Strategic Plan

Core Values

We value and promote literacy
and lifelo11g learning.

Wevalue diversity
and respect for all cultures.

We value our community and will continue to
cultivate meaningful partnerships on all levels to
enl1ance communication, collaboration and cost-
effective use of local resources.

Wevalue the n1embers of our workforce and will
provide then1 with the tools and support
they need to serve our community with
excellence al1d integrity..

We value strategic vision and planning to
ensure the long-term viably of the library.

Cedar Springs Public Library
Strategic Plan
September, 2019 -- June, 2023
- An Ideal Library -

Introduction

This Strategic Plan for the Cedar Springs Public Library provides a positive opportunity to look into the future, to develop plans, to revise, focus on and improve library services. The Strategic Plan is a living document which will be regularly reviewed to re-access priorities and adjust the goals, objectives and strategies as conditions change. Jt is the foundation for the continued growth and development of the Library. It is intended to guide the Board of Trustees, Director and staff through the choices that must be made to set a course for the future. Responsibility for each strategic objective will be assigned on an annual basis by the Board and the Library Director.

Updating and Improving the Library's Programs and Services

Below are listed several ways that the Library can update and improve its programs and services to better engage, educate and entertain our patrons.

Expansion of Services: The Cedar Springs Public Library currently offers a wide variety of programs such as:

- Weekly preschool Story Time from September through July
- Annual First Grade Library Card Drive for Cedar Springs Public Schools in March to celebrate "March is Reading Month"; plans to expand to include private, charter and home schools
- Annual Summer Reading Program, including adults
- Monthly Book Discussion Club for adults
- Annual One Book, One County Reading Program from January to March, where "Everyone in Kent County" reads the same book for fun and has the opportunity to meet and hear the author at a grand finale presentation

It is a key initiative of the Library to continue to expand and create services to meet the needs and interests of our community. The Library would like to:

- Expand adult services to include a winter reading program
- Promote the services of the Library for the Blind and Physically Handicapped by using posters, flyers and verbal recommendations
- Expand our volunteer program to provide more meaningful service opportunities and training for all ages
- Expand our partnerships in the community providing education and entertainment through more joint fundraising activities
- Expand the Summer Reading Program to include more age-specific programs
- Expand our role with other community service organizations, such as the schools, Kent Literacy Council, etc.

Increasing the Marketing and Public Relations of the Library: To use innovative and creative methods to increase the public awareness of the services and resources offered by the Library and its partners.

Expanding our Volunteer Base: One way we'd like to do this is to look into the possibility of partnering with area schools in expanding community-service programs to include the Library.

Expansion of Hours: For many years now the Library has been open the minimum 30 hours required to qualify for State Aid. Open hours should expand to include Thursdays. For a start, the Library could open from 12-6pm on Thursdays and have a few evening open hours until 7pm.

Expansion and Enhancement of Library Resources

Improve/Expand the Library's Website: Expanding and enhancing our website into a more colorful, informative and interactive connection to the community. Of the many exciting possibilities is the opportunity to create an online card catalog.

Facilities Improvements: Including improved lighting in Adult Reading and backroom areas, remodeling/reconfiguring the back room to provide an employee break area, office space and increased storage, and increasing signage.

Records Management: Including the initiation of a comprehensive inventory, maintenance, and the development of a retention/deselection schedule for the Library's records.

Weeding/Deselection: Identification and deselection of outdated or unpopular materials. The benefits of weeding/deselection include the creation of much-needed shelf space and providing materials for online and in-house book and material sales.

Expand Efforts at Fundraising: Expanding our search and application for grants, donations, and financial gifts, while continuing to encourage gifts of time, talent and expertise. Expanding efforts to raise funds or obtain materials through sales online (Ebay), in-house and at outside locations.

Strategic Planning for Expansion of the Library - A Checklist

These include a range of options and possibilities all the way from increasing the current materials budget to exploring the possibility of building a new Library to meet the increasing and ever-changing technological, educational, and entertainment needs of the of the Cedar Springs and Solon Township communities.

