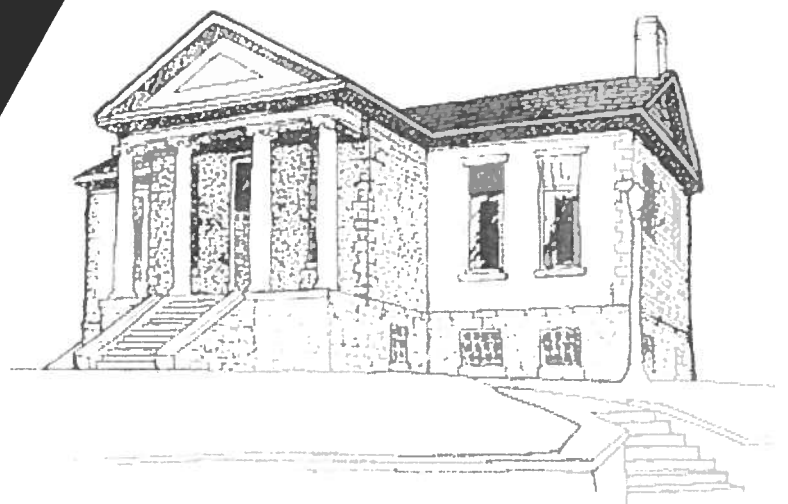


2015-2020

STRATEGIC PLAN

BAYFIELD  
CARNEGIE  
LIBRARY





*We are proud to share this strategic plan for the future of the Bayfield Carnegie Library. Thanks to the Business Leaders Fund and Community Opportunity Fund of the Duluth Superior Area Community Foundation, to the Library Board and City of Bayfield, the friendly, dedicated and effective library staff, and to all the patrons who love this community gem.*

Blair Nelson  
Library Director

## Bayfield Carnegie Library

# STRATEGIC PLAN 2015-2020

### EXECUTIVE SUMMARY

Community support, engagement and affection for the Bayfield Carnegie Library is very high. Research during the year June 2014 - June 2015 demonstrated that patrons and visitors to Bayfield alike enjoy the historic qualities of the 1903 Carnegie Library, the solid and sought-after collection of books, movies and periodicals, its many and varied programs for all ages, and its connection to the world through the internet. Respondents declared the Bayfield Library is, overall, “excellent” (73%) or “good” (25%).

In some ways, this 98% positive attitude made it more difficult to complete this Strategic Plan -- patrons found it difficult to find avenues of improvement. This project involved Marilyn Larson as consultant to conduct research and assess programs. Surveys went to general patrons, targeted stakeholders, staff, officials, and Board members. This effort was funded by the Business Leaders Fund and Community Opportunity Fund of the Duluth Superior Area Community Foundation. Core writers of this document are Don Albrecht, Board Chair, and Blair Nelson, Library Director.

What follows represents a new mission statement and four simple goals pertaining to each of the functions of the Library. The action items following each goal are unprioritized because they are equally key to the ongoing success of the Library. Measureable objectives should be obvious and inherent within these action items, and yet, contain sufficient flexibility for change and growth.

#### Bayfield Library Staff

Blair Nelson  
Teresa Weber  
Heidi Goehring  
Susan Edwards

#### Bayfield Library Board

Don Albrecht  
Lonna Baldwin  
Sharon Johnson  
Joanne Cirillo  
Dan Clark  
Cheri Patterson  
Sarah Lund



## **Mission**

*The mission of the Bayfield Carnegie Library is to be a compass for curious minds.*

## **Vision**

As one of the oldest public libraries in Wisconsin, Bayfield Carnegie Library has over 150 years of experience in satisfying curiosity, providing information, knowledge, and wisdom, and developing community. Starting in 1857, books helped build a foundation of intellectual freedom. Solidifying that foundation in 1903, Andrew Carnegie built a beautiful facility in which to base service, provide continuity, and center the cultural heartbeat of the Bayfield area.

Our vision is to sustain that heritage. Through its competent and friendly staff, guided by its independent Board, and supported by the City and County of Bayfield and surrounding community members, the Library will adapt its service to meet changing needs.

