Silver Bay Public Library Strategic Plan 2020 – 2024

Adopted by the Library Board of Trustees

October 15, 2019

Prepared by:

Silver Bay Public Library Board of Trustees
& Julie Billings, Library Director

EXECUTIVE SUMMARY

The Board of Trustees, with extensive staff and community input, has reviewed the vision, mission and strategic position of the library and identified key priority roles, strategic goals and programmatic responses. It is a chief responsibility of the Silver Bay Public Library Board of Trustees to anticipate, understand and respond strategically to the challenges facing our library, such as social and technological changes. Thus, the plan's goals and strategies will guide library operations for the next five years. Action steps and timelines are defined for each strategy to accomplish.

Strategic Goals & Strategies Overview

1. ***Visitors will discover lifelong enjoyment of reading and learning through positive experiences that inspire knowledge and literacy.***

   a) Create young readers and promote early literacy as a basis for developing a lifelong enjoyment of reading and learning through a variety of positive experiences that develop literacy skills including seasonal reading programs and Imagination Library.

   b) Develop Adult Programs and literacy events; promote and conduct programs; support local book clubs and promote volunteering in the library.

   c) Ensure appropriate technology resources and training is available for staff and visitors.

   d) Displays created inviting people to explore topics, current trends and interests promoting library utilization and reading.

2. ***Visitors will experience customer satisfaction in a comfortable, barrier free, inviting atmosphere while interacting and exploring the library's resources.***

   a) Create a positive customer experience by acknowledging each person and completing customer requests and transactions in a timely manner.

   b) Maintain building for safety of staff and customers; evaluate and prioritize building maintenance.

   c) Maintain an attractive, functional, comfortable physical environment for customers; develop plan to maintain comfortable seating; utilize deck and outside space around building.

   d) Develop and implement programming, including Minnesota Arts and Cultural Heritage Legacy Programs that offer enrichment and educational opportunities for adults and youth.

3. ***Visitors will experience assistance in developing the skills necessary to connect to the wider world using information technology, print services and digital resources.***

   a) Create a positive customer experience by acknowledging each person and completing customer requests and transactions in a timely manner.

   b) Maintain telecommunications, high speed fiber and wireless equipment services; maintain print and digital services with resources; enhance staff training and skills to stay abreast of the fast pace of change in delivery of library services.

   c) Provide customers with individual and group technology training in effective utilization of digital technology and library resources.

   d) Continue to provide print services in a timely manner and test proctoring services.

THE PLANNING PROCESS

The Silver Bay Public Library Board of Trustees completed the comprehensive strategic planning process in 2019. The process was made possible by their knowledge, expertise and volunteer time. The 2020 - 2024 strategic plan was put together based on the model in "Planning for Results" published in 2001 by the Public Library Association. The model emphasizes maximizing the use of available resources by prioritizing and focusing efforts in key areas. From this strategic planning process, the Library Board of Trustees identified three service priorities.

The development of the strategic plan was a comprehensive process involving several forms of community input. The Board of Trustees conducted 47 interviews with community stakeholders representing community organizations, school groups and businesses affected by the library's attention, resources, or services. The interviews focused on perceptions and suggestions regarding community needs, challenges facing the library, and the library's role, capacity and services in addressing community needs in the context of these challenges. A secondary purpose was to inform the community stakeholders about current library services and the strategic planning process.

A community survey was utilized and centered on answering specific questions about library services. The community customer survey was completed by 96 individuals. Surveys were available in the library and online through the library's news and events website. The customer survey helped the Board of Trustees identify service priorities and needs for the Silver Bay Public Library. Summer reading program participants gave opinions about the reading program and library. Library staff completed the SWOT analysis as well as provided feedback throughout the planning process. The final plan is a combination of ideas and effort by the Library Board of Trustees and library staff.

MISSION STATEMENT:

Silver Bay Public Library Mission Statement

An interactive information and enrichment center that enhances community life by engaging all generations in learning and fun. (Mission Statement created by Whitney Crettol Consulting 12/11/2009)

ORGANIZATIONAL VALUES:

Customer Service –
The Library staff welcomes and treats all patrons with respect and equality.

Lifelong Learning –
The Library is open, accessible and comfortable for all ages. Patrons utilize a variety of resources, including technology and connecting to the wider world.

Flexibility –
The Library adapts and changes to meet the needs of the increasingly diverse and complex society while preserving local history and a sense of community.

Fun –
The Library has an enjoyable atmosphere for gathering and learning.