Facility and Equipment

- Meet State space requirements under "Essential Quality Measures" of at least 75°/4} library space based on .8 square foot per capita
- Library expansion to provide adequate space to house the present collection and future additions to the collection
- Exterior signs identi tying the facility as a library
- Library hours are visible from the outside of the building at all public entrances
- Make internal signage compliant with the American Disabilities Act, clear, easily read and understood
- Mark emergency exits, evacuation routes and fire extinguishers clearly
- Parking, staff and public access areas are easily identified, well-lit during darkness and are handicapped accessible

- Seating provided for a variety of public needs
- Library's internal lighting meets Institute of Electrical and Electronic Engineers standards of at least 50 foot-candles on reading surfaces
- Library projects a clean, cared-for image based on regularly scheduled indoor and outdoor maintenance and cleaning
- Outdoor drop box well-maintained
- Emergency first-aid supplies readily available to staff and patrons
- Expansion to accommodate wheel chair accessibility throughout the library
- Expansion to include meeting rooms for tutorials and mentoring programs
- A color printer and photocopier
- More comfortable reading areas
- Library expansion to include a teen/young adult area with shelves of books relating specifically to them1
- Separate staff area in the backroom to include a small office space and a break area with a chair, small fridge and microwave
- Discard or recycle useless property at least annually

Collection and Services

- Prepare an approved collection development plan to be reviewed every five years
- Provide access to a current collection of core reference materials to serve user information needs
- Spend at least 7% of Library expenses on materials
- Increase materials budget to expand collection, in various formats, to meet the changing needs of clientele
- Keep collection up-to-date, with a minimum of 15% of circulating materials acquired within the last five years, and a minimum of 3% of circulating collection weeded every year
- A music collection on CDs
- A CD-Rom collection
- An ongoing supply of new audio books and large print books
- A more extensive local history collection
- A service plan to provide materials and reference services for those unable to visit the library
- Promote the services of the Library for the Blind and Physically Handicapped using posters, flyers, and verbal recommendations
- Provide Library visits to local elementary schools to promote the Summer Reading Program
- Open hours to include Thursdays, another late evening, a minimum of 36 hours per week
- More programs and opportunities for tweens and teens
- More programs and opportunities for adults
- Internet instruction for adults/seniors
- Patrons wait no more than 5 minutes to get service assistance
- The Library has at least one entertainment or educational program per quarter free of charge

Administrative Procedures and Staff Development

- Provide to staff a written personnel policy manual approved by the Board of Trustees and reviewed at least every two years
- Maintain and review a written strategic plan, covering a period no longer than 3 to 5 years
- Formulate a plan to recognize contributions to the Library
- Maintain current job descriptions with salary ranges, educational and experience requirements listed
- An administrative structure that is responsive to changing community needs
- Well-trained, caring and responsive staff
- Adequate staffing to meet the service needs of the community
- R.egular staff meetings provided as opportunities for learning and communication
- A staff training program that addresses library trends and technology

Board Growth and Development

- The Board participates in an orientation program, which includes background on the Michigan Open Meetings Act, guidelines for setting agendas, and methods fr)r running meetings
- First time administrators and new Library trustees attend the "New Directors and Trustees Workshop" offered by the Library of Michigan
- The Library gives each new board rnember a copy of the Michigan Public Library Trustee Manual (www.michigan.gov/librarytrustec)
- Information made available to keep the Board informed about current issues that affect the operation of the library
- Board mernbers are encouraged to participate in at least one continuing education opportunity every other year, such programs include Lakeland Library Cooperative-sponsored workshops and programs, MLA annual conference, Library of Michigan sponsored programs and workshops, etc.

Promotion and Communication

- Formulate and approve a public relations policy and then annually evaluate its policies and procedures in terms of their effect on the public and the library's public relations efforts
- Use local media to promote Library programs and services; Library events, statistics and events regularly submitted to four area newspapers
- Develop a handout that explains the library and its services
- Conduct an in-house survey of users every three years to determine if its hours, services and programs are adequately serving its users
- Advertising to inform residents of available Library resources at their fingertips though Lakeland Library Cooperative and all Library of Michigan-provided databases such as Michigan eLibrary (MeL)
- Provide a method for patrons to comment on anything in the Library that concerns them

- Annual staff and/or patron walk-through in and outside Library to assess its appearance and the image it projects
- Maintain a list of local media and their contact person for easy access to publicity
- Annual reception for volunteers, friends, staff and board members

Community Building

- Library contact and representation in local community organizations and clubs, not only to keep them informed but to request feedback to identify and meet the service needs of the community
- Library contact and partnering with local schools (public, private, charter & home schools) to share information and resources
- Library representation at City Council and Solon Township meetings with periodic presentations and updates
- Provide ways for local businesses and service organizations to give back to the community through the Library, exchanging publicity and acknowledgment for in-kind gifts and services
- Provide meaningful volunteer service opportunities for all ages

