunee Public Library was compared to the other 78 Class III Michigan public libraries by using State Aid Report data. Michigan's Class III public libraries serve a population of 7,000 to 11,999. This effort was made possible through the efforts of Joe Hamlin, Library Data Coordinator of the Library of Michigan.

State Aid Comparisons

Staff

A concern of many of the focus group participants was the retention of NPL staff, especially the Library Director Jessica Holman. Holman holds an ALA accredited Master of Library and Information Science (MLIS) from the University of Wisconsin-Milwaukee. This degree and at least five years qualifying library experience affords her the highest Michigan Professional Library Certification of Level I.

The salary range for Library Directors at Michigan Class III libraries ranges from a minimum of \$13,812 (based on a 18 hour week) at the L'Anse School Public Library to \$89,000 at the Gladstone School Public Library. Unfortunately, Holman's salary is the lowest salary among Level I librarians in the 34 Class III libraries with a Library Director holding a Level I certification. The average salary for this level is \$46,094. Based on the overall salaries of the 78 Library Directors in Class III libraries her salary is the fourth lowest.

State Aid Comparisons

Budget and Funding

Of the 78 Class III Libraries, NPL ranks 63rd in population size of 7,656.

The Class III per capita income for Class III libraries ranges from \$5.99 per person to \$84.27 per person. The Class III average is \$35.22 per person. NPL's per capita income is \$10.25 or 74th among Michigan's Class III libraries.

Operating expenditures of Michigan Class III public libraries range from a low of \$54,772 per year to a high of \$937,373 per year. NPL ranked 76th out of the 78 libraries with a annual expenditure of \$76,123. The per capita expenditure for Class III Libraries ranges from \$5.75 to \$95.55. NPL rates 73rd at \$9.94.

State Aid Comparisons

Programming

The number of programs Class III libraries offered during the year ranged from a low of 25 to a high of 691. NPL offered 152 programs for a ranking of 34 of 78 Class III libraries. Program attendance for this same period ranged from a low of 81 to a high of 33,273. NPL ranked 53rd with a program attendance of 1,387 for this time period.

Library visits record the number of people entering the public library during the year. Statistics for Class III libraries ranged from a low of 6,788 to a high of 235,976 visits per year. NPL ranked 71st with 13,556.

The number of registered library card holders has grown from 2,614 in 2013 to 2,715 in 2018. Currently, 1814 residents of Negaunee have library cards. 580 Negaunee Township residents are registered for cards and 321 other area residents have library cards.

State Aid Comparisons

Collection

The collection size of Michigan's Class III libraries ranges from a low of 18,730 to a high of 91,857 items. NPL owns 34,289. NPL is ranked 43rd for collection size. The range for materials is a low of 1.61 to a high of 9.11. NPL has a per capita rate of 4.48. NPL has the 29th largest per capita use of materials of the 78 Class III public libraries in the state.

The Michigan State Aid Report figures substantiate the perceptions of focus group participants. They realize that the NPL does an excellent job of serving the residents of the City of Negaunee and Negaunee Township, but in comparison to other Class III public libraries in Michigan, the library is not keeping pace with state averages.

Negaunee Public Library

Strengths, Weaknesses, Opportunities and Threats Analysis

NPL Identified Strengths

Staff

Staff is wonderful, helpful, experienced, welcoming and approachable

Library Director with professional degree. Great source of pride.

Library Director has innovative ideas

J-TAG (Junior Teen Advisory Group)

Author Visits

Programming

Library Card Registration in schools, school tours

Staff works well with stakeholders and partners

Friends of Library

Negaunee Public Schools

Youth Programing

YMCA

Negaunee Senior Center

Negaunee City Manager-supportive of library and making Negaunee a resident-friendly place to live. Much concern that the City Manager may not stay in Negaunee. It was his idea to undertake the strategic planning process and he seems genuinely interested in improving the NPL. While not a formal member of the NPL staff, he is supportive, helpful and willing to share ideas to improve NPL. Thinks outside the box-not always wanting things to be done the way they have been done in past.

