

Grand Marais Public Library 2018 – 2022 Strategic Plan

Adopted by the Library Board:
November 27, 2017

*Prepared by:
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PLANNING PROCESS OVERVIEW:

The Grand Marais Public Library engaged in a strategic planning process between September and October 2017. Composition of the Planning Team included representatives from the Library Board, Friends of the Library, city administration, 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 a focus group with community leaders, 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, preliminary 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 & TAG LINE:

The Grand Marais Public Library increases knowledge, inspires creativity, removes barriers, and builds community across Cook County.

EXPLORE. LEARN. CREATE. CONNECT.

LIBRARY GOALS (In order of priority):

- 1. The community will increase understanding and appreciation of the full range of human diversity.**
- 2. The community will have increased knowledge and utilization of library resources and programs throughout the county.**
- 3. People will enjoy a comfortable environment that gives them a sense of community belonging.**
- 4. Young children will develop a love of reading and improve their literacy.**

PROGRESS INDICATORS:

Goal 1 (Celebrate Diversity)

- ✓ Number and percentage of programs focused on topics of diversity and total attendance.
- ✓ Survey of program participants asking whether they gained greater understanding and/or appreciation of an aspect of human diversity.

Goal 2 (Expanding the Library's Reach)

- ✓ Number of Outreach Partners engaged in reaching library users.
- ✓ Number of total participants, adult and children, participating in outreach programs.
- ✓ Number of total participants in outreach story time.
- ✓ Number of New Mail A Book users registered in Cook County.

Goal 3 (Visit a Comfortable Place)

- ✓ Survey of program participants asking whether the event brought people together in a way that furthered a sense of community/feeling of belonging.
- ✓ Annual patron survey rating customer service experiences, library atmosphere, building comfort and cleanliness.
- ✓ Number of people who participate in “welcome” events.

Goal 4 (Early Literacy)

- ✓ Bi-annual child care provider survey feedback regarding children’s level of interest in reading and literacy activities (May & December).
- ✓ Number and percentage of Cook County licensed child care providers participating in outreach story time program.
- ✓ Summer Reading Program total participants and survey at completion (e.g. *What did you read this summer that you really liked?*).
- ✓ Winter Reading Program total participants and survey at completion (e.g. *What did you read this winter that you really liked?*).
- ✓ Number of School’s Out activities conducted and total attendance.

IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present strategic plan to Library Board for adoption. Presentation of newly adopted plan to City Council & County Board.	November 2017
2. Communicate the new plan to stakeholders and the public.	December 2017 – January 2018
3. Review strategic plan progress as a regular agenda item at staff meetings; make mid-course corrections.	Monthly
4. Discuss strategic plan progress as regular agenda item at Library Board meetings.	Monthly
5. Compile progress indicator data for annual review.	Annually 2018 - 2022 (October)
6. Annual staff review of implementation successes and challenges (including indicator data), review goals, revise strategies, and project budget needs.	Annually 2018 - 2021 (Late November)
7. Staff develop action plans for the next year.	Annually 2018 - 2021 (November)
8. Full round of strategic planning.	Fall 2022 (New plan approved by December 2022)

Appendix A:

YEAR 1 Action Plans January 2018 – December 2018

GOAL # 1: The community will increase understanding and appreciation of the full range of human diversity.

Strategy A: Definition of Diversity		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Develop a short list of diversity priorities for 2018. (Trans, Women, Native American)	Director (Children's Librarian)	January 31, 2018
2. Revisit diversity priorities for 2019.	Director (Children's Librarian)	October 1, 2018

Strategy B: Staff Development		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Identify ways to recruit a more diverse pool of applicants in future staff hiring processes. (Recognizing: Our options are very limited.)	Director (Ass't Director)	January 31, 2018
2. Each staff participate in one diversity programming activity during the year.	Ass't Director (Director)	November 30, 2018
3. Conflict management: <ul style="list-style-type: none"> ▪ Research Conflict Management webinar training to help staff handle situations with people who do not know how to disagree respectfully. ▪ All staff participate in at least 1 Conflict Management webinar. 	Ass't Director (Director) Ass't Director (Director)	January 1, 2018 December 31, 2018

Strategy C: Diversity Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Dedicate a portion of Winter series events to topics of diversity: <ul style="list-style-type: none"> ▪ Plan, promote, and conduct 3 adult programs. ▪ For each program, conduct search for related materials and determine collection gaps to fill. 	Director (Program Committee: Children's Librarian, Ass't Director) Director (Program Committee)	March 15, 2018 March 15, 2018
2. Children's/Youth diversity program: <ul style="list-style-type: none"> ▪ Plan, promote and conduct 1 program about diversity, constructive dialogue (e.g. Intelligence Squared Oxford-style debate, etc.). ▪ Conduct search for related materials and determine collection gaps to fill. 	Children's Librarian (Director) Children's Librarian (Director)	December 31, 2018 December 31, 2018
3. Other diversity programming: <ul style="list-style-type: none"> ▪ Plan, promote, and conduct 4 additional programs on topics of diversity. ▪ For each program, conduct search for related materials and determine collection gaps to fill. 	Director (Program Committee; Children's Librarian if relevant) Director (Program Committee)	December 31, 2018 December 31, 2018