# Goals and Strategic Actions

## Goal 1:

The Bayfield Carnegie Library will continue to develop, maintain and expand its collection to meet the dynamic and changing needs of the broader community.

### *ACTIONS:*

**BOOKS** -- Purchase new items at a rate of at least 50 non-digital titles a month based on reviews from professional and popular sources (Baker & Taylor, Amazon, Scholastic, Library Journal, Horn magazine).

- Seek grant support for new and expanded collections.

**PERIODICALS** -- Subscribe to no less than 25 periodicals.

**SORTING** -- Cull less-frequently-circulated items at least 3 times each year.

**INTERLIBRARY LOAN** -- Assist patrons in using interlibrary loan as a means of “expanding” our collection.

**TECHNOLOGY** -- Enlarge the commitment to computer accessibility using best current practices within the limitations of space and security. Consider use of laptop checkouts, among a range of electronic device checkouts.



## Goal 2:

The Bayfield Carnegie Library will continue to offer programs that educate, entertain, inspire and challenge patrons and other community members.

### ACTIONS:

**SPEAKERS** -- Invite guest speakers (storytellers, poets, writers, community activists, artists, etc) as frequently as possible and publicize their appearance at the Library. Seek authors of interest to children, teens, young adults and adults.

**LECTURE SERIES** -- Continue a Winter Lecture Series, based on a theme, and tie it into a "Community Reads" program where possible.

**MOVIES** -- Develop film appreciation evenings with discussions; when possible, include a local speaker on the topic being addressed.

**SPECIAL PROGRAMS** -- Continue a consistent Summer Reading Program.

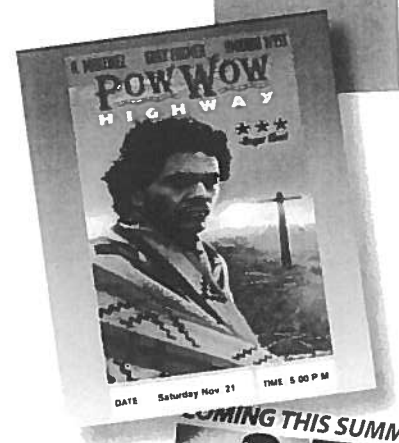
- Develop a coherent technology instruction program and series of events.
- Cultivate special interests with specific programs; for example, Lego-building, writers, poets, Ojibwe language, teen club. Consider creation of "makerspace" areas for such activities as knitting, Legos, making movies, technology gadgets, board game nights, etc.

**LITERACY** -- Identify specific objectives for a literacy program for pre-Kindergarten children. Develop a program to meet those objectives.

- Create a local chapter of "1000 Books Before Kindergarten"
- Support and host Book Groups.

**OUTREACH** -- Develop specific outreach efforts to address homebound, junior high school aged, young adults, seniors, and persons identified as external to our core patronage.

# PROGRAMS



COMING THIS SUMMER..



**COMIC/SCI-FI CON!**  
Saturday August 22nd, 2015  
10:00 AM - 3:00 PM  
Bayfield Library

12:00 PM **Author John Jackson Miller**  
John Miller is a New York Times best-selling author of Star Wars novels, including Star Wars: The Force Awakens. He will be signing books and answering questions for fans after the program. Seating is limited, so arrive early!  
2:00 PM **Illustrator Jerry D'Ala**  
Jerry D'Ala is a professional illustrator who has worked on Star Wars, Star Trek, and many other franchises. He will be signing books and answering questions for fans after the program.  
3:00 PM **Special Screening of PBS Documentary Superheroes: A Hero's Journey**  
A special screening of the PBS documentary Superheroes: A Hero's Journey.



