

# Strategic Plan

2018-2022



# Branch District Library

www.BranchDistrictLibrary.org

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Greetings!

Not very long ago, being a librarian meant guiding the public to the information they *needed*, which was not always the same as the information they *wanted*. Public librarians were the ones who knew what the people should be reading and were not hesitant to let people know this. Essentially, they steered people to what the librarians thought was the correct path. They were the guardians of the printed word.

Today's libraries are dynamic community hubs—anchor institutions—providing numerous opportunities for community engagement and interaction, personal growth, dream expansion, and lifelong learning. As our communities grow, Branch District Library must grow. The first—and most effective—step is the development of a plan, based on the opinions, thoughts, and wishes of our communities, to guide us in helping with that growth.

This Strategic Plan will serve as a roadmap for Branch District Library during a period of internal transition, as well as external societal and technological shifts. These shifts are changes in how people access and use information, changes in how people interact with one another, and changes in the way they use resources, tools, and capabilities needed to operate effectively in today's society. This plan will provide us with vision and direction, while staying true to core library values, as we adapt thoughtfully and boldly to emerging challenges and opportunities for the benefit of our patrons.

The diversity of the communities in Branch County, and of the populations we serve, poses unique and exciting challenges for the library. We want to provide materials, programs, and services to meet the needs of our entire community. However, to be the heart of Branch County's communities requires Branch District Library to remain relevant in an ever-changing world by continually evolving to meet the needs of their communities. This strategic plan is the result of reaching out to our community and asking how we can best accomplish that goal.

Libraries today emphasize the library user over library collections. The collections of books and audio/visual items are still core to what public libraries do, but library collections and services have the most impact, and make the best use of tax dollars, if library patrons enjoy a quality experience that encourages them to visit the library often.

Your Branch District Library serves you by offering materials to read, to listen to, or to watch, and by offering programs for children and adults. We also offer services to

people looking for employment, filling out government forms to receive aid, improving technical skills, or looking for a safe place to relax and think. A community’s perceived quality of life is strongly tied to the quality of its . . . public libraries” (Jefferson County Colorado Public Library. 2016. “How public libraries support regional economic development.” *Strategic Library*, 30. 5-8).

We believe that this Strategic Plan will more firmly establish the Branch District Library—with its six branches—as a truly democratic, comfortable, welcoming place, and as a trusted community resource.

Linda Lyshol  
Library Director

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# Executive Summary

In order to guide this effort, the Board elected to work with consultants at the Midwest Collaborative for Library Services (MCLS) of Lansing, MI, to facilitate a strategic planning process that would help to align library services with the aspirations and needs of the people in the community. Based on the work of the Harwood Institute for Public Innovation, we asked community members “What kind of community do you want?” and “How can the library help?”

The Strategic Planning Committee recommended that the Library Board adopt four strategies for the period 2018-2022. The priorities are:

## **GOAL 1: FUTURE-READY FACILITIES**

*The library will be a destination, with accessible facilities that attract visitors, accommodate meetings and programs, and provide the necessary infrastructure to support current and future needs for collections, services, and technology.*

## **GOAL 2: MULTIPLE LITERACIES**

*The library will offer a variety of educational programs to address the diverse literacy needs of the community, including digital, cultural, civic, financial, early, and new literacies.*

## **GOAL 3: SUSTAINABLE STEWARDSHIP**

*The library will be responsible and transparent in the wise use of our community's resources, will plan for the future, will honor the past, and will be committed to fiscal sustainability.*

## **GOAL 4: COMMUNITY-EMBEDDED SERVICES**

*The library will reach beyond its buildings to provide collections and services to diverse audiences where they are, and will collaborate with schools and other organizations to expand community reach.*

