

# Grand Rapids Area Library 2009 – 2013 Strategic Plan

Adopted by the Board of Directors:  
April \_\_\_\_, 2009

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## PLANNING PROCESS:

The Grand Rapids Area Library completed a comprehensive strategic planning process between November 2008 and March 2009. This process was made possible through financial support from the Arrowhead Library System and Blandin Foundation. Composition of the Planning Team included representatives from the Library Board, Grand Rapids Area Library Foundation, Friends of the Library, Program Committee, and library staff.

A community-based process was utilized, which centered on answering the questions: 1) *What are the pressing needs in our community?* and, 2) *What is the library's role in helping to address those needs?* Major steps included conducting focus groups with community leaders and with staff, reviewing community demographic data and library statistics, discussing organizational mission, identifying service priorities, and developing detailed action plans for the first year of implementation. In addition, indicators were established to track progress toward achieving the library's new goals.

The resulting strategic plan is intended to guide the library for the next five years, with action plans to be revised annually.

## MISSION STATEMENT:

*The Grand Rapids Area Library is a welcoming place that builds an informed, engaged and enlightened community by helping children develop a love of reading, supporting lifelong learning, connecting individuals, and enriching leisure time.*

## LIBRARY GOALS (In order of priority):

- 1. Parents will feel supported in preparing their preschoolers for learning success, and primary students will develop a love of reading and learning.**
- 2. Individuals will be supported in their personal search for knowledge and development of skills.**
- 3. Individuals will have access to online resources that connect them to their community and the world.**
- 4. Individuals will enjoy varied options that enrich their leisure time, broaden their world view, and inspire their creativity.**
- 5. Adults and teens will have the skills and resources they need to identify and prepare for rewarding career opportunities.**
- 6. Individuals and organizations will experience a comfortable, safe and welcoming place in which to sit quietly and read or meet and interact with others.**
- 7. Individuals will develop an understanding and appreciation of diversity in culture, beliefs and lifestyles.**

## PROGRESS INDICATORS:

### Goal 1 (Create Young Readers)

- ✓ Number of children and adults participating in children/family programs.
- ✓ Number of summer reading participants.
- ✓ Survey of summer reading participants regarding love of reading and learning.
- ✓ Number of classes and children who participate in classroom visits to the library & number who make a return visit.
- ✓ Number of participating child care sites, number of outreach visits, and number of children in child care pilot project.
- ✓ Survey of ECFE parents regarding support in preparing preschoolers for learning success.

### Goal 2 (Lifelong Learning)

- ✓ Adult nonfiction circulation compared to previous years.
- ✓ Patron ratings of reference help in week-long fall survey.
- ✓ Number of participants in adult programs.
- ✓ Survey of adult program participants regarding whether they learned something.

### Goal 3 (Connect to the Online World)

- ✓ Number of hits on library wireless page.
- ✓ Fall survey of internet users regarding quality of help and connection.
- ✓ Number of patrons receiving technology help exceeding five minutes (staff/volunteers).
- ✓ Number of staff training hours spent on technology topics.
- ✓ Number of participants in Basic Catalog 101 workshop, and post-workshop survey regarding their knowledge of how to use the electronic catalog.

## IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present strategic plan to Board for adoption.	April 2009
2. Communicate the new plan to stakeholders and the public.	April – May 2009
3. Review strategic plan progress as a regular agenda item at staff meetings; make mid-course corrections.	<b>Monthly</b>
4. Discuss strategic plan progress as regular agenda item at Board meetings.	<b>Monthly</b>
5. Compile progress indicator data for annual review.	<b>Annually 2010 - 2013</b> (January)
6. Board/staff annual ‘retreat’ to review implementation successes and challenges (including indicator data), review goals, revise strategies, and project budget needs.	<b>Annually 2010 - 2013</b> (January)
7. Staff develop action plans for the next year.	<b>Annually 2010 - 2013</b> (February - March)
8. Full round of strategic planning.	<b>Winter 2013/2014</b> (New plan in place by March 2014)

# Appendix A:

## YEAR 1 Action Plans April 2009 – March 2010

**GOAL # 1: Parents will feel supported in preparing their preschoolers for learning success, and primary students will develop a love of reading and learning.**