ADVENTURES ACROSS CULTURES  
Presented by the Bayfield Carnegie Library  
**RAVEN'S RETURN**  
A voyage along the Viking way  
February 19  
Bayfield Carnegie Library



# PHYSICAL SPACES



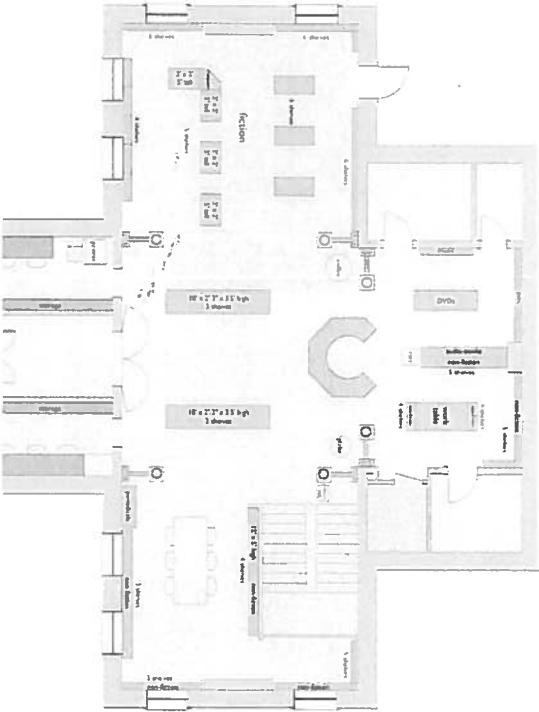
## Goal 3:

The Bayfield Carnegie Library will improve its physical spaces to meet changing needs.

### *ACTIONS:*

**MAIN FLOOR REORGANIZATION** -- Hire an architectural consultant to conceptualize better physical relationships on the main floor. Include attention to the fine historical character and beauty of internal architectural elements, reduce clutter, and cultivate a sense of invitation, respect for the collection, and ease of service.

- Develop a specific plan to relocate discrete collections (i.e. non-fiction, fiction, digital resources, periodicals) where they make sense and can be easily identified with improved signage.
- Improve electrical service to computers, lighting, and other electric equipment.
- Construct or purchase new wood shelving consistent with the historical nature of the architecture, removing inconsistent and outdated shelving structures. Maximize efficiencies of shelf space within discrete collection genres. Improve side room shelves. Improve shelves under service counter.
- Provide the friendly coffee and treats service in an improved form.



- Repair damaged wall surfaces and paint where needed, replace carpet on the floors, and strengthen sagging shelf units.
- Update comfort seating and lighting where appropriate.
- Provide new space for featured items and Classic books.

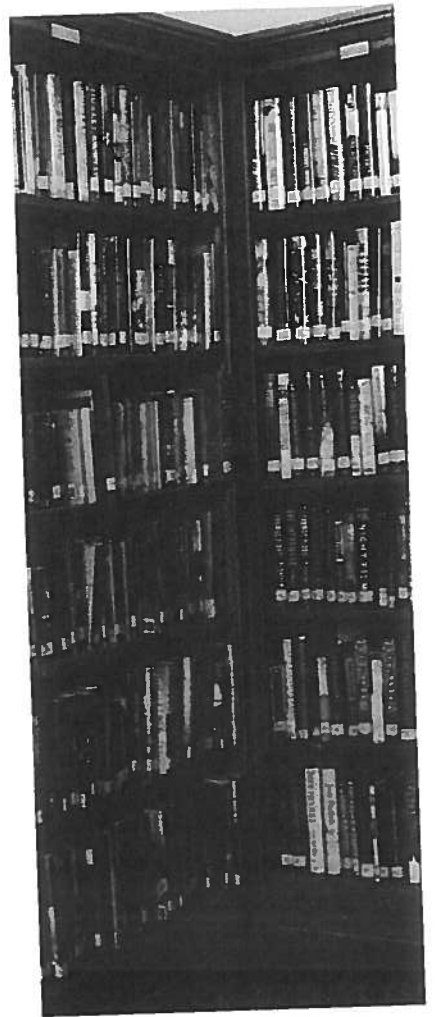
SECURITY -- Expand security for items susceptible to theft, such as DVDs and other digital media, and in areas of the Library not staffed (lower level).

LOWER LEVEL -- Upgrade lower level (children's area) with new shelving and/or shelving moved from main floor and available with Mead Witter grant.

RECOGNITION OF HISTORY -- Create a display panel that summarizes the history of the Bayfield Carnegie Library and library service in Bayfield since 1857.

EXTERIOR SIGN -- Create a new sign presence at the corner of Broad and Washington outside the Library.