Facility

NPL Location in proximity to Post Office, City of Negaunee, YMCA, Negaunee Middle School

Barrier-free access

Established

Visible

Efficient use of space with City Offices, bill paying, etc.

Location good and some usable outside space for large programs

Budget and Funding

Budget is improving over the past years when drastic cuts were made.

Friends of Library augment programs and services

Grants secured for Negaunee Township Book Drop-Library of Michigan, Marquette County Community Foundation, Friends of NPL

Programming

Library is open on Mondays-Ishpeming Carnegie Public Library is closed on Mondays

Very pleased to see programming for families, children and teens

Library Director works with local schools

Author visits in conjunction with special events and programs

Friends of Library Pioneer Day and Valentine's Day Book Sales

Friends of Library Valentine's Day Tea

Opportunity to socialize and make community connections for library visitors

Collection and Equipment

Computers, printers and internet access important to wide variety of customers

Remote access via website

Keep up with times-downloadable books and audiobooks

Libby-(aka Overdrive and Great Lakes Digital Libraries) shared downloadable eBooks

Michigan Electronic Library (MeL) electronic databases

Mel Cat online catalog and interlibrary loan

Interlibrary loan in UPRLC network and via Mel Cat-can get almost anything

Website and social media to inform residents about NPL

Access to local newspapers

NPL Identified Weaknesses

Staff

Lack of staff-staff size

Need additional staff-too much responsibility on Library Director

Staff wages and benefits too low and not on par with other City of Negaunee employees

Concerns about staff safety and security-need security cameras and two staff on duty at all times

NPL needs a staff person to plan, organize and implement programming for children and teens

Ability to retain Library Director-burnout, low wages and benefits

Ability to retain City Manager who is supportive of NPL and works well with staff and Advisory Board

Facility

NPL needs more space. Respondents remember the library facility prior to City of Negaunee moving billing to main floor.

Need public meeting space for library programming

Need more space—dedicated area for children

Need space to show movies

Friends of NPL need additional storage and area to organize books for book sales and space to hold sales

Need more quiet study space and additional seating

Need additional electrical outlets

Concerned that installation of an elevator will decrease NPL space even more

Lack of parking

No air conditioning

Budget and Funding

Negaunee Public Library has an Advisory Board rather than autonomous Board

No control over budget-at mercy of City Council

Need a dedicated stream of funding from millage or City of Negaunee appropriation

State Aid from Library of Michigan fluctuates from year to year

Penal Fines under constant legislative threat

City Council changes-support waivers depending on members of Council

Additional funding for Saturday hours year around-add Saturday hours in summer months

Hours are not static, vary from day to day-would like consistent hours M-Th

Programming

Library Director is responsible for all programming-concerned about burnout

Lack of space for programming-size and area that does not impact library and City offices

Need space for Friends of NPL book sales-extended hours and control of space

Space for on-going book sale

Collection and Equipment

Need additional electrical outlets

Magazine budget has been cut

More money for books

Need more space for collections-dedicated children's area

NPL Identified Opportunities

Staff

Augment staff with volunteers especially for programming-partner organizations

Hire dedicated staff member to plan, organize and implement programs for children and teens

Facility

Lots of vacant buildings in Negaunee, are there buildings that could be used for library

Former grocery store building-could NPL move there?

Addition of elevator if does not reduce NPL space

Make use of underutilized space in City Hall-courtroom, area behind City billing area

Increase space for public meeting use and NPL programming

Expand comfortable seating areas, quiet study areas

Films

Forums

Outdoor space should be utilized for larger programs in the summer

Additional display, art exhibit space

Budget and Finance

NPL Advisory Board and Friends of NPL should be advocates of NPL with City Council and general public

Explore options for dedicated funding-millage, grants, endowment

Work with City of Negaunee to augment funding for additional programming and special events

Identify grants and sponsorships to expand Saturday hours and programming

Programming

City of Negaunee has no Youth Center-weekend programs for youth and teens underserved

More programming for Children, Youth and Teens

Continue to develop partnerships with Negaunee Public Schools and local daycare facilities-library card sign-ups, class tours, identify certain age or grade levels for 100% library card sign-up

Expand space for the Friends of NPL Book Sale

Author visits, writing workshops, book signing events

Develop book clubs or book discussion groups

Provide more technology training on how to use computers, online resources

Develop special interest group meetings and programs-art, writing, quilting, wood working, book clubs, etc.