<b>Strategy A: On-site Children's Programming</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Partner with the Reading Machine to distribute flyers promoting summer library activities.	Tracy	April 2009
2. Annual program plan for children's/family programming targeting ages 5 – 9: <ul style="list-style-type: none"> <li>▪ Gather input from Program Committee.</li> <li>▪ Develop 2009 plan with minimum of 1 program per month.</li> </ul>	Darla Darla (Tracy)	April 2009 April 2009
3. Add pre-literacy story time targeting ages 2-5 at family-friendly times (evening or Saturday). <ul style="list-style-type: none"> <li>▪ Seek outside provider.</li> <li>▪ Hold pre-literacy story time once per week.</li> </ul>	Darla	April 2009 September 2009 – May 2010
4. Summer Reading Program: <ul style="list-style-type: none"> <li>▪ Contact Grand Rapids &amp; Cohasset elementary principals to request time at staff meeting for Summer Reading promo. Ask schools to coordinate schedule for classroom visits.</li> <li>▪ Conduct classroom visits to present Summer Reading directly to students.</li> <li>▪ Offer Summer Reading Program including minimum of one program or activity per week.</li> </ul>	Darla (Tracy)  Darla (Tracy)  Darla (Tracy)	April 2009  May 2009  May – July 2009
5. Conduct family story time once per week.	Darla (Tracy)	August 2009
6. Maintain ECFE preschool story times twice per week.	Darla	September 2009 – May 2010
7. Annual program plan for children's/family programming targeting ages 5 – 9: <ul style="list-style-type: none"> <li>▪ Gather input from Program Committee.</li> <li>▪ Develop 2010 plan with minimum of 1 program per month.</li> </ul>	Darla Darla (Tracy)	October 2009 December 2009

<b>Strategy B: In-Reach</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Class visits: <ul style="list-style-type: none"> <li>▪ Develop partnership with one elementary school (Murphy).</li> <li>▪ Conduct one library visit with each class in the partnering school (transportation funding).</li> </ul>	Darla  Darla (Tracy)	May 2009  September 2009 – May 2010

<b>Strategy C: Outreach</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Child care providers: <ul style="list-style-type: none"> <li>▪ Consult other entities that have done outreach with family child care homes and centers.</li> <li>▪ Develop and launch child care outreach pilot (e.g. story time or book bags).</li> </ul>	Darla  Darla (Tracy)	June 2009  October 2009
2. Develop Cabin Kit backpacks.	Tracy (Darla)	June 2009

<b>Strategy D: Engaging Parents</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Examine family-friendly hours: <ul style="list-style-type: none"> <li>▪ Review current traffic information.</li> <li>▪ Include question specific to hours of operation on citywide survey.</li> <li>▪ Make recommendation for changing hours.</li> </ul>	Marcia Marcia (City Administrator)  Marcia	November 2009 November 2009  March 2010
2. Family programming (see Strategy A).		

<b>Strategy E: Resources</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Collection: <ul style="list-style-type: none"> <li>▪ Weed juvenile collection and analyze gaps (especially nonfiction).</li> <li>▪ Acquisition to fill gaps and expand collection.</li> <li>▪ Analyze financial need for juvenile collection and assess proportion of future collection budget.</li> </ul>	Darla (Tracy)  Darla Darla (Marcia)	May 2009  June 2009 June 2009
2. Technology: <ul style="list-style-type: none"> <li>▪ Obtain IT expertise to analyze children's computers and present solutions, including possibility of networking.</li> <li>▪ Purchase early literacy software – depending on above recommendations.</li> </ul>	Darla (School IT ?)  Darla	September 2009  October 2009

**Strategy F: Public Relations**

<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Public relations email list: <ul style="list-style-type: none"><li>▪ Expand organizations on email list.</li><li>▪ Negotiate designated 'library' section on bulletin boards at these organizations.</li><li>▪ Send out monthly calendar and event flyers for organizations to post and promote to their clientele.</li><li>▪ Coordinate information sent to resorts.</li></ul>	Tracy (Darla) Tracy (Darla)  Tracy (Darla)  Tracy (Bonnie)	May 2009 May 2009  Monthly (beginning May 2009)  May 2009