GOAL PRIORITY INDICATORS:

1. Visitors will discover lifelong enjoyment of reading and learning through positive experiences that inspire knowledge and literacy.
   Goal 1 (Satisfy curiosity: lifelong learning)
   - ✓ Number of appealing material displays.
   - ✓ Number of physical and digital resources available.
   - ✓ Number of programs, activities and innovative ideas supporting the importance of literacy.
   - ✓ Number of children and adults participating in programs.

2. Visitors will experience customer satisfaction in a comfortable, inviting, barrier free atmosphere while interacting and exploring the library's resources.
   Goal 2 (Visit a Comfortable Place: Physical and Virtual Spaces)
   - ✓ Number of training opportunities for library staff.
   - ✓ Number of customer questions answered by informed and confident library staff.
   - ✓ Number of comfortable seating spaces with access to electrical outlets.
   - ✓ Number of customers accessing library collection and services.

3. Visitors will experience assistance in developing the skills necessary to connect to the wider world using information technology, print services and digital resources.
   Goal 3 (Understand How to Find, Evaluate, and Use Information: Information Fluency)
   - ✓ Number of computers, mobile devices and print services available for public use.
   - ✓ Number of customers using internet: Wi-Fi, public computer stations, library devices.
   - ✓ Number of individuals learning through digital resource and device instruction.
   - ✓ Number of public service announcements (PSA) for the public access P.E.G. channels

Several measurable indicators were developed to be used in evaluating the accomplishment of the Service Goals.

IMPLEMENTATION STEPS:

Implementation Steps	*Timeline*
1. Present strategic plan to Library Board for adoption. Presentation of newly adopted plan to City Council.	November 2019
2. Communicate the new plan to other stakeholders and the public.	January – February 2020
3. Review strategic plan progress as a regular agenda item at staff meetings; make mid-course corrections.	**Quarterly**
4. Discuss strategic plan progress as regular agenda item at Library Board meetings.	**Quarterly**
5. Compile progress indicator data for annual review.	**Annually 2020 - 2024**
6. Board/staff meet to review implementation successes and challenges (including indicator data), review goals, and update strategies.	**Annually 2020 - 2024**
7. Staff develops action plans and project budget needs for the next year.	**Annually 2020 - 2024**
8. Full round of strategic planning.	**Summer - Fall 2024** (New plan in place January 2025)

GOAL # 1: Visitors will discover lifelong enjoyment of reading and learning through positive experiences while inspire knowledge and literacy.

Strategy A: Youth Programming		
ACTION STEPS	**PERSON RESPONSIBLE**	**COMPLETION DATE**
1. Themed toddler story times. ▪ Promote early literacy skills training to parents and caregivers	Julie / Eileen / Volunteer Readers (Alternating)	Weekly (January – May & September – December 2020)
2. Summer Reading Program ▪ Plan, promote and conduct 8 week reading program with incentives and special events (i.e. Kidstuff and Legacy programs). ▪ Themed story time for all ages.	Julie (All Staff)	Summer 2020 Weekly (June – July 2020)
3. Winter Reading Program ▪ Promote program to parents as an at-home activity. ▪ Promote and conduct one event per month.	Julie (All Staff)	January – March 2020 Monthly (January – March 2020)
4. Community Show & Tell ▪ Recruit locally to schedule presentations. ▪ Outreach to William Kelley teachers, to identify promising outreach approaches for youth.	All Staff	Ongoing
5. Imagination Library ▪ Display flyers and promote opportunity to patrons with children ages 0-5 years. ▪ Coordination with Friends of the SBPL.	All Staff Julie	Ongoing
6. Teen Programming ▪ Promote and conduct teen programs.	Friends of the Library/Julie	TBD

Strategy B: Engaging Adults		
ACTION STEPS	**PERSON RESPONSIBLE**	**COMPLETION DATE**
7. Book Clubs ▪ Provide support to local book clubs (order books, maintain reading lists, provide location for one).Develop an approach to draw families to a literacy event.	Janey/Julie	Monthly

	PERSON RESPONSIBLE	COMPLETION DATE
8. Adult Program Series ▪ Develop, promote and conduct programs creating a balance between literacy skills needed to succeed and developing a lifelong love of reading and learning. ▪ Develop displays in conjunction with each program.	Julie/ Friends of the Library All Staff	TBD as scheduled
9. Legacy Programs ▪ Select and participate in program options that fit with the library's priorities.	Julie	Per ALS Legacy annual funding
10. Volunteering in the Library ▪ Develop a list of specific volunteer jobs for volunteers. ▪ Provide training, support and recognition for volunteers.	All staff	Ongoing

