

# **Negaunee Public Library Board**

**December 4, 2018**

1. Call to order
2. Secretary's Report (Approval of the Minutes)
3. Public Comment
4. Communications
5. Unfinished Business
  - a. Strategic Plan – approval
  - b.
6. New Business
  - a.
7. Adjourn

Next meeting: December 18, 2018

Officers:

President: Al Sundine

Vice President: Jeanne Sandstrom

Secretary: Laura Jandron

## Negaunee Public Library Board

Minutes of October 16, 2018.

Members present: J. Beck, L. Jandron, J. Sandstrom, A. Sundine, J. Holman, Library Director.

Also present: City Manager, N. Hefron, P. Christensen, Consultant.

This meeting also included a Public Hearing on our library Strategic Plan, moving toward a proposed three year plan.

Meeting called to order at 10:10 by A. Sundine. Minutes of the meeting of August 28, 2018 were read and approved.

Public Comment: None

Financial Report: All bills paid as of Oct. 1, 2018. Budget reports, Listing of Director benefits handed out by J. Holman.

Communications: None

Librarian's Report: Report handed out by J. Holman, also the annual report for the UPRLC meeting which our director attended in Sept.

Public Hearing on the library Strategic Plan.

The strategic planning process was discussed in great length. The strengths and weaknesses of our library were to be narrowed down to four of each which we felt were most important. A public survey had been taken earlier asking about the use of our library and what services were needed, and the effectiveness of our current facilities, library and staff. The Strategic Planning Committee will continue to work on this.

Unfinished Business: Budget report discussed, and Mango languages. This was tabled for the present time. It is a good resource, but expensive, and other libraries have found that it is not used a lot.

New Business: A film license for showing films as other libraries are doing was talked about. J. Holman is to find out how many people actually attend these events, and what costs would it entail. The films could be shown in the reading room.

Our next meeting will be held on November 13.

Meeting adjourned at 11:50am.

Respectfully submitted,

*Laura Jandron, Sec'y*

**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**

Jenny Jessee-Beck  
Al Sundine  
Laura Jandron  
Jeanne Sandstrom  
\*Vacant

**Strategic Planning Committee Members**

Lynn Chevrette  
Kayla Crawford  
Maryhanna Ockerman  
Al Sundine  
Patricia Tapani

**Negaunee City Council Members**

Paul Maino  
Jason Wallner  
Don Gladwell  
Jim Kantola  
Bill Anderson  
Jon Becker  
David Kangas  
\*City Manager Nate Heffron

**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 63<sup>rd</sup> 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 74<sup>th</sup> 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 76<sup>th</sup> 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 73<sup>rd</sup> 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 53<sup>rd</sup> 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 71<sup>st</sup> 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 43<sup>rd</sup> 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 29<sup>th</sup> 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**  
**Stengths, 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.

**Strategic Goal Staffing: To improve Negaunee Public Library staffing levels, recruit and retain staff and assure staff safety at all times.**

Objective	Action Step	Timeframe	Responsibility	Resources	Measure	Status
Retain quality NPL staff by improving wages and benefits	Develop a wage scale to attract staff and reward longevity	Over next three budget years 2019-2021	Advisory Board City Manager City Council	Library Budget	Wages and benefits are commensurate with City of Negaunee employees in similar positions  Wages and benefits are above Class III Library average	
Maintain current Library Director with accredited MILS Degree	Develop a wage and benefit package that will retain current Library Director	Over next three budget years 2019-2021	Advisory Board City Manager City Council	Library Budget	Over next three years increase Library Director's salary to a level equal to the average salary received by Level I Library Director for a Michigan Class III library based on last completed State Aid data.  Explore options to increase benefit package for Library Director to include family health insurance coverage and MERS pension.	
Develop a NPL position for a Youth Services Coordinator	Develop Job Description and wage and benefit package to attract a quality employee with experience working with youth	Year one hire part-time employee 20 hours per week Year two increase to 30 hours per week Year three increase to full time	Advisory Board Library Director City Manager City Council	Library Budget Grant funding	A Youth Services Coordinator will be in place by 2019  Number of youth and family related programs will increase by 10% in Year one, by 25% in year two and by 30% in year three.	
Increase Saturday Hours to Year-Round and insure that two employees will staff Saturday hours	Increase NPL budget to provide Saturday hours full year	Summer 2020	Advisory Board Library Director City Manager City Council	Grants Sponsorships Library Budget	Increase Saturday attendance by 10% in Year one, by 15% in year two and 20% by year three	
Insure NPL safety at all times	Explore options	June 2019	Advisory Board	Grants	Install surveillance cameras and review	

	for surveillance cameras and staff not working alone		Library Director City Manager City Council	Sponsorships Library Budget Friends of the Library	staff safety measures with Negaunee Police Department	