Holiday Parties, fashion shows, special events

Serve coffee and treats

Partner with local organizations to provide programming-UPPAA, business groups, master gardeners, Northern Vegans, Marquette County Genealogy Society, Senior Centers, retired school personnel,

Work with Iron Ore Heritage Trail-encourage visitors to use NPL Internet, storywalk, publicize library services

Collection and Equipment

Develop more space for computers

Raise additional funding for collections

More comfy and relaxed seating areas

Provide quiet study space

Expand space for children's department

Need projector to show films

Identified Threats to NPL

Staff

Ability to retain staff especially Library Director with MILS

Staff burnout

Safety and security of staff

Facility

Lack of security-need surveillance system especially in meeting rooms

Lack of space an inability to reconfigure space

No control over NPL space

City of Negaunee has taken NPL space and meeting rooms in the past

Budget and Funding

No dedicated funding for NPL-at mercy of City of Negaunee

No representation on NPL Advisory Board or funding from Negaunee Township

NPL is one of the first budgets to be cut

Budget cuts implemented in the past have negatively affected NPL

Difficult to recruit NPL Advisory Board-current vacancy

Negaunee has an aging population

Loss of mines and impact on economy

No control over State Aid and Penal Fines

Concerns over the retention of a City Manager who is supportive of NPL

Advisory Board and Friends of NPL should be vocal advocates of NPL with City Council

Programming

Public perception that libraries are irrelevant today

People feel their information needs can be met by the Internet

Lack of space and parking can impact library use

Budget cuts have eliminated programming funds

Ability to publicize programs and services so information reaches all ages and segments of population

Collection and Equipment

Ability to stay current with equipment and technology

Loss of space negatively affects size of the collection and space for public access equipment

Negaunee Public Library History

In the year 1890, a group of public-spirited citizens of Negaunee banded together for the purpose of providing a place for the residents of the community to come to read and to obtain books for home entertainment and study.

On October 8, 1890, Mr. Thomas Flynn was named as the first librarian of Negaunee. He served through 1894. Succeeding him were several persons who served as librarians for a short time, including Mr. Michael Foley, Miss Mary Reidy, Miss Ellen E. Harrington, and Miss Maggie Cox. In October 1902, Miss Sezerine E. Wellett was appointed to the librarian post by the mayor of Negaunee.

At that time, quarters were maintained in the old city hall, two upstairs rooms of which were occupied by the library. The number of volumes at the time numbered 2,227; and the circulation for the year 1902 was 6,021.

The old city hall was razed in 1913 and the books were moved to the Negaunee High School for a couple of years.

In 1915 the present city hall was erected in the same place as the old one, it was made larger, and the entrance was changed to Silver Street. Also at that time, the clock on top of the fire hall was moved to the top of the new city hall and the face of the clock was enlarged from four feet to seven feet. The library was included in the new city hall and occupied the greater part of the main floor. Up until this time, closed shelves had been maintained. Open shelves, as are now in our present-day library, were installed, which greatly increased the service to the public.

Shortly after Miss Wellett's death in 1939, Miss Dorothy Hooper was appointed librarian. She served until May 1941, when Mrs. Iva Klinglund was appointed to the position. When Mrs. Klinglund retired in June 1962, Mrs. Caroline Goodhue was named as librarian. Mrs. Goodhue retired in October 1974, and Mrs. Marian Phillips was named librarian and served until her retirement in October 1982. Mrs. Katherine Thurner was appointed librarian by the city manager in October 1982 and held that position until October 2007. Mrs. Marcia Mattfield was appointed librarian in October 2007 and served until May 2014. At the present time the Library Director position is held by Ms. Jessica Holman.