# Overview of the Planning Process

1. The Library Board approved working with consultants from the Midwest Collaborative for Library Services (MCLS) to facilitate the creation of a new strategic plan based on community needs. MCLS, based in Lansing, MI, is a non-profit, member-driven organization whose mission is to facilitate sharing resources and to collaborate with other organizations to benefit Michigan and Indiana libraries. MCLS utilizes a planning process based on the Harwood Institute for Public Innovation's "Turning Outward" approach. "Turning Outward" is a process that entails taking steps to better understand communities; changing processes and thinking to make conversations more community-focused; being proactive to community issues; and putting community aspirations first.
2. Library staff assembled a thirteen-person Strategic Planning Committee, which included representatives from the Library Board, the Library Staff, and the Friends of the Library groups.
3. At an initial meeting with the consultants, library staff brainstormed a list of community leaders to interview, as well as a strategy to invite community members to participate in community conversations. The participants needed to represent as many groups and stakeholders in the Branch District Library service area as possible.
4. Strategic Planning Committee members were each assigned community leaders to interview. Based on the Harwood Institute's "Ask" exercise, the interview entailed asking five simple questions to get a sense of people's aspirations for the community, and a sense of people's thoughts for how the library might help the community to achieve those aspirations. Eighteen community leaders participated in the interviews.
5. MCLS consultants conducted 11 community conversations with 85 community members. These conversations were 90-120 minutes long, and were about what they wanted their community to be, what challenges they face in realizing these aspirations, and how the library might help.
6. MCLS consultants compiled the information from the community leader interviews and the community conversations to identify themes. Using this information, the consultants created a "Community Narrative" to summarize the public knowledge that was gathered.
7. In addition to the "public knowledge," MCLS consultants created a data package that included a benchmarking report, community survey results, five-year library usage statistics, and demographics. Consultants benchmarked data points from the Branch District Library against six other Michigan libraries of similar size, and six other national libraries of similar size with similar annual expenditures

to understand how the Branch District Library stands in relation to its peers. Additionally, consultants compiled and analyzed usage statistics over a five-year period; examining uses such as circulation of materials, library visits, holdings, program attendance, etc. to identify trends. The consultants also developed a survey instrument that was made available during the month of November, and 385 community members responded to the survey. Lastly, consultants reviewed demographic information, including population projections and poverty levels.

8. The Strategic Planning Committee met on December 15 to review the data package and community input summary. The group then participated in a SOAR analysis of the library, identifying strengths, opportunities, aspirations, and results. The strengths provided the basis for the development of the library's core values. Aspirations became the basis of the library's vision statement, and opportunities resulted in the identification of four key strategies.
9. On January 12, 2018, MCLS consultants returned to the Branch District Library to work with all library staff on the creation of a tactical plan addressing the key strategies that the strategic planning committee identified. The group answered the questions for each priority: "What will the customer experience?"; "How will the community benefit?"; "What activities might occur?"; "What will success look like?"; "What organizational issues will need to be addressed?" This work created the basis for the development of goals, objectives, and actions that make up the five-year strategic plan.



# Organizational Principles

## MISSION

*To provide the people of our communities with library collections and services to meet their educational, informational, and recreational needs.*

## VISION

*Our vision is to provide vibrant resources and inclusive spaces for people to thrive through innovation, education, and entertainment.*