CONFERENCE SPACE -- Develop a specific plan to meet a major long-term need: a larger, more dedicated conference and lecture/presentation space.







**OPERATIONS**

**Goal 4:**

The Bayfield Carnegie Library will continue to operate in a manner that honors the civic pride and consistent high quality that has been a hallmark of respect in the region for over 150 years.

*ACTIONS:*

MISSION -- Write a new mission statement that is succinct and memorable yet meaningful to the Bayfield community.

BUDGET -- Clarify a realistic budget for operations, both using City resources and raised funds.

- Develop specific budget policies designed to operate frugally while meeting changing needs.





**FUND RAISING** -- Raise funding in new ways in support of expanded programs, collections, and physical changes.

- Expand grant-writing efforts in support of special programs, including county program funding, area Foundations, state support, and other regional resources.

- Continue to raise funds by traditional means (spring thrift sale, fall book sale)  
Find creative ways to diversify library income through other means besides direct fund-raising, grants, and traditional support through City and County.

- Cultivate interest in revising the Friends of the Bayfield Library and work with volunteers to raise additional funds.

- Establish an endowment with the Apostle Islands Area Community Fund.  
Meet the requirement that it reach a value of \$25,000 within its first year. Exceed expectations by building the endowment fund well beyond that initial goal in the first year. By year three, have an endowment value over \$100,000.

**POLICIES** -- Write a new policy manual that details reasonable policies that make sense for the broader Bayfield community.

**STAFF** -- Continue to cultivate staff training and learning, support structures, and learning opportunities to assist staff in maintaining its high level of expertise.

**HOURS** -- Work to maintain, at a minimum, hours, or, better yet, expand hours.

**COUNT** -- Keep a better count of daily users by installing a door counter.



**VOLUNTEERS** -- Grow the pool of reliable volunteers; train and support them.

**RELATIONSHIPS** -- Cultivate an expand partnerships and other relationships with City of Bayfield elected officials and staff, the Towns of Bayfield and Russell, LaPointe and Red Cliff, and to Cornucopia and Ashland.

**MARKETING** -- Develop new marketing approaches that are consistent, timely, informative, and attractive, including (but not limited to) a newsletter, fliers and posters, press releases, a column and other media relations, social media (Facebook), website, display cabinets, and a “featured items” display in the Library.

**RESEARCH** -- Conduct ongoing research into trends and statistics about Library operations for continuous improvement and updating of this plan. Current topics of intense interest include circulation trends, County Library trends and patterns, and how libraries are funded into the future.



The renovation was completed in 1998.

In many communities onetime Carnegie libraries were abandoned for newer and larger facilities, often leaving the original buildings to be repurposed as museums, community buildings and more. However, despite occasional remodeling and even an addition to better serve a growing user base, the Bayfield Carnegie Library that greets both residents and visitors today wears the same look it proudly displayed when it opened in 1904. In 1980 the building was added to the National Register of Historic Places, and in 1989 to the state register as well. It continues to be, as its mission statement from the past few years declares, "a creative learning center for the Bayfield community and to nurture the love of books and reading."

The current mission statement says it even more succinctly: "The Bayfield Carnegie Library is a compass for curious minds."



Lois Albrecht



Hope Atkinson



Winnie Robinson



Agnes Bodin



Teresa Weber



Roberta Menger

## Librarians

Miss Carrie Atkinson  
 J. S. Atkinson  
 Doctor Whitmore  
 Miss Alice Hughes 1904  
 Katherine Mussell  
 Elna Vorous (Mrs. A.O. Boehme) 1907-08  
 Gertrude Mussell 1908-09  
 Mrs. Winnie Robison 1909-1929  
 Mrs. Bruce C. Prentice 1944  
 Alma Waskow  
 Agnes Bodin 1963-1977  
 Lois Albrecht 1977-1982  
 Hope Atkinson 1982-1986  
 Carol Geisler 1986-1990  
 Roberta Menger 1990-2013  
 Blair Nelson 2014 -

*If you know of  
 others, please let the  
 library know*

## Circulation Benchmarks

1893	2,269
1904	6,719
1929	11,612
1943	(closed July 17, 1943 - December 14, 1944)
1978	3,000
1991	14,500
2001	22,591
2006	39,809
2010	46,222
2014	36,278

# An Economic & Demographic Map *of the Bayfield Community*

Founded in 1856, Bayfield emerged from the hillside of northern Wisconsin and developed as a viable economic entity thanks to an abundance of natural resources (fish, trees, brownstone) and some level of peaceful relationships with the region's longstanding residents, the Anishinaabe or Ojibwe.