Strategy C: Programming

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Print resources in the Library ▪ Provide customer service for print services ▪ Maintain copier, scanner and fax machine(s) ▪ Train staff on new equipment and software	 All staff Julie Julie	Per replacement schedule
2. Electronic resources and device training ▪ Conduct individual and group technology training workshops. ▪ Library users will effectively learn to use technology and other resources to find and access reliable information.	 All staff	January – March 2020 September-November 2020
3. Digital resources ▪ Train library staff on updated technology and databases. ▪ Staff will provide technology instruction so individuals may develop library skills needed to succeed.	Julie	Ongoing 2020
4. Minnesota Arts & Cultural Heritage Legacy Programs ▪ Select and participate in program options that fit with the library's priorities.	Julie	Per ALS Legacy Funding schedule 2020

Strategy D: Technology

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Maintain network with designated computers and mobile devices.	Julie	Per Replacement Schedule
2. Expand use of wireless internet devices in library as resources permit.	Julie	Per Replacement Schedule
3. Online Database training for library staff ▪ Assist patrons in setting up and use online Library services	Julie All staff	Monthly Ongoing
4. E-Book and Audio book digital format ▪ Assist patrons in setting up and using online Library services. ▪ Maintain participation in ALS E-book recommendations.	All staff	Ongoing

GOAL # 2: *Visitors will experience customer satisfaction in a comfortable, inviting, barrier free atmosphere while interacting and exploring the library's resources.*

Strategy E: Facility

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Evaluate and prioritize needed building repairs and maintenance.	Board / All Staff	TBD
2. Maintain building for safety of library staff and customers.	Julie/City staff	As needed

Strategy F: Comfortable Furnishings/Items

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Develop a plan to maintain comfortable seating for reading areas.	All staff	December 31, 2020
2. Maintain an attractive and functional physical space throughout the library.	All staff	Ongoing
3. Utilize deck and outdoor space around the Library.	Julie	TBD
4. Create variety of spaces based on similar tasks (quiet work/reading).	Julie	TBD
5. Provide programming.	All staff	TBD

Strategy G: Promotion/Public Relations

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Customer Service ▪ Create positive customer experience by acknowledging each person and completing customer requests and transactions in a timely manner.	All Staff Julie	Annually December 31, 2020
2. Reader's Advisory ▪ Ask readers to offer anonymous reviews of favorite reads and post. ▪ Invite patrons and book clubs to contribute reviews online. ▪ Post hard copy of reviews on display in Library.	All staff Julie All staff	January 31, 2020 December 31, 2020 As received
3. Displays ▪ New book display. ▪ Corner counter end cap displays. ▪ Glass case children's displays.	All Staff	Weekly Six/Year
4. Create and maintain an interactive website.	Julie	December 31, 2020

GOAL # 3: *Visitors will experience assistance in developing the skills necessary to connect to the wider world using information technology, print services and digital resources.*

Strategy H: Technology		
ACTION STEPS	**PERSON RESPONSIBLE**	**COMPLETION DATE**
1. Update the Library's website with news, events, book reviews, etc.	Julie/(City Staff)	ongoing
2. Continuing education for library staff.	Julie/(City Staff)	Per interest
3. Telecommunications		
▪ Fiber Network – Maintain LAN.	Julie	
▪ Wireless Network – Maintain internal connections.	Julie	
4. Hardware		
▪ Maintain computers and mobile devices.		Per replacement schedule
▪ Maintain a public Wi-Fi printer.		December 31, 2020
▪ Coordinate PSAs on local P.E.G. channels for both MediaCom channel 13 and Zito Media Channel 12		Ongoing

Strategy I: Proctoring		
ACTION STEPS	**PERSON RESPONSIBLE**	**COMPLETION DATE**
1. Provide proctoring service with priority to computer time and "quiet notices".	All Staff	January – December 2020
2. Maintain calendar to coordinate testing times with staff availability.	All Staff	January – December 2020
3. Maintain computer for testing.	Julie	Per replacement schedule

Strategy J: Hours & Staffing		
ACTION STEPS	**PERSON RESPONSIBLE**	**COMPLETION DATE**
1. Hire and train additional part-time staff person.	Julie	TBD
2. Assign and complete priority tasks.	Julie	TBD
3. Maintain volunteer base with ongoing projects.	All staff	Ongoing

S.W.O.T. ANALYSIS
Library Staff response to Strengths, Weaknesses, Opportunities, Threats
MAY 2019

All three library staff participated in the SWOT analysis, with the following summary of results:

<u>STRENGTHS</u>: *What does the library do best?*

- Courteous & friendly staff provides a safe & welcoming facility
- Children's reading programs
- Programs offered – author, learn a craft, music
- Book clubs
- Availability of computers, faxing and copying
- Material variety and ability to Interlibrary loan what we don't have
- Customer service
- Programming
- Friends of the library wholly supports library
- Skills & expertise of library staff – longevity!
- Library is respected and valued in the community
- Collection is a broad range for all ages
- Technology fund has allowed library to continue offering current technological services
- Provide & encourage use of library resources in a courteous, friendly & educational manner
- What we don't have, we find!
- Author programs
- Book clubs
- Friends group and Friends fundraisers
- Technology

<u>WEAKNESSES</u>: *What do you think the library could improve?*

- Building – size (need program space)
    - move the front access closer to the parking lot
    - take care of the outside water problems
- Lack of space for programs, meetings, displays, technology
- Lack of professional connections with library peers
- Poor landscaping
- Poor access to building – visitors don't know where the front door is & 73' accessibility issue/difficult for many to walk distance from the parking area
- Bring in those people, especially tweens, that seldom use the library
- Take more advantage of the local individual/groups to teach, demonstrate and engage various groups (i.e. crafters, biologists, outdoor experts, artists, chefs, etc.)
- Lack of space!
- Lack of technological "hook-up" areas

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

- Keeping teens connected
- Keeping lifelong reading and learning
- Expand the patron base
- Partnership with more businesses and organizations
- Market the library – determine the lifestyles of the community to implement service gaps; communicate what library contributes to our society
- Bring in people that appeal to this group dynamic with exciting activities; more done by their peers or mentors that they relate to - outside individuals
- Encourage more local artists, craftsman, musicians, etc. to hold informal sessions without staff help (except initial set-up)

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

- Lack of funding – changes in tax base, etc.
- Ability to maintain/update the building
- Programs compete for the same target audience(s)
- Increased dependence on technology/internet for people's information and leisure needs
- Digital privacy
- Declining literacy levels amongst children
- Future funding
- Living in a society where libraries have to justify their existence and impact in the community
- Technology needs to be maintained and/or replaced
- Ignorance of what the library is i.e. "just book"
- Isolation of social groups
- Political agendas – will certain types of materials be imposed or restricted because of a perceived agenda
- Increasing costs and constant change of technology
- Less family involvement overall

COMMUNITY VISION

Community Focus Stakeholder Interview summary
AUGUST 2019

A total of 47 community members participated in the focus group stakeholder interviews. Representation included local business, elected officials, youth, educators, the arts, county services, veterans, seniors, and the faith community.

The one-on-one interviews were for the purpose of gathering input from a selection of stakeholders in the community on how the library might best serve the needs of the community. A secondary purpose was to inform the stakeholders about current library services and the strategic planning process. In the past year, 99% of the stakeholders had used the physical collection in the library. Most interviewees participated in library programs, used print services, tax forms, computers, Wi-Fi connection, digital library services, etc.

The stakeholders noted the community is very supportive of the Silver Bay Public Library. The consensus for positive trends was that the library provides the means to digital services and technology. Library programs are seen as a positive service, providing knowledge and broadening "horizons." A few stakeholders see the library being a part of the community partnerships working together. Many felt the negative trends in the library are based on concerns about children not using the library and people not reading physical books as much as in the past. Nineteen stakeholders feel that technology and digital resources takes away from books and knowledge. Some stakeholders felt there should be a balance between physical books and digital resources when providing library services.

Overall, most of the stakeholders said the Silver Bay Public Library provides the best service for the resources available in a small town. The library collection is broad for a community this size and always has something new. Technology is up to date providing current digital services. The Silver Bay Public Library is a relaxing and comfortable place to be. The library is currently responding to the trends by balancing the physical collection and space with technology and digital resources. Nevertheless, there are concerns in the community regarding space issues at the library, staff to respond to customer needs in literacy and technology, a sufficient number of computer terminals, the need for weekend hours plus outreach and maintenance of funding to continue to provide quality library services.

Suggestions from stakeholders included a new building (or addition) which would provide additional space for a designated meeting/program room, space to create areas for different age groups, more storage area, and the relocation of the entrance doors so that visitors would have easier access from the parking area.

The community stakeholders unanimously responded that the Silver Bay Public Library staff provided excellent customer service by being positive, friendly, helpful, welcoming, wonderful, excellent, professional, warm and courteous.

Appendix D:
Library & Community Profile

I. COMMUNITY DEMOGRAPHICS

Population

The City of Silver Bay's population has not fluctuated much since 2010. Below are some key demographic indicators. Sources: U.S. Census Bureau, U.S. Census Bureau 2018 population estimates and 2013-2017 American Community Survey 5-year survey.