## CORE VALUES

**At the Branch District Library:**

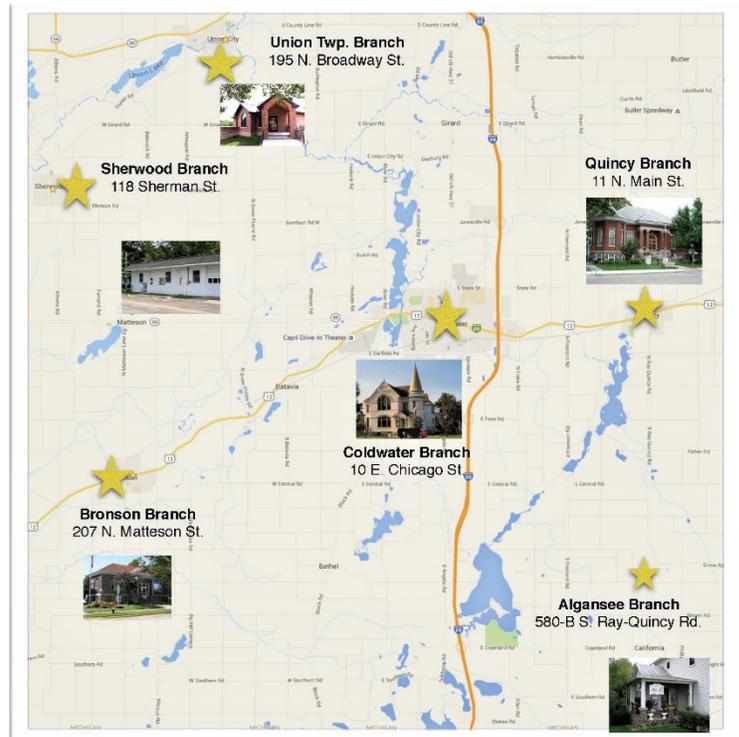
**We are Forward-Thinking**

**We are Involved**

**We are Trustworthy**

**We are Community-Focused**

**We Provide High Quality & Diverse Programs**



# Goal 1: Future-ready Facilities

*The library will be a destination, with accessible facilities that attract visitors, with ample accommodation for their meetings and programs, and with the necessary infrastructure to support their current and future needs for collections, services, and technology.*

**Strategy 1:** The library's facilities will serve as the communities' living room, offering comfortable and welcoming spaces in which people want to spend time.

Actions:

- Conduct building feasibility studies for Alganssee, Sherwood, and Coldwater to determine the best options for providing library services to the community, which may include renovating current facilities, renovating, and adding on to existing facilities, or building new facilities. Feasibility studies to include many opportunities for public input and comment.
- Implement community art displays.
- Explore café type environments by creating coffee nooks in all locations.
- Explore the creation of more quiet/private areas to read and study.
- Provide adequate meeting space for community groups to convene.
- Expand the living room concept through use of outdoor spaces, to include reading areas and picnic tables.
- Explore ways to increase the ambiance, update furniture and furnishings, to create welcoming spaces for all ages.

- Explore options to add kitchen space to facilities.
- Explore alternative viable community spaces to hold programs.



**"There is not such a cradle of democracy upon the earth as the free public library, this republic of letters, where neither rank, office, nor wealth receives the slightest consideration." ~ Andrew Carnegie**

# Goal 1: Future-ready Facilities

Strategy 2: The library's facilities will be accessible to all, easy to locate, enter, navigate, and use.

Actions:

- Conduct ADA self-assessment of all locations to ensure compliance with regulations and to create the greatest access for patrons with different abilities.
- Investigate additional parking options for Coldwater.
- Conduct electrical audit of the number of electrical outlets necessary to accommodate library patron computer and device use.
- Explore opportunities for library patrons to more conveniently pick up and return materials.
- Implement new/better signage for exteriors, including investigating digital signage.
- Explore implementation of RFID system for library inventory and theft detection.
- Investigate increased storage options for all locations.
- Explore options to improve exterior lighting at all locations.
- Conduct a storage space assessment at all locations.

**Libraries are  
anchors for our  
cities and towns**



## Goal 2: Multiple Literacies

*The library will offer people a variety of educational programs to address the diverse literacy needs of the community, including digital, cultural, civic, financial, early, and new literacy.*

**Strategy 1:** Community members of all ages will have access to resources and information to develop the life skills they need to thrive.

Actions:

- Provide STEAM spaces, either in-house or mobile, to learn new skills.
- Offer hands-on introductions to technology and devices.
- Explore the idea of developing a collection of nontraditional items, such as tools, sewing machines, etc. to loan.
- Provide information on civic responsibilities, such as registering to vote and filing taxes.
- Investigate and cultivate partnerships to support those learning English as a second language.



**Strategy 2:** Community members of all ages will have access to activities that develop or that increase knowledge.

Actions:

- Offer programs for young adults to develop life skills.
- Offer classes on how to use the library effectively.
- Explore the use of existing community resources for programs/classes.



# Goal 2: Multiple Literacies

Strategy 3: Young children will have access to early learning experiences.

Actions:

- Explore and implement a suitable early literacy program.
- Explore ways to entice parents to be active participants in early literacy programming.
- Develop programs that represent all types of families.