Strategy D: Diversity Displays		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Intentional face-outs to highlight diversity: <ul style="list-style-type: none"> ▪ Fill in face-outs during daily shelving. ▪ Rotate face-outs monthly. 	Ass't Director (Clerks) Ass't Director (Clerks)	Daily (January-December) Monthly (January – December)

Strategy E: Diversity Materials		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Pull relevant materials for display at select library programs.	Director / Children's Librarian (Clerks)	Monthly (per programming schedule)
2. Establish and implement exception to weeding standards to ensure diversity topics and diverse authors are retained during bi-annual weeding process using a more forgiving standard of circulation history.	Director (Children's Librarian, Cataloger)	February 28, 2018 & October 31, 2018
3. Assess toy collection and purchase toys that reflect diversity.	Children's Librarian (Clerks)	December 31, 2018
4. Purchase additional materials to fill gaps identified during program planning.	Director / Children's Librarian	December 31, 2018
5. Focus groups for 2018 – trans, women, native American	Director	December 31, 2018

GOAL # 2: The community will have increased knowledge and utilization of library resources and programs throughout the county.

Strategy F: Gather Needs Information from the Community		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Conduct local focus groups: <ul style="list-style-type: none"> ▪ Identify locations around the county (estimated at 6). ▪ Reach out to local entities and county commissioners as partners to help introduce GMPL to other communities. ▪ Plan and conduct focus group sessions. ▪ Develop written report of information gathered. 	Director (Children's Librarian) Director (Children's Librarian) Director (Children's Librarian) Director (Children's Librarian)	May 1, 2018 May 1, 2018 June 30, 2018 June 30, 2018

Strategy G: Library Extension Services		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE

1. Review focus group findings and determine which extension services to offer and where.	Director (Children's Librarian; Ass't Director)	August 31, 2018
2. Outreach story times (See Strategy L-1)	--	--

Strategy H: Raise Awareness / Public Relations		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Assess written and electronic marketing materials for diverse imagery.	Ass't Director (Clerks)	February 28, 2018
2. Have a discussion with ALS to advocate for A) direct dissemination of e-book/Mail-a-Book information to Cook County residents, or B) support for GMPL to do so.	Director	October, 2017
3. Develop 4 informational messages about library resources, services, and activities.	Director	Quarterly (Mar, June, Sept., Dec. 2018)
4. Run messages through a variety of media outlets.	Director	Quarterly (March, June, September, December)

GOAL # 3: People will enjoy a comfortable environment that gives them a sense of community belonging.

Strategy I: Culture of Customer Engagement		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. RUSA Guidelines: <ul style="list-style-type: none"> ▪ Implement Reference and User Services (RUSA) behavioral guidelines for customer service. ▪ Staff conversation based on experience during first 9 months. 	Ass't Director	January 1, 2018
	Ass't Director	October 31, 2018
2. Customer service training: <ul style="list-style-type: none"> ▪ Assess current customer service practices in person, by telephone, and online to develop a list of areas to address in light of Goal 3. ▪ Plan and hold at least 1 customer service training session for all staff related to areas identified in the assessment. 	Ass't Director (Clerks)	May 15, 2018
	Ass't Director	December 31, 2018

Strategy J: Programming that Builds Community		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Community “welcome” events: <ul style="list-style-type: none"> Plan, promote, and conduct 2 “welcome” events with opportunities for newcomers to socialize. Discuss ideas for possible future addition of maker space, book clubs, and so forth to this theme. 	Ass’t Director Ass’t Director	June 30 & November 30, 2018 December 31, 2018
2. Plan, promote, and conduct 2 family social events with activities (e.g. slumber party, game night, etc.).	Children’s Librarian	February 28 & September 30, 2018
3. Plan, promote, and conduct 10-week Friday night film series.	Director	March 31, 2018
4. Plan, promote, and conduct Community Read program OR Book Illustrators Festival, depending on which has partner.	Director (WTIP, Art Colony, Drury Lane)	November 15, 2018
5. Select, promote, and host up to 10 Legacy programs.	Director / Children’s Librarian	December 31, 2018
6. Work with partner organizations to plan, promote, and host up to 10 performance programs (e.g. DSSO, North Shore Music Association).	Director	December 31, 2018
7. Provide space for affiliated groups to meet (e.g. Writer’s Guild, Library Friends of Cook County).	Director	December 31, 2018
8. Plan and set up booths to promote library services at partner organization open houses.	Director, Ass’t Director	December 31, 2018