Funding and Partnerships

- Find ways to increase funding
- A high profile, enthusiastic group of Friends of the Library
- Search for increased, stable funding sources to include corporate donors
- Continue to partner with Solon Township to provide library services and support for our joint communities
- Find creative ways to partner with local leaders, artists, musicians, etc. to provide quality programming for publicity and a tax receipt

Technology

- Formulate a technology plan that is reviewed every three years
- The public is able to access an Internet enabled workstation without having to wait more than an average of 30 minutes during peak usage time
- At least one computer set up as an online card catalog only
- Develop the Library's website
- The Library offers access to electronic content, including all Library of Michigan-provided databases, such as Michigan eLibrary (MeL), via its website
- Special computer technology for the visually-impaired
- Continue to evaluate new technology to ensure that the needs of the public and staff are being met
- Provide reliable and up-dated equipment

CATEGORY: FINANCE & BUDGETING

Short-Term:

1. Increase operational hours & staff coverage—later in the day, evening, and Saturday hours. *(Shared goal with HR and Operations)*

2. Increase library print collection, including large print and on-line resources. (Shared goal with Library Resources & Collections)

3. Seek funds to install a digital sign to advertise upcoming events, library highlights, and hours of operation. *(Shared goal with Operations and Public Relations & Marketing)*

4. Designate funds to increase safety and security measures and provide training for staff; including, first aid, CPR, AED, security, etc. *(Shared goal with HR and Operations)*

5. Seek funds to purchase an AED machine.

Long-Term:

1. Create a long-term plan for financing technology needs, including hardware, software, and technology resources.

2. Increase the number of technology devices that could be checked out to patrons. (Shared goal with Library Resources & Collections)

3. Hire an Assistant Library Director with a preferred background in Library Science & Programming, Education, and Business. *(Shared goal with HR)*

4. Create an internship or volunteer program for high school or college students who may have an interest in studying library science or education. *(Shared goal with HR)*

5. Provide opportunity to purchase beverages and snacks as a way to increase revenue and provide a comfortable learning environment for patrons.

Ongoing:

1. Seek revenue and resources through community partnerships, grants, fundraising, and donations of materials or time to increase general operating budget.

2. Increase community resources for library programming, either fiscally or with volunteers. *(Shared goal with HR and Operations)*

3. Study and implement a competitive salary scale and benefit package for staff. *(Shared goal with HR)*

CATEGORY: LIBRARY RESOURCES & COLLECTIONS

Short-Term:

1. Provide a selection of materials and resources to support State reading proficiency requirements by the end of third grade. *(Shared goal with Programming & Outreach and Public Relations)*

2. Increase library print collections for all ages and ethnic backgrounds, including large print, best sellers, foreign language materials, etc. *(Shared goal with Finance & Budgeting)*

3. Increase library audio and video resources for all ages.

4. Provide training and advertising to better utilize the vision/hearing equipment provided by the Cedar Springs Lions Club.

Long-Term:

1. Add technology devices that could be checked out to patrons, e.g. kindles, handheld tablets. *(Shared goal with Finance & Budgeting)*

2. Provide a self-checkout station.

3. Provide a digital and interactive whiteboard in the Community Room and Classroom to more efficiently serve the needs of the Library and the community.

Ongoing:

1. Provide a diverse collection of materials in all formats that provide education and enjoyment for all age groups and ethnic backgrounds in our community from birth to senior citizens.

2. Improve and maintain library services and resources using best practices.

CATEGORY: HUMAN RESOURCES

Short-Term:

1. Increase operational hours & staff coverage—later in the day, evening, and Saturday hours. *(Shared goal with Finance & Budgeting and Operations)*

2. Complete a review to hire and/or adjust staffing requirements to cover extended hours and program requirements. *(Shared goal with Programming & Outreach)*

3. Provide professional development for staff to increase knowledge in technology, safety & security measures, and library programming.

4. Create a program that allows NHS students to volunteer for library programs and operational areas needed to obtain community service hours.

Long-Term:

1. Hire an Assistant Library Director with a preferred background in Library Science & Programming, Education, and Business. *(Shared goal with Finance & Budgeting)*

2. Create an internship or volunteer program for high school or college students who may have an interest in studying library science or education. *(Shared goal with Finance & Budgeting)*

Ongoing:

1. Create a system of on-going professional develop for staff to stay current on safety and security measures; including, first aid, CPR, AED, security, etc. *(Shared goal with Finance & Budgeting and Operations)*

2. Recruit community resources for library programming, either fiscally or with volunteers. *(Shared goal with Finance & Budgeting and Operations)*

3. Recruit staff and volunteers who are trained and have skill-sets in Library Science, Technology, Early Childhood, STEAM, Robotics, and more.