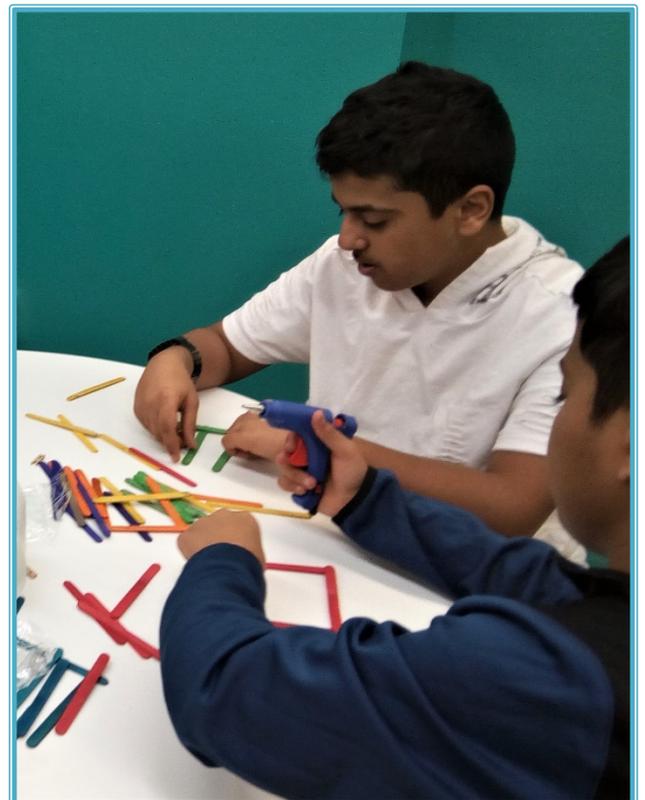
**BDL needs  
diversity and  
inclusion  
activities**

~comment from community  
member survey 2017

Strategy 4: Community members will develop an awareness of and appreciation for different cultures.

Actions:

- Develop programs that introduce community members to different cultures and viewpoints.
- Offer opportunities to explore world cultures.
- Offer arts programming for all ages.
- Provide quality collections that focus on diverse populations.



# Goal 3: Sustainable Stewardship

*The library will be responsible and transparent in the wise use of our communities' resources, will plan for the future, will honor the past, and will be committed to fiscal sustainability.*

**Strategy 1:** Community members will be aware of—and be appreciative of—the value, the quantity, and the quality of services available to them through the Branch District Library.

**Actions:**

- Include budget information visibly on library website.
- Demonstrate personal savings to library users through itemized values on checkout receipts.
- Publish a monthly update on the amount of money saved by the community using the library.
- Publish an annual report displaying the return on investment of library tax dollars.
- Expand our marketing and publicity plan to promote and demonstrate the value of library services.

**Strategy 2:** The Branch District Library will secure funding to maintain current services and to add and improve services to meet community needs.

**Actions:**

- Assess our current practices to continue fiscal stewardship.
- Renew and strengthen connections with the different Friends of the Library groups.
- Renew millage.
- Seek grants for pilot and special projects.

**Strategy 3:** The Branch District Library will provide consistent, current, and equitable services to community members in all locations.

**Actions:**

- Evaluate hours of service to achieve maximum accessibility.
- Explore establishing consistent hours of service across all branch locations.
- Maintain standards of custodial service across all branch locations.
- Maintain and grow collections through collection analysis and updating policies.
- Conduct a technology assessment in all branches to provide suitable technologies in all locations.
- Develop a training plan for all staff to ensure they have adequate skills to meet community needs.



# GOAL 4: Community Embedded Services

Staff will reach beyond the library's buildings to provide collections and services to diverse audiences where they are, and will collaborate with schools and other organizations to expand community reach

*Strategy 1: Community members will have wide-ranging and convenient access to library materials and services where they live, and where they congregate.*

Actions:

- Explore the pop-up library concept to offer portable library services in convenient locations.
- Explore the possibility of a mobile library vehicle that can offer books, programs, and maker opportunities, etc.
- Continue to provide reference assistance.
- Facilitate the provision of Little Free Libraries.
- Investigate providing delivery of materials by mail.
- Continue developing and promoting digital materials.
- Staff will participate in the life of the community and neighborhoods served.
- Staff will promote library services.



*Strategy 2: The Branch District Library will cooperate with other community organizations to greater expand the reach of library services.*

Actions:

- Proactively seek out other community organizations to extend the reach of library services.
- Explore the idea of creating an employee position to serve as a liaison to the schools.
- Explore possible partnerships with respite care and day care centers.
- Continue to build relationships with homeschool communities.



# Acknowledgments

The development of the strategic plan took many hours and the dedicated effort of many people. We would like to extend our sincere thanks to all those who helped make this plan a reality.