Strategy K: Ambiance / Comfortable Setting		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Special hot beverage/other “treats” service for selected events: <ul style="list-style-type: none"> Approach Friends about sponsoring this effort. Provide beverage service and/or treats at winter program series. Provide beverage service and/or treats at community welcome programs. 	Ass’t Director (Clerks) Ass’t Director (Clerks) Ass’t Director (Clerks)	January 1, 2018 March 15, 2018 June & November 2018
2. Secure services of professional technician and finish upgrades of public computer and printer equipment.	Ass’t Director (Technician)	May 31, 2018
3. Professional space assessment: <ul style="list-style-type: none"> Staff generate list of space problems to be resolved (e.g. display areas, traffic pattern, where to conduct reference, quiet vs. program uses, meeting space, family restroom, etc.). Engage services of professional to conduct library space assessment and recommendations. 	Ass’t Director Ass’t Director (Director)	September 15, 2018 September 30, 2018
4. Seasonal exterior clean up (windows and cobwebs).	Custodian (Director)	May 31 & October 15, 2018

<p>5. Facility interior deep cleaning:</p> <ul style="list-style-type: none"> ▪ Thoroughly clean upholstered furniture. ▪ Contract carpet cleaning, and move furniture. ▪ Interior deep clean, including A/C maintenance. ▪ Deep dusting (6x per year). 	<p>Custodian Custodian (Director) Custodian Custodian</p>	<p>February 28, 2018 May 31, 2018 May 31 & October 15, 2018 January, March, May, July, September & November 2018</p>
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GOAL # 4: Young children will develop a love of reading and improve their literacy.

<u>Strategy L: Children's Programming</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Outreach story times:</p> <ul style="list-style-type: none"> ▪ Contact county licensor to identify all licensed family child care and center sites in Cook County (currently working with YMCA, Cooperation Station, and approximately 8 family child care providers). ▪ Reach out to additional child care providers to offer monthly story times. ▪ Plan and conduct monthly story times off-site in child care settings. 	<p>Children's Librarian Children's Librarian Children's Librarian</p>	<p>January 30, 2018 January 30, 2018 February – May & September – December 2018</p>
<p>2. School's Out Days:</p> <ul style="list-style-type: none"> ▪ Plan, promote, and conduct hands-on activities on all school's out days (typically 2x/month). ▪ Obtain school schedules for upcoming year. 	<p>Children's Librarian Children's Librarian</p>	<p>January – May & September – December 2018 May 31, 2018</p>
<p>3. Winter Reading Program:</p> <ul style="list-style-type: none"> ▪ Plan, promote, and conduct 8-week reading program for ages 0-12 with new book incentive. ▪ Plan, promote, and conduct 8 weekly preschool story time sessions. 	<p>Children's Librarian Children's Librarian</p>	<p>March 30, 2018 March 30, 2018</p>
<p>4. School-age outreach:</p> <ul style="list-style-type: none"> ▪ Contact schools and arrange to visit elementary classes to promote SRP (ISD 166, Great Expectations, Grand Portage, etc. ▪ Contact schools across the county about having a library booth at fall open house events. ▪ Plan and set up booths to promote library services at school open houses. 	<p>Children's Librarian Children's Librarian Children's Librarian</p>	<p>May 31, 2018 May 31, 2018 September 15, 2018</p>

<p>5. Summer Reading Program:</p> <ul style="list-style-type: none"> ▪ Plan, promote, and conduct reading program for ages 0-17 with new book and Library Friends book sale incentives. ▪ Plan, promote, and conduct 6 weekly preschool story time sessions with activities. ▪ Plan, promote, and conduct scavenger hunt to teach library skills and problem-solving. ▪ Work with partners to plan, promote, and host 4 interactive events targeted toward elementary age group (e.g. 2 ALS Kids Stuff, 1 Legacy, 1 North Shore Music Association). ▪ Plan, promote, and hold end of summer picnic and awards ceremony. 	<p>Children’s Librarian</p> <p>Children’s Librarian</p> <p>Children’s Librarian</p> <p>Children’s Librarian</p> <p>Children’s Librarian</p>	<p>August 15, 2018</p> <p>August 15, 2018</p> <p>August 15, 2018</p> <p>August 15, 2018</p> <p>August 15, 2018</p>
<p>6. Assemble 50 Books for Babies bags for the Library Friends.</p>	<p>Children’s Librarian</p>	<p>December 31, 2018</p>
<p>7. Cultivate a certified reading dog partner.</p>	<p>Director</p>	<p>December 31, 2018</p>