**Strategic Goal Budget and Funding: To improve and increase Negaunee Public Library Funding**

Objective	Action Steps	Timeframe	Responsibility	Resources	Measure	Status
Insure that NPL has adequate funding to provide quality programs, materials, services and staffing	Explore dedicated stream of funding for NPL through City of Negaunee millage	2019	Library Director Advisory Board City Manager City Council	Library of Michigan Superiorland Library Cooperative Friends of NPL Michigan Library Association	By 2020 assess community support for a dedicated millage for NPL	
Explore the possibility of funding from Negaunee Township in the form of a direct appropriation for NPL services	Share library statistics on use with Negaunee Township monthly  Develop a Negaunee Township Advocacy Group	2019 2020	Library Director City Manager City Council Negaunee Township Board	Library of Michigan Superiorland Library Cooperative Friends of NPL Attorney	By 2020 secure direct funding from Negaunee Township or place a library millage on the Negaunee Township ballot.	

**Strategic Goal Facility: To Expand the space available in the Negaunee Public Library to improve collection, programs and services.**

Objectives	Action Steps	Timeframe	Responsibility	Resources	Measure	Status
Increase space for programming and services for youth and family	Perform space assessment and consider reorganization	2019 and 2020	Library Director Consultant	Library Budget City Budget	Develop a space assessment document that determines space needs and priorities	
Make use of underutilized space in Negaunee City Hall	Evaluate the benefits and barriers to use of this space	2019	Library Director Consultant City Manager	Library Budget City Budget  Elevator needed	Develop a space assessment document that evaluates feasibility of using these spaces	
Expand space for programming, public meeting space and book sales	Perform space assessment and consider ways to reorganize existing space  Evaluate other local resources for additional space	2020	Library Director Consultant City Manager Advisory Board	Partner with other downtown organizations with excess space  Explore use of former Russo's Grocery Store  Partner with Negaunee Public Schools	Locate and use space to increase the number of attendees at programs, identify additional space for public meeting-unused space behind billing office  Locate book sale space that would allow for expanded hours and additional time for set-up	
Expand space for quiet study, comfortable seating, exhibits, displays	Reorganize existing space to allow for additional seating.  Locate and implement exhibit and display space	2020 2021	Library Director City Manager NPL Staff Consultant	Purchase additional seating and study tables/chairs,  Purchase display cases or mounting equipment.	Hold first exhibit/display 2020  Reorganize space and establish dedicated quiet study area	
Improve infrastructure for electrical outlets and computer wiring	Assess current needs and potential for new needs	2019	City of Negaunee staff Superiorland Library Cooperative	Purchase wire, equipment, jacks, etc. Labor costs	Increase number of functioning ethernet ports, improve electrical service and outlets in facility	

**Strategic Goal Programming, Collection and Equipment: To maintain and improve the programming, collection and equipment provided by the Negaunee Public Library**

Objective	Action Step	Timeframe	Responsibility	Resources	Measure	Status
Improve programming options for NPL customers by partnering with other agencies and organizations to provide programming	Identify potential partners and connect with them for programming	2019 2020	Library Director and NPL staff	Marquette Genealogy Society YMCA Northern Vegans Historical societies Schools, NMU, Friends of NPL Master Gardeners Arts groups, Sr. Center	Implement 5 programs with community partners in first year. Implement 10 programs with community partners in second year	
Expand Friends of NPL Used Book sales	Implement special book sales-monthly, ongoing, etc.	Immediately 2019, 2020, 2021	Library Director Friends of NPL	Friends of NPL Space for sales	Friends of NPL will increase number of sales Friends of NPL will increase sales receipts	
Expand programming for Teens-no City of Negaunee funding for youth programs	Establish a Teen Advisory Group Develop weekend programming	2019	Library Director	Negaunee Public Schools, JTAG City of Negaunee Budget	Five weekend programs will be held for teens in 2019 10 teen programs in 2020 20 teen programs in 2021	
Make use of outdoor space and City of Negaunee parks and facilities	Identify programs that can be held outdoors Coordinate with City of Negaunee for use of City space	2019 2020 2021	Library Director City Manager	City facilities NPL staff		