- The Library staff for their contributions to the process, and for their contributions to the plan's success.
- The members of the Library Board of Trustees for their participation and support of the process.
  - Benjamin Jewell, President, City of Coldwater
  - Sue Smith, Vice President, Quincy Twp.
  - Martha Watson, Secretary, County-at-Large
  - Margaret Clemens, Trustee, Bronson Twp.
  - Daniel Gordon, Trustee, City of Coldwater
  - Kimberly Langworthy, Trustee, County-at-large
  - Tom Lowande, Trustee, Union Twp.
- The members of the Strategic Planning Committee for their time and expertise in interviewing community leaders and participating in a time-consuming planning meeting.
  - Board members:  
Margaret Clemens, Marilyn Johnson, Martha Watson
  - Staff members:  
Linda Lyshol, John Rucker, Kimberly Feltner, Jessica Tefft, Antonia Dauster, Laura Sachjen, Gina Horn, Lynnell Eash
  - Friends of the Library group members:  
Candace Newkirk, Erica Ewers
- The community leaders who were interviewed for this process, as well as the community members who attended community conversations and shared their aspirations for the community.

# Appendix A

12/3/2017

## Summary of Community Conversations and Interviews

The library used a combination of both community conversations and one-on-one interviews with a wide variety of community residents and community leaders. The conversations and interviews were based on the Harwood Institute model of community engagement, which seeks to “Turn Outward” to the community to determine their aspirations, and in turn, prioritize services that are in alignment with the true needs of the community.

Twelve community conversations were held between November 14th and 29th, 2017. The conversations took place at the Alganssee Township Hall, Bronson Branch Library, Coldwater Branch Library, Quincy Branch Library, and Union Township Branch Library. The conversations were facilitated by David Votta of Midwest Collaborative for Library Services. These were opportunities for residents to discuss their aspirations for the community, the concerns they have about reaching those aspirations, and to identify areas where the library might help. Eighty-five community members participated in the 90-minute conversations.

Additionally, the members of the library’s strategic planning committee conducted one-on-one interviews with various community leaders, seeking similar information to the community conversations. Eighteen community leaders were interviewed.

The notes from the conversations and interviews have been summarized in a blended community narrative and public knowledge summary. The community aspirations and community concerns have also been summarized in word cloud illustrations. Additionally, information on how the conversation participants and interviewees believe the library can help the community to reach its aspirations are organized, themed, and aligned with specific aspirations or concerns that they might address.

# Community Narrative

While many of the conversation participants and interviewees initially expressed that their community is everything that they would want it to be, upon deeper discussion, they identified their aspirations and concerns. The following is a narrative of the information, summarized in a blended form of the Harwood Institute models of the “Community Narrative” and “Public Knowledge Summary”.

## **Branch District Library Community Narrative/Public Knowledge Summary**

*The Branch District Library community aspires to be connected, healthy, thriving, safe, engaged, and one that honors its past.*

**Connected** - Many shared their concern that there is a lack of interconnectedness within the community; on an individual one-on-one level, between organizations and between segregated communities, and throughout civic agencies. Residents spoke about a lack of collaboration between organizations which creates duplication of efforts. This was suggested, at least partly, because some need to claim turf and authority on issues. They also expressed wanting to know not just their neighbors, but to know the growing diverse populations within the county and celebrate that diversity. Some spoke about the growing Yemeni, Spanish speaking, and Amish communities as isolated from the larger community. Many said they wanted themselves and everyone in the community to be connected to the larger world and be comfortable and familiar with other cultures and places. Cultural programming was repeatedly mentioned as the means to begin connecting residents to the larger world. Others talked about those in power not being connected, knowledgeable, or concerned with the real needs of the community. Some said they did not have the time to reach out and spend quality time. Participants in the conversations said they want to be connected with their community and know what is going on. They wanted safe and comfortable spaces for kids, teens, and adults to connect and build networks. They also want local agencies and organizations to work together with the community to deliver more meaningful impact and provide opportunities for residents to work, play, and be active together.

**Healthy** - Concerns over a healthy population, physically, mentally, and emotionally, arose in some manner at all conversations. An interconnected web of substance abuse, mental health issues, and a lack of education was identified as a significant contributor to this dilemma. The lack of access to healthy food, good healthcare, and a viable social service network, including transportation, was also factored in as exacerbating the situation. Some described living in a food

desert; although they essentially live in an agricultural area, they do not have convenient access to fresh fruits or vegetables. In multiple conversations the concern over hungry residents, especially children came up. Many spoke of experiences watching community members cope with drugs and alcohol. In nearly every conversation the lack of good healthcare came up. Participants in the conversations stated they wanted access to good healthcare, convenient healthy food options, and services to mitigate the concerns about mental health issues. They also expressed a desire that information about these amenities would be made widely available, so everyone could access them.

