



STRATEGIC PLAN 2019-2023

**INDIAN RIVER
AREA LIBRARY**

Index

- 1 Director's Letter
- 2 Process
- 3 Vision Statement
- 3 Pillars
 - 4 Pillar 1
 - 7 Pillar 2
 - 11 Pillar 3
 - 14 Pillar 4
 - 17 Pillar 5
- 20 Timeline
- 23 Public Input
- 26 Contact Us

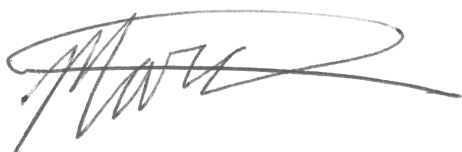
DIRECTOR'S LETTER

I am very excited to share the five-year strategic plan for the Indian River Area Library. First off, I want to thank everyone for their input in this process. A strategic plan is bound to fail if public input is not a part of it. So thank you to everyone who provided their thoughts, ideas, and opinions as a part of this process. It is from your ideas that this strategic plan was born. Thank you so much.

It is important to understand why we went through all the effort of creating a strategic plan. A strategic plan is essential to planning,

transparency, and day-to-day decisions made at the library. It guides decisions both big and small. Having a strategic plan ensures cohesion in vision no matter what staff, board or other changes may occur. It helps the community to understand changes happening at the library and what their roles in the larger plan for the library are. It also helps the community to hold the library accountable. It is important to note that this is a living document; goals and timelines may change as future needs change. This document serves as a guideline, not rules, for the library.

Thank you and happy reading!



Mara Klco
Library Director

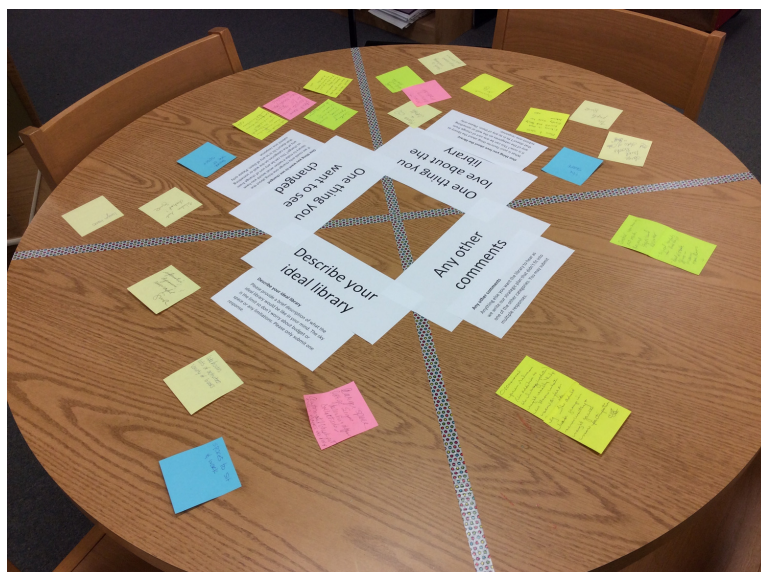


PROCESS

We started discussing a strategic plan back in April with a small committee consisting of myself and three board members. For the first three months, we met to share ideas we had and also plan a public input session which took place June 19th. This input session was advertised through multiple channels.



After the input session, I created a digital version and posted it on our website along with setting up a physical input option in the library. At the time this was posted and advertised, we also announced the closing date as July 11th. On the 11th I collected all of the input and recorded it verbatim for the next strategic planning committee meeting, which took place July 12th. From that information, we created an outline. We then wrote out a strategic plan based on that outline which was reviewed by the Library Board of Trustees. The strategic plan was then made available to the public.



VISION STATEMENT

Libraries have long been seen as repositories of books. Fortunately, this is changing. The modern library is so much more. It is a place for information, entertainment, and connection. With this in mind, we have created a vision statement for the library. This vision statement, along with public input, helps to steer this strategic plan and will be omnipresent in the decision making of the library. We are excited to share our vision statement with you.

Our vision is to serve the Indian River Area as a hub for information and community engagement.

PILLARS OF OUR VISION

To make this vision more actionable we have broken our vision into 5 pillars. Each of these pillars represents an important aspect of the overall vision. Each pillar is broken down further below. The pillars are listed in no particular order.