TIME OF COUNT	NUMBER OF RESIDENTS	CHANGE FROM PREVIOUS COUNT
2010 census	1,887	
2017 census ASC 5-yr population estimate	1,724	-163
2018 CENSUS, estimate	1,776	-111

Race/Ethnicity

The majority (98%) of the population in Silver Bay from the 2010 census are Caucasian. In the 2013-2017 American Community Survey, the estimated number showed a slight decrease in this population to 97%. The estimated number of those who identified as Black or African American was 26 and one person identified being Native American or an Alaskan Native.

Age

Average age of residents in Silver Bay is 54.6 years old. Source: Profile data of General Population and Housing Characteristics https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

AGE GROUP	NUMBER OF RESIDENTS	PERCENTAGE OF TOTAL
Ages 0-4	100	5.3%
Ages 5-19	378	20%
Ages 20-64	966	51%
Ages 65+	543	29%

Education

Silver Bay is part of ISD381 Lake Superior School District with one public school covering all grades. William Kelley School is a pre K-12 building that houses both the elementary and high school in separate wings. The District's on-time graduation rate for the past five years was 92.2% and 35.7% of the adult population have a bachelor's degree or higher.   http://www.education.state.mn.us/MDEAnalytics/Data.jsp

School	Number of Students
William Kelley School (K-12)	332 (2018)
Homeschooled	No count

Income

In the 2013-2017 American Community Survey 5 Year Estimates, the median household income for Lake County was $56,078. According to the census one year survey (http://www.census.gov/acs), the median household income for Minnesota in 2017 was $68,388. The American Community Survey 2013-2017 indicates 8.1% of Silver Bay's population lives below the poverty rate compared to 2009's 13.7%.
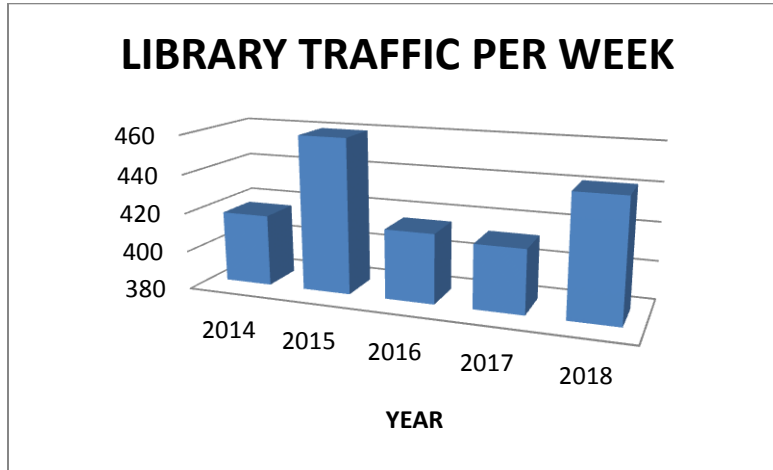
Housing

Total number of housing units is 1,090. Median rent paid was $675 for the 121 units available.
Source: Selected housing Characteristics 2013-2017, American Community Survey 5-Year Estimates.

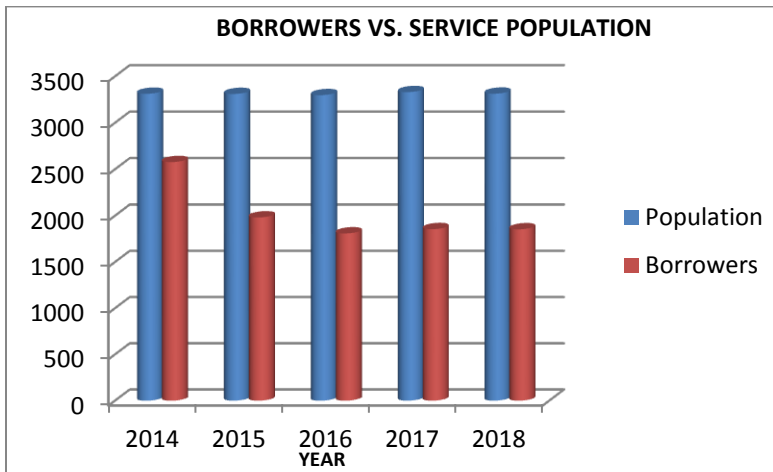| Housing type	Percentage of total
Homeowners (% of all occupied housing units)	69%
Rental (% of all occupied housing units)	9%
Vacant housing units	22%

II.   LIBRARY STATISTICS

Library Traffic

The Silver Bay Library has consistently been open 42 hours per week during the past five years.   Library visits/Traffic (sample tally) into the library has remained fairly stable and consistent over this time period with an average of 401 walk-ins per week in 2019. Average number of visitors in 2018 and 2017 were 442 417 respectively.