**Thriving** - Stagnation of the local economy, the loss of manufacturing, and the loss of small businesses were all contributing concerns some expressed about becoming a thriving community. Unemployment or underemployment came up at most conversations. Many jobs in the community do not provide a living wage. Many are only part-time. There was a reoccurring theme of distrust and resentment towards those making the decisions and corporations who have, as it was suggested “taken advantage of” the community. Some said those who make decisions have allowed, more than once, large corporations to receive incentives to develop locally and then renege on promises of good paying jobs. A lack of affordable housing reoccurred as a common theme in many of the conversations. Some called for a change in leadership to give new and “fresh” voices a chance to move the county forward. In almost all the smaller communities were described a desire to retain the small-town charm. There is a tension in those communities between keeping things as they are and developing economically to retain young professionals and families. Brain drain by those who graduate college and move to other communities, and an aging population on fixed incomes, were expressed as real concerns by many to establish a thriving community. Residents want living wage jobs for the populace and a reinvestment in their downtowns. They called for affordable housing so young families, low-income residents, and fixed income seniors could retain their homes and maintain a good quality of life.

**Safe** – Safety was referenced at every conversation in one way or another. Some said they were concerned about crimes perpetrated by those on drugs. Others had safety concerns over stray animals roaming the street. In conversations about the lack of good healthcare or healthy food, options safety came up. When talking about the financial stability of the community, the concern over whether local businesses were safe, and could survive, emerged. Residents expressed they wanted to feel safe from these hazards. They also expressed a desire to know how, by whom, and when these issues would be addressed.

**Engaged** – The single most reoccurring theme of concern in the conversations was apathy; some said people just didn’t care enough to get involved to make a better community. It was stated several times across different groups, and by different individuals that it is often the same few people in the community who come to events or volunteer to help. Low voter turn-out, declining numbers in service organizations, and a perceived lack of civic pride were all mentioned as symptoms of this ailment. Some suggested that people are too busy with their own lives to participate. Participants expressed they wanted much higher engagement from residents of all ages to work on community issues, and wanted to see opportunities for engagement widely available. They stated they wanted fun, friendly, and affordable activities, year-round, for kids, teens, and adults.

**Honoring the past** – From the restoration and preservation of the Tibbits Opera House, to the repeated calls from residents for the old-time charm to remain in many of the Branch Co. villages and smaller communities, a reverence for the past and their shared heritage wove its way into many of the conversations. Some spoke about the local genealogy collections as seminally important. Others talked about the need to preserve historic buildings and the “feel” of older neighborhoods. Participants in many of the conversations emphatically expressed a desire to keep historic and traditional elements, both physical and otherwise, a part of the community.

**Groups the conversations identified as those who should be involved in helping the community reach its aspirations:** Service clubs in all the communities, churches, senior groups, city planners, commissioners, people who vote and make changes, schools, each local government, friends of the library, Chamber(s) of Commerce, Literacy Council, Eternal Bread, volunteers, businesses, Coldwater Community Foundation.

#### **LOCAL BRANCH SPECIFIC ISSUES:**

##### **Algansee**

One demographic some identified as a group that should be engaged while trying to improve the community is the Amish. However, it was said there are a lot of trust issues there and they are reticent to participate in the larger community. It was also stated that there needs to be a recognition of the diversity of the population regarding the long-time residents, the summer lake residents, and the Amish. While library staff are well liked, many suggested the small space does not fit the needs of the community, and they would like an expansion or getting an entirely new facility. This improved library space would have more hours, would be ADA accessible, provide meeting space, and designated spaces for kids, crafts, and kid and adult programs.

##### **Bronson**

Some said they were concerned there is little for teens or adults to do activity wise, especially after school for teens. There were requests for a teen reading club, and more after school teen activities. Boarded up buildings and a lack of healthy food choices were also concerns. Local businesses have been opening, yet some suggested there is a need for many more. As a bedroom community it is harder for groups/organizations to prosper because there is limited time because of the resident’s commute. The library is busy, and some said the library has done a great job engaging with the community and expanding. They just had a mortgage burning party. However, there is still a desire for more space to adequately meet the communities’ needs.