4. Study and implement a competitive salary scale and benefit package for staff. *(Shared goal with Finance & Budgeting)*

CATEGORY: PUBLIC RELATIONS & MARKETING

Short-Term:

1. Update and modernize CSPL Website to reflect programs and opportunities available to the community and the information desired by patrons.

2. Seek funds to install a digital sign to advertise upcoming events, library highlights, and hours of operation. *(Shared goal with Finance and Budgeting)*

3. Create library newsletter/flyer for patrons, schools, businesses, and community.

4. Participate in the Kent County Reading Initiative: MISSION READ and provide additional early childhood reading programs to increase literacy and help students read by the end of 3rd grade. *(Shared with Programming & Outreach)*

Long-Term:

1. Host various groups in the library to provide information about library services, including, assisted living homes, schools, families, seniors, etc.

2. Inform community about the Friends of the Library and increase the number of participants.

3. Provide "How-To" publications, in pamphlet form and on the Library's website, to teach patrons how to use library-shared services available through the Library's joint membership within the Lakeland Library Cooperative and within the State of Michigan via MeL. These services would include putting books on hold, downloading eMagazines, eBooks and eAudiobooks.

Ongoing:

1. Partner with local schools throughout the year to promote programs that are happening at the library and to provide and promote services needed for children in our community.

2. Provide online presence through the website about the library and the programs we offer through CSPL Website and Social Media. *(Shared goal with Operations)*

3. Survey the Cedar Springs Community on a regular basis to receive feedback in order to provide continuous improvement. *(Shared goal with Operations)*

CATEGORY: PROGRAMMING & OUTREACH

Short-Term:

1. Increase literacy by participating in Mission: READ!, which will help children learn to love reading and meet the Read-by-Grade-Three requirements.

2. Offer computer technology courses for seniors. (Shared with HR)

3. Coordinate with local schools to provide late study hours for students prior to exams—EXAM CRAM.

4. Provide programs for students in the area of STEAM, Robotics, and Technology.

Long-Term:

1. Partner with various organizations to support adult literacy throughout the Cedar Springs Community.

2. Host various groups in the library to provide information about library services.

Ongoing:

1. Provide a vast assortment of programs for all ages, everything from hobbies, author events, ho-to-classes, gaming, open mic, etc. offered at various times of the day and evening.

2. Bring in authors to hold book talks for all ages, as well as other creative, gifted, inspiring people within our community and beyond to present programs.

3. Enlist the help of volunteers of all ages to mentor, share expertise, present programs, assist with library programs and various tasks, including outreach.

4. Provide online presence and ease of obtaining information about the library and the programs we offer. *(Shared goal with Operations and PR & Marketing)*

5. Continue outreach to local school officials/teachers, homeschooling families, providing library information at school events, open houses, literacy camps, etc.

CATEGORY: OPERATIONS

Short-Term:

1. Increase operational hours & staff coverage—later in the day, evening, and Saturday hours. *(Shared goal with HR and Finance)*

2. Increase safety and security measures and provide training for staff; including, first aid, CPR, AED, security, etc. *(Shared goal with HR and Finance & Budgeting)*

3. Install digital sign to advertise upcoming events, library highlights, and hours of operation. (Shared with PR & Marketing and Finance & Budgeting)

4. Provide technology in the classroom and community that allows presenters/clients to project to a large screen, have wireless access, and use sound.

5. Increase online presence and ease of obtaining information about the library and the programs we offer. *(Shared goal with Programming & Outreach and PR & Marketing)*

Long-Term:

1. Increase parking and reserved parking for the library patrons.

Ongoing:

1. Recruit community resources for library programming, either fiscally or with volunteers. *(Shared goal with HR and Finance)*

2. Survey the Cedar Springs Community on a regular basis to receive feedback in order to provide continuous improvement. *(Shared goal with PR & Marketing)*

3. Study and implement license agreements for automatic technology updates as technology changes, including wireless access points, required bandwidth, and security measures.

4. Study and implement a plan to replace and increase technology hardware and additional resources on a rotating basis. *(Shared goal with Finance & Budgeting)*

5. Provide a top-notch library for our patrons that meet the needs of our community and provides a comfortable learning atmosphere for all ages.