LIBRARY TRAFFIC PER WEEK

(bar chart: vertical axis labeled 380, 400, 420, 440, 460; horizontal axis labeled YEAR with years 2014, 2015, 2016, 2017, 2018)
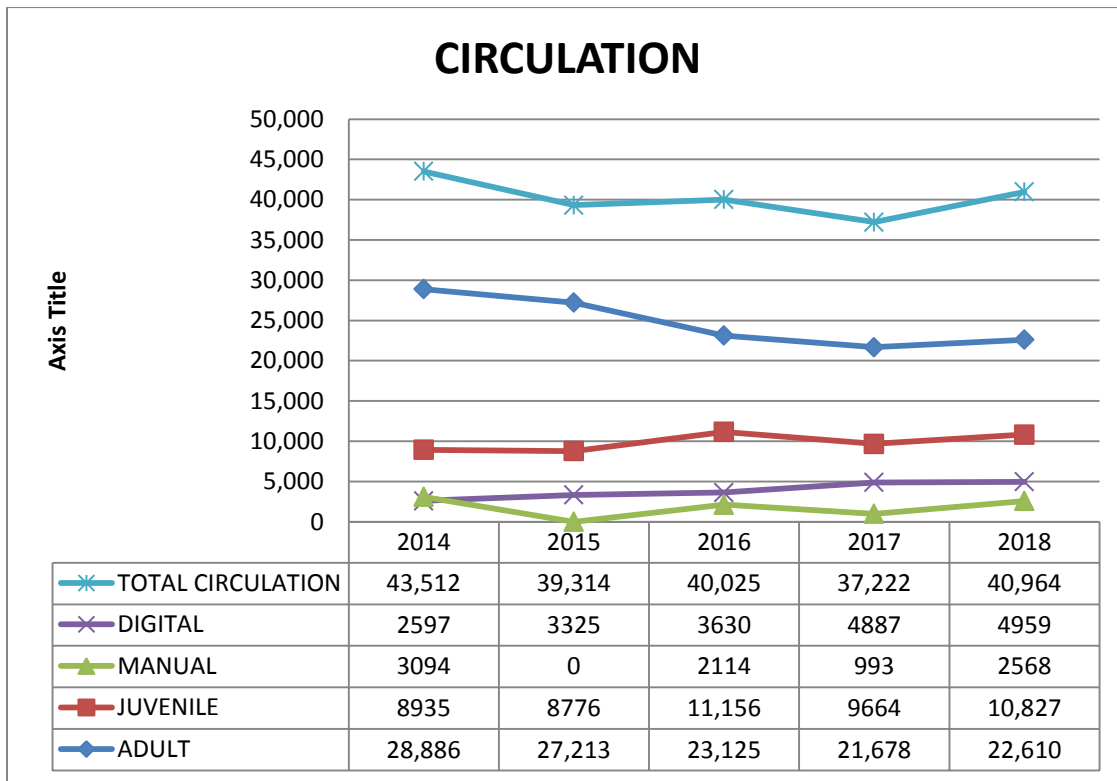
Number of Resident Borrowers

In the past, all library card holders were maintained in the system regardless of whether they were active. Arrowhead Library System has purged inactive users on a periodic schedule, last being in 2018. Libraries keep current with borrower activity as well.
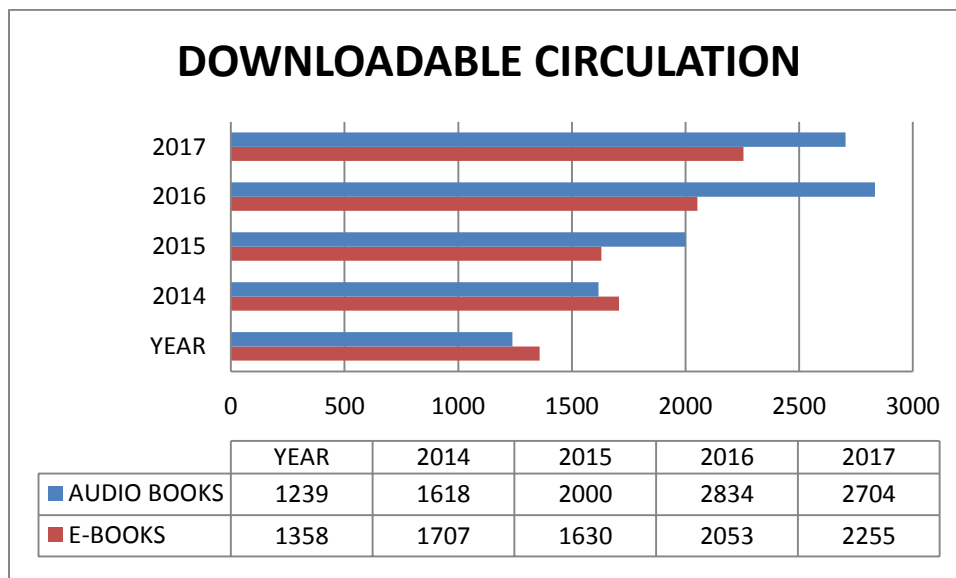
BORROWERS VS. SERVICE POPULATION