Well before the state of Wisconsin established a law authorizing the establishment of free public libraries (in 1872), Bayfield citizens were sharing books freely and in an organized manner, starting in 1857. That history is described elsewhere in this plan, but the point here is that Bayfield's library presence has been central to the cultural and intellectual growth in this community since its very founding.

## Library Governance and Budget

Wisconsin State Statutes Chapter 43 establishes the governance of libraries in Wisconsin. The Bayfield Carnegie Library's Bylaws call for a 7-person board by Mayoral appointment that is responsible for hiring the library director, setting policy and maintaining fiscal control. The library is a member of the Northern Waters Library Service. The City of Bayfield acts as the library's funding partner and the annual budget for the library -- derived from City, County, and fund raising support -- in 2015 was \$160,000. Increasingly, additional grant and other fundraising support has a larger role in ongoing funding for the library.

## Library Staffing

The library is staffed by a director with a Master's Degree in Library and Information Science, plus a part-time assistant librarian, and additional part-time staff totaling approximately 2.11 full time equivalent staff members. Two standards can be used to assess this level of staff -- for a municipality our size, a staff level of 1.15 is sufficient for an excellent ranking, however for an extended service population of 3,957, the level range is 1.98 to 3.56 for basic to excellent rank.

## Facility and Collections

Bayfield takes pride in having one of the few intact and original Carnegie Library structures still in active use. Built during 1903 and opened in January 1904, it is a two-story neoclassical brick and brownstone building of 3,800 square feet housing a collection numbering approximately 22,000 titles. Included are more than 16,000 books (excellent for municipality size; basic for service area standards), and in all other categories, the Bayfield Carnegie Library ranks excellent or way beyond excellent when measured against both municipal and service area standards: 1,700 audio materials, 4,000 visual materials and more than 115 periodicals. In addition is access to over 125,000 e-books and 30,000 downloadable audio materials. The lower level of the facility was renovated for a children's section, meeting space, and small meeting area in 1998.

43

Chapter number of the Wisconsin State Statutes that governs public libraries in the state

3,800

Approximate number of square feet at the Bayfield Library

## Circulation

Libraries are changing, not just in circulation trends but also in functional ways. Nevertheless, circulation continues to be the measure by which libraries are, in general, evaluated and funded. Since 2009, both circulation and number of library visits in libraries throughout Wisconsin have been in decline. Here's a snapshot of the circulation history at the Bayfield library since 2000: In 2000, we had total circulation of 23,764; in 2010, total circulation reached its peak of 46,222; and in 2014, the number had fallen to 36,744.

Other libraries in Bayfield County have experienced similar ups and downs in circulation, which refers to what is physically circulated (i.e. a book or DVD).

Drummond has had a big drop since 2011. Washburn has seen a big drop since 2012. Iron River has seen a moderate drop since 2012. Cable has actually seen circulation rise with 2014 being their peak year to date. As for Ashland County, the Vaughn Library in Ashland has seen some big drops since peaking in 2011 while Madeline Island (also in Ashland County) has had slight drops since 2012.

There may be many reasons for these declining circulation numbers but some blame digital materials for taking patrons away from physical materials. This may account for some of it. Bayfield's patron usage of digital content has increased over time. In 2011, Bayfield had 123 digital circulations. By 2012, the number had climbed to 530 and then continues upward: in 2013, Bayfield had 952 digital circulations; in 2014, the number went to 1,993, and in current year-to-date in 2015 (as of November), Bayfield has 2,826 digital circulations. While these cannot be counted on the annual report as circulation, it is true usage by Bayfield service area patrons.