- To Create and Maintain a Comfortable, Welcoming and Inclusive Environment (1)
- To Serve as an Integral Part of the Community (2)
- To Promote Literacy in All Its Forms (3)
- To Serve as a Hub for Information and Entertainment (4)
- To Maintain a High Standard of Quality (5)

PILLAR 1: TO CREATE AND MAINTAIN A COMFORTABLE, WELCOME, AND INCLUSIVE ENVIRONMENT

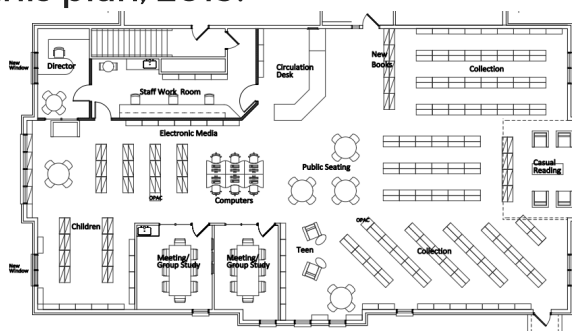
The library should be a place people want to come to and want to spend time. We cannot serve the community if they do not want to come in. A library is a place for everyone and everyone should feel welcome and accepted. We have broken this pillar into five action steps. These action steps are listed in no particular order.

- Complete a Library Renovation (1.1)
- Increase Hours and Staff (1.2)
- Implement Twice Annual Staff In-service Days (1.3)
- Hold an Annual Photo Contest (1.4)
- Promote Diversity in Our Collection and Events (1.5)



PILLAR 1, ACTION STEP 1: COMPLETE A LIBRARY RENOVATION

The current library design does not meet our vision. The tall shelves and very limited and uncomfortable seating do not create a welcoming environment. The worn out carpet and chipping paint also need to be addressed. The Library will undergo a full renovation focused on creating more and comfortable seating areas, increasing the visibility of our beautiful windows, rearranging the circulation desk so that it is more convenient for staff and patrons, adding a self-checkout option, and creating a public meeting space. It is intended that this renovation will be started in the first year of this plan, 2019.



RENOVATION
PLAN
CONCEPT B
INDIAN RIVER
AREA LIBRARY

PILLAR 1, ACTION STEP 2: INCREASE HOURS AND STAFF

Being open longer hours and more days of the week is more convenient for patrons. Currently, we are open Tuesday 10:00 am to 8:00 pm Wednesday through Thursday 10:00 am to 5:30 pm and Saturday 10:00 am to 1:00 pm. We will be open Monday through Saturday with two days with evening hours to better serve our patrons. Our new hours will be Monday, Wednesday and Friday 10:00 am to 6:00 pm and Tuesday and Thursday 10:00 am to 8:00 pm. We will be open increased hours on Saturday as well. In order to support this increase of hours, an additional staff member will need to be hired. This is intended to be completed in year two of this plan, 2020.

PILLAR 1, ACTION STEP 3: IMPLEMENT TWICE ANNUAL STAFF IN-SERVICE DAYS

In order to ensure that patrons are getting the best treatment possible and the staff is up to date on library services, twice-annual staff in-service days are needed. These days provide the time and focus to address larger issues. They also help to ensure that as a staff we are working as a cohesive unit. These staff in-service days will start in year one, 2019.

PILLAR 1, ACTION STEP 4: HOLD AN ANNUAL PHOTOGRAPHY CONTEST

An annual library photography contest will be held. This contest will not only serve to engage with the community but to ensure the library's decor stays fresh and local. Photographs will be entered. The winning photographs will be selected to hang on the walls of the library. This contest will begin in year two, 2020.