(bar chart: vertical axis labeled 0, 500, 1000, 1500, 2000, 2500, 3000, 3500; horizontal axis labeled YEAR with years 2014, 2015, 2016, 2017, 2018; legend: Population, Borrowers)

Circulation

Silver Bay's total circulation usage appears to indicate relatively slight decline over the past five years. Although 2018 circulation is slightly higher than the five year average of 40, 207. Adult circulation, which typically accounted for nearly 80% of total activity, has declined to 61.2% during this period. However, juvenile and digital circulation has increased while the manual circulation fluctuates slightly but remains stable.

CIRCULATION

	2014	2015	2016	2017	2018
—※—TOTAL CIRCULATION	43,512	39,314	40,025	37,222	40,964
—※—DIGITAL	2597	3325	3630	4887	4959
—▲—MANUAL	3094	0	2114	993	2568
—■—JUVENILE	8935	8776	11,156	9664	10,827
—◆—ADULT	28,886	27,213	23,125	21,678	22,610

Digital Resources

Digital library services began in 2010 when Arrowhead Library System began purchasing audio books and eBooks in 2010 and the addition of magazines in 2018. In 2018 individual libraries were able to obtain some circulation statistics broken down by borrower's library location. With technology constantly changing, digital library services takes time to teach library users and the learning curve is great for some customers. This statistic will continue to increase as individuals learn to use the services available.
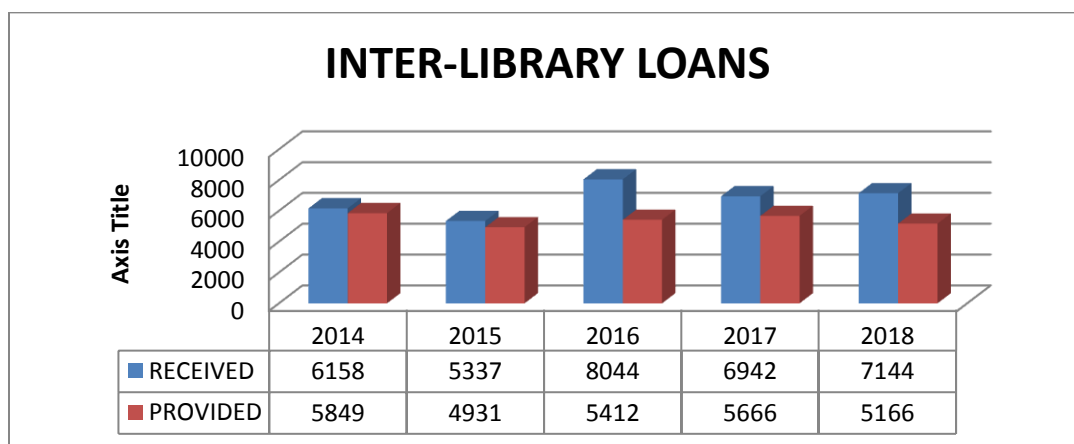
DOWNLOADABLE CIRCULATION

	YEAR	2014	2015	2016	2017
■ AUDIO BOOKS	1239	1618	2000	2834	2704
■ E-BOOKS	1358	1707	1630	2053	2255

Collection Size

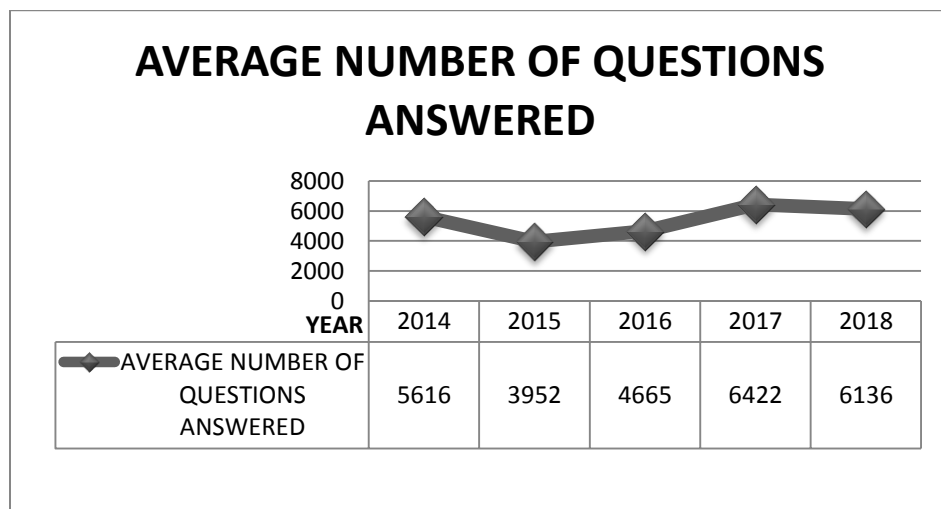| TYPE OF MATERIAL	2018	2019	CHANGE
Print	22,161	23,627	+1,466
Audio/visual	4154	4,129	-25
Total Collection:	**26,315**	**27,756**	**+1,441**