**GOAL # 2: Individuals will be supported in their personal search for knowledge and development of skills.**

<b>Strategy G: Collection Development</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Establish 2009 nonfiction collection priorities for print and DVDs: <ul style="list-style-type: none"> <li>▪ Tier 1 – Top 3 priorities.</li> <li>▪ Tier 2 – Supporting areas.</li> </ul>	Marcia (Will, Amy)	April 2009
2. Increase audio-visual line item in next year's budget for additional nonfiction DVDs.	Marcia	April 2009
3. Establish 2010 nonfiction collection priorities for print and DVDs: <ul style="list-style-type: none"> <li>▪ Tier 1 – Top 3 priorities.</li> <li>▪ Tier 2 – Supporting areas.</li> </ul>	Marcia (Will, Amy)	December 2009

<b>Strategy H: Adult Programming</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Develop 2009-2010 program plan: <ul style="list-style-type: none"> <li>▪ Goal of at least two adult programs per month.</li> <li>▪ Programming in support of established library priorities, including: cultural diversity, making career choices, and reading-viewing-listening for pleasure.</li> </ul>	Program Committee Chair (Committee members)	May 1, 2009
2. Develop 2009 calendar for display case. <ul style="list-style-type: none"> <li>▪ Coordinate displays.</li> </ul>	Amy	April 2009 Monthly
3. Change main display table monthly to link with current programming.	Will	Monthly (April 2009 – March 2010)
4. Submit application for program funding to Blandin Foundation.	Marcia	June 1, 2009
5. Develop 2010 calendar for display case. <ul style="list-style-type: none"> <li>▪ Coordinate displays.</li> </ul>	Amy	December 2009 Monthly

<b>Strategy I: Technology</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Book Club clearinghouse: <ul style="list-style-type: none"> <li>▪ Assemble list of book clubs open to new members.</li> <li>▪ Post listing on library website &amp; hard copies in library.</li> <li>▪ Spread the word that we are actively providing these referrals (contact book stores, KAXE, etc.).</li> </ul>	Will	April 2009
2. Develop plan to promote awareness and use of databases.	Amy	June 1, 2009

**GOAL # 3: Individuals will have access to online resources that connect them to their community and the world.**

<b>Strategy J: Equipment</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Advocate City IT to complete conversion to Office 2007 software by March 2010.	Marcia	April 2009
2. Complete bandwidth upgrade.	Marcia (City IT Department)	May 2009
3. Complete move of wireless base to library.	Marcia (City IT & KAXE)	June 2009
4. Replace 4 oldest public computers with up-to-date equipment.	Marcia	January 2010
5. Training of all library staff on Office 2007 software.	Marcia	2010 (Following conversion)

<b>Strategy K: Increase Capacity to Provide One-to-One Technology Assistance</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Develop Technology Volunteer initiative: <ul style="list-style-type: none"> <li>▪ Create job description for Technology Volunteer position.</li> <li>▪ Recruit qualified volunteers (Goal = 2 by this summer).</li> <li>▪ Provide orientation/training for volunteers.</li> <li>▪ PR to promote availability of technology help at library.</li> </ul>	Will (Bonnie) Bonnie Will Bonnie	April 2009 June 2009 June 2009 June 2009
2. Library staff training: <ul style="list-style-type: none"> <li>▪ All staff submit individual plans for accomplishing MLA's "23 Things on a Stick" training by December 31, 2009.</li> <li>▪ Follow-up in monthly staff meetings.</li> </ul>	Marcia (All Staff) Marcia	May 2009  Monthly

<b>Strategy L: Group Workshops</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. Instruction on basic catalog use: <ul style="list-style-type: none"> <li>▪ Develop Basic Catalog 101 workshop.</li> <li>▪ Promote workshop.</li> <li>▪ Conduct workshop quarterly.</li> </ul>	Will Will (Program Committee) Will	August 2009 Quarterly Quarterly (September & December 2009, March 2010)

**GOAL #4: Individuals will enjoy varied options that enrich their leisure time, broaden their world view, and inspire their creativity.**

<b>Strategy M: Community-wide Reading Event</b>		
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETION DATE</b>
1. The Big Read: <ul style="list-style-type: none"> <li>▪ Determine whether to conduct in-house or in conjunction with neighboring or regional libraries.</li> <li>▪ Include related programming in Program Committee's plan.</li> <li>▪ Coordinate Big Read event.</li> </ul>	Will (Staff)  Program Committee (Will) Will	April 2009  May 2009 February/March 2010