## **Coldwater**

Many said parking at the Coldwater branch was a serious barrier for them to access the library. Some said the current building does not meet the needs of the community. There are no public meeting spaces or private/quiet areas. The building was also noted “not ADA friendly”. There is tension between those who want to preserve the historic building and those who desire a new facility. Some stated they believe the city could do more to assist with the building. A desire to maintain and improve the Heritage room as the guardian of historical resources and keeper of the communities’ story was noted.

## **Quincy**

Some Quincy residents expressed a desire to keep the small-town charm and remain under local control. There was some tension between the desire to keep things as they are/have been, and the need to develop to retain young professionals and families. There was discussion concerning keeping people accountable, while being charitable. Local groups which should be involved with making things better are Eternal Bread, service groups, and faith based organizations/churches. The library building is thought fondly of. However, some expressed a desire for more space for programming and technology.

## **Union City**

One group identified that the library already works well with is Community Unlimited. The library building is new and well used. However, it is small and there is a desire expressed by some for more space for programming and storage. The expanded library could provide more technology and recreation for the community. Some said they would really want the library to connect more with teens and provide them the space and activities to help keep them on a positive track. It was also said they would like more community events like the Farm to Fork, where sharing a meal incorporates teaching and community building.

# Aspirations



WordItOut

# Concerns



WordItOut

# Appendix B

## Strengths

- Diversity of programs that are tailored to the communities' needs
  - Youth programming
  - Summer reading program
- Technology and technology support
  - One-on-one computer assistance
  - Computer labs and digital offerings
  - Up-to-date technology resources
- Community support
- Collection development
  - Meeting individual needs
  - Diversity of reading preferences (print vs digital)
- Great Staff!!
  - Dedicated
  - Caring
  - Involved
  - Very responsive
    - Increased hours in response to community
  - Communication skills
  - Consistent high level of services
  - Competent
  - Trusted
  - Personal touch

## Aspirations

- Library as a destination
- Library is a vibrant building – Community living room
  - More space
  - ADA compliant
  - Modern and historical elements
  - Engagement – library is a vibrant active place, meeting space
  - Community living room, meeting space, modern/historical combo
  - More useable space
  - Facilities that meet the communities' needs
  - Community views the library as a destination and community space
- Inclusive
  - Welcoming nontraditional patrons
  - Welcoming to all demographics
  - Facilitate cultural understanding

- Collections that meet the needs of the community
- Meeting the communities needs with materials
- Nontraditional collections and services
  - Library of things (sewing machines, tools, baking pans, etc.)
  - Makerspace
- Financially sustainable
  - Well funded
- One stop shopping for information and entertainment “free”
- Outward looking
- Library is indispensable – essential
- Meaningful and deep relationship with schools
  - Have a relationship with every school building
  - Work more closely with schools
  - Actually “partner” with the school system
- Library as continuum through the life of residents
- Responsive staff
- Leader in the community – Trusted information, clearing house for health information
- Definition of community includes the library
- Growing the usage of the library
- Be connected with the community, but focused on the individual
- Children/multigenerational use

### Opportunities

- Get outside the buildings
- Put time and energy into our youth
- Community outreach
- Better young adult outreach
- Adulting classes for teens (life skills)
- Genealogy Assistance
- Homework help
  - Test moderation
- Child and adult daycare – respite care
- Multi-generational programming
- Mentoring opportunities
- Life skills education – makerspace
- Makerspace mobile
- Bookmobile (to the Amish schools)
- Library of Things (non-traditional items)
  - Musical instruments
- Awareness of the larger world through programming for adults
- Promote arts education
- Programming through partnerships
- Human library
- Programming for younger adults (20 somethings)
- Funding
- Larger world knowledge

- Serve as a Liaison to the schools
- Access to collections – bookmobile, outreach, into schools
- More Meeting spaces
- Provide Makerspace (mobile)
- Develop a career center
- Support multiple literacies - Education
  - Financial
  - Cultural
  - Physical
  - Technology
- Support world citizenship
  - International
  - Cultural
  - Programming
- Building upgrades (Algansee, Coldwater, Sherwood)
  - Every branch open until 5pm at least one day a week
  - Expanded or amended hours to meet the needs

### **Results**

- The library will be Indispensable
- The millage will be renewed
- The library will meet or exceed the goals set out in the plan
- The library will be treated like the community living room

# Appendix C

## Branch District Library Strategic Plan Measurement

The Branch District Library will collect and monitor data at regular intervals in order to find out how it is progressing or developing in terms of the goals identified in the strategic plan. This monitoring will provide the library with the information needed to continually refine and enhance activities to reflect the changing needs and interests of the community.