Inter-Library Loans

 Inter-library loan activity, both providing and receiving materials, have fluctuated in the past five years. There are many variables to Inter-library loan activity such specific research or curriculum support.

INTER-LIBRARY LOANS

	2014	2015	2016	2017	2018
RECEIVED	6158	5337	8044	6942	7144
PROVIDED	5849	4931	5412	5666	5166

Reference Requests

Helpful library staff contributes to a friendly, inviting atmosphere with a strong customer service. An increase demand for print services have attributed to library staff knowledgeable in current technology and mobile devices.

AVERAGE NUMBER OF QUESTIONS ANSWERED

| YEAR	2014	2015	2016	2017	2018
AVERAGE NUMBER OF QUESTIONS ANSWERED	5616	3952	4665	6422	6136

Programs

The amount of programming offered for both adults and children has been increasing. Most notably, the volume of program participation has increased by 21.5% since 2013. In the past five years, the average number of annual programs has increased to 105 with an average annual participation of 1,218!

TARGET AUDIENCE	NUMBER PROGRAMS	TYPE OF PROGRAMS	ATTENDANCE
Adults	31	Author visits; book club discussions.	551
Children	73	Story times; Summer Reading Program with events; performers; Winter Reading Program.	936
Total programs:	**104**	*Total Attendance:*	**1,487**

Public Computer/Internet Usage

Public computer usage dramatically decreased in 2017. Computer placement is limited to space and utilities in the center of the building. Analog Wi-Fi became available late November, 2012 from MediaCom then expanding to gigabit connection through Lake connections/Zito Media. The Library has a news and events blog website utilizing a Google calendar, a Facebook presence and information on the City of Silver Bay's website.
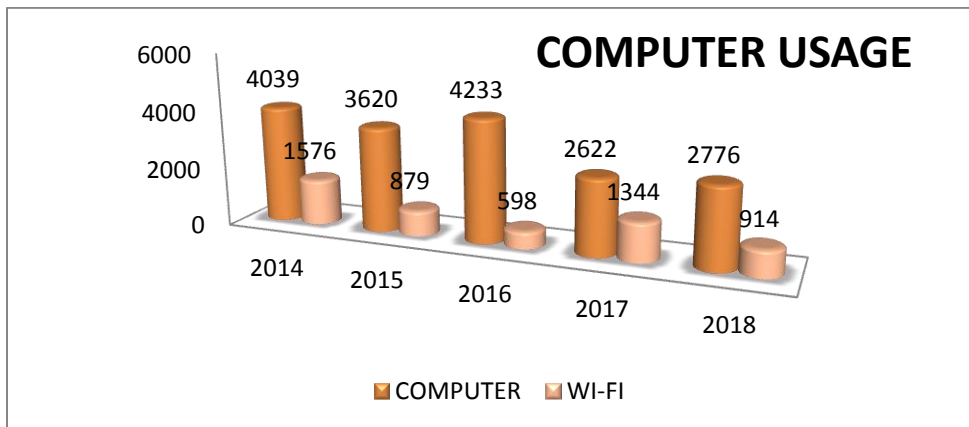
Operating Expenditures

Year	Staffing	Collection	Other	Total
2017	$ 130,883	$ 15,429	$ 19,991	$ 217,242
2018	$ 132,200	$ 15,650	$ 25,900	$ 235,200

The staffing level in 2018 was 2.15 Full Time Equivalents (FTEs). The FTEs decreased in 2018 to 2.15 due to the retirement of one part time staff member. Staff currently includes one full-time Director and two part-time support staff with one part time student worker in the summer months. Due to the support from city hall and city council in tight financial times, library services are consistent and the open service hours are well suited for the current staffing situation. In order to offer additional service hours, part time staff hours would need to be increased.