## Community Demographics

Based on 2010 census data; source: <http://www.usacityfacts.com/wi/bayfield/bayfield/>

The City of Bayfield has 487 residents with females at 51% and males at 49%. Half the residents are married and are well educated: 95% have graduated high school or have a GED and 35% have college degrees. Ethnic balance is 78% white and 15% American Indian with Hispanic, Asian, and African American making up the balance of 7%. The largest percentage of people are aged 45-64 (36%) followed by over 64 (27%), 25-44 (22%) and under 25 (15%).

Population in the Bayfield Peninsula has remained relatively constant. The Town of Bayfield has gained residents as the City of Bayfield has lost residents.

Medium income of \$19,167 is low compared to state (\$30,278) and national (\$31,132) averages. People in the age range of 25-64 make an average of \$47,000.

The average home in Bayfield has 6 rooms and is 76 years old. More than a quarter of homes are rented (27%) and 38% are owner occupied. Homes used seasonally or for recreational use make up 32% of all homes. There has been slightly less than one new home built per year along with an occasional demolition. The City of Bayfield has invested more than \$20 million in the last 15 years in lake access, water, sewer, roads, brick streets, public safety and LED lighting.

# 46,222

Bayfield Library's  
highest circulation  
number for one year  
(2010)

# 2,826

Number of digital  
circulations for the  
Bayfield Library  
January-November  
2015, a number that  
does *not* count in  
reported circulation

The average Bayfield  
home is

# 76

years old and has

# 6

rooms.

One recent development may affect the Bayfield Carnegie Library's future. In March 2015, *Ginanda Gikendaasomin* (we seek to learn, the name of the Red Cliff Library) opened its doors. Projections indicate the library could circulate nearly 4,000 items (that's the number from the library's previous presence on the Red Cliff reservation). *Ginanda Gikendaasomin* will likely rejoin the Northern Waters Library Service in 2016. Red Cliff and Bayfield libraries signed agreements to work cooperatively on programs benefiting our joint service area in 2014 and 2015.

## Community Economic Trends

source: [http://worknet.wisconsin.gov/worknet\\_info/downloads/CP/bayfield\\_profile.pdf](http://worknet.wisconsin.gov/worknet_info/downloads/CP/bayfield_profile.pdf)

Between 2010 and 2040, Bayfield County is expected to lose over 8.6% of its population according to the Department of Workforce Development for Wisconsin.

There exists a perception that with increasing age and a decrease in young families moving to Bayfield, economic challenges will continue to pressure local government. As the state's smallest city, Bayfield's fragile economy is dependent on conditions outside its control. Tourism is what spurs most economic activity and weather play a huge role. For example, in the winters of 2013 and 2014, conditions were cold enough to allow 130,000 and 40,000 visitors to see the ice caves in the Apostle Islands National Lakeshore. These seasons impacted the local economy dramatically. Media coverage had the added benefit of residual marketing for other seasons and the result seemed to be that visitation was up considerably in the summer and fall of 2015.

Spring, Summer and Fall tourism has been solid for many years and is expected to continue. The Bayfield Chamber of Commerce and Visitor Bureau has just over 400 members. Reinvestment in existing businesses continues to be a general trend. A positive indicator is that lodging taxes and a local sales tax have increased every year but one in the years between 2000 and 2015.

## The Future

But will the weather hold? Will the favorable marketing mean a permanent increase in summer and fall visitors? Will the ice caves be open to visitors again?

Such questions leave open all sorts of possibilities and uncertainties. With an aging population, fewer families in residence, lower-than-average wages, and increasing pressures from other escalating costs linked to fewer resources, will the future prove too expensive for such cultural resources as a viable library service? That combined with the fact that there will be a political game change in April 2016, when Mayor Larry MacDonald voluntarily leaves the office he's held for two decades, means inevitable change. Having a new Mayor starting in 2016 opens the door for new and creative ideas to be introduced.

We hope you will join our efforts to implement these plans, to build a better future, expanding on the Bayfield Library's exciting and solid past. Let your curiosity be satisfied, your compass be true, and – together – we will be continually refreshed by the waters of change.

# 170,000

Number of visitors  
to the ice caves of the  
Apostle Islands National  
Lakeshore in the winters  
of 2013 and 2014

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# BAYFIELD CARNEGIE LIBRARY

37 North Broad Street  
Bayfield, Wisconsin