A target will be established for each strategy in the plan. Targets will include both qualitative and quantitative data. Qualitative data will come from surveys, and provide information on outcomes, or about how people feel about an activity. Whenever available, qualitative survey questions will be derived from existing surveys available in *PLA Project Outcomes* from the Public Library Association. Quantitative data will be collected from the library's integrated library system, or manual tallies.

### Goal 1: Future-ready Facilities

**Strategy 1: The Library's facilities will serve as the communities' living room, offering comfortable and welcoming spaces in which people want to spend time.**

**Measure:**

Each year, at least X% of people surveyed will say the library's facilities meet or exceed their expectations.

Each year library visits will increase by X%.

X% of people surveyed will agree that they would support funding for the construction of a new branch library in their community.

**Strategy 2: The library's facilities will be accessible to all, easy to locate, enter, navigate, and use.**

**Measure:**

Each year at least X% of people surveyed will agree that they were able to use the library facilities with ease.

Each year, at least X% of people surveyed will agree that they were able to access the materials and services they needed.

### Goal 2: Multiple Literacies

**Strategy 1: Community members of all ages will have access to resources and information to develop the like skills they need to thrive.**

**Measure:**

Each year, program attendance will increase by X%.

Each year, circulation of materials will increase by X%.

Each year, X% of people who attended a library program will say that they learned something new that is helpful.

**Strategy 2: Community members of all ages will have access to activities that develop or that increase knowledge.**

**Measure:**

Each year X% of adults and young adults attending a library program will say they learned something new that is helpful.

Each year X% of adults and young adults attending a library program will say they intend to apply what they just learned.

**Strategy 3: Young children will have access to early learning experiences.**

Each year, at least X% of parents who attended an early learning program with their child will say that they feel more confident to help their child learn.

Each year, at least X% of parents who attended an early learning program with their child will say that they learned something new they can share with their children.

**Strategy 4: Community members will develop an awareness and appreciation of different cultures.**

**Measure:**

Each year at least X% of people who attend a cultural program will say that they learned something new that is helpful.

Program attendance will increase by X% each year.

**Goal 3: Sustainable Stewardship**

**Strategy 1: Community members will be aware of, and appreciative of, the value, the quantity, and the quality of services available to them through the Branch District Library.**

**Measure:**

Each year, at least X% of people surveyed will agree that they are aware of the library's services.

Each year, at least X% of people surveyed will say that the value of the library's services meets or exceeds their expectations.

**Strategy 2: The Branch District Library will secure funding to maintain current services and to add and improve services to meet community needs.**

**Measure:**

Each year, at least X% of people surveyed will say that the quality of the services of the Branch District Library meet or exceed their expectations.

Each year, at least X% of people surveyed will say that the collections of the Branch District Library meet or exceed their expectations.

**Strategy 3: The Branch District Library will provide consistent, current, and equitable services to community members in all locations.**

**Measure:**

Each year, at least X% of people surveyed will say that the hours of the library meet or exceed their expectations.

Each year, at least X% of people surveyed will say that the library's technology resources meet or exceed their expectations.

#### **Goal 4: Community Embedded Services**

**Strategy 1: Community members will have wide-ranging and convenient access to library materials and services where they live, and where they congregate.**

**Measure:**

Circulation of materials will increase by X% each year.

The number of active borrowers will increase by X% each year.

The number of borrowers accessing digital materials will increase by X% each year.

The number of new card registrations will increase by X% each year.

**Strategy 3: The Branch District Library will cooperate with other community organizations to greater expand the reach of library services.**

**Measure:**

The number of partnerships the Branch District Library has with other organizations will increase annually.

Partners surveyed will say that their partnership with the Branch District Library met or exceeded their expectations.