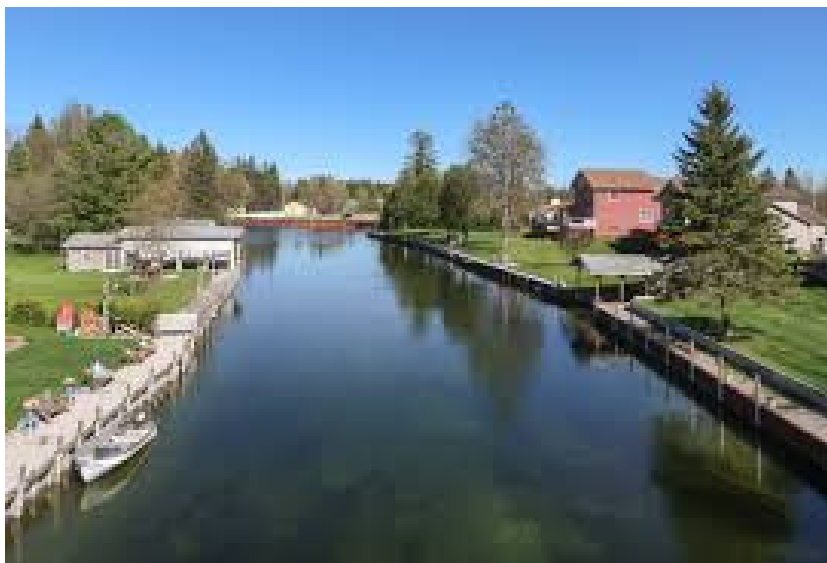
PILLAR 1, ACTION STEP 5: PROMOTE DIVERSITY IN COLLECTION AND EVENTS

It is important that our collection and events support our diverse local community. A complete inventory of the library's holding will be completed in year one, 2019 allowing us to find areas needing to grow in our collection (1.5.1). A purchasing plan will be implemented in year two, 2020 to gradually fill in those gaps identified in the inventory (1.5.2). A diverse range of speakers and events will be hosted at the library.

PILLAR 2: TO SERVE AS AN INTEGRAL PART OF THE COMMUNITY

Libraries are funded by the communities they serve and thus they should be an important service for the community. A library should be adaptive to community needs and desires. Many of the action steps for this pillar will be ongoing processes. This pillar is broken down into six action steps. The actions steps are listed in no particular order.

- Participate in All Major Community Events (2.1)
- Build a Stronger Relationship With Area Schools (2.2)
- Provide Little Free Libraries and Little Free Pantries (2.3)
- Start a Book Delivery Service for Homebound Patrons (2.4)
- Grow Our Relationship with Area Businesses (2.5)
- Become a District Library Serving All Townships in Indian River (2.6)



PILLAR 2, ACTION STEP 1: PARTICIPATE IN ALL MAJOR COMMUNITY EVENTS

The library is more than a building. By participating in all major community events the library becomes more present in the minds of the community and also makes access to the library's resources easier. Currently, the library is involved in the Back to School Picnic and Christmas in Indian River. We will strive to participate and support other events such as Spring Fest and Summer Fest within the first year.

PILLAR 2, ACTION STEP 2: BUILD A STRONGER RELATIONSHIP WITH THE SCHOOLS

Getting Children involved with the library is one of the best ways to grow future library users. Building a relationship with the schools is essential to this. There should be a regular library presence at the schools. The first year the Library will focus on growing a relationship with the elementary (2.2.1). The second year the secondary (2.2.2). The third year the head start program (2.2.3). The fourth year the area private schools (2.2.4).



2018 Summer School Visits

PILLAR 2, ACTION STEP 3: PROVIDE LITTLE FREE LIBRARIES AND LITTLE FREE PANTRIES TO THE COMMUNITY

A library is more than just the building. The little free library provides another way to distribute weeded, and donation overflow to the community. It also provides library services when the library is not open and helps prevent damage to our materials. Little Free Pantries provide an anonymous and nonjudgemental source of aid to those in need in the community. The search for locations for these two projects will begin in year three (2.3.3). The construction and installation will occur in year four (2.3.4). Promotion and publicity will occur in year five (2.3.5).



Example of a Little Free Library courtesy of Wikipedia (Top). Example of a Little Free Pantry courtesy of Wikipedia (Bottom).

PILLAR 2, ACTION STEP 4: START A BOOK DELIVERY FOR HOMEBOUND PATRONS

For many, transportation, is a barrier to accessing library resources. In order to breach this barrier, the library will offer a weekly homebound delivery service. Participants will be able to request items online or over the phone from our collection. If available, these items will be delivered to them once per week. There will be a limit to the number of participants and participants must be within a 10-mile radius of the library. This program will start in year three with a trial of 10 participants. If the program is successful we will consider increasing the number of participants and the radius of service.

PILLAR 2, ACTION STEP 5: GROW OUR RELATIONSHIP WITH AREA BUSINESSES

Business is the lifeblood of a community and as such a strong relationship between the library and area businesses is essential. This will be a gradual process. In year one we will promote Business Library Cards for businesses and their employees within Tuscarora Township and start the local learning event series (2.5.1). The local learning event series will consist of bringing in local business to teach about what they do and promote their business to patrons. In year two, in addition to the local learning series, we will host a job fair at the library in the spring to help local businesses find talented workers for the summer season (2.5.2). In year three, in addition to the other programs, we will provide a monthly business skill class at the library (2.5.3). In year four, in addition to the other programs, we will allow area business to sponsor our summer and winter reading programs (2.5.4).

PILLAR 2, ACTION STEP 6: BECOME A DISTRICT LIBRARY SERVING ALL THE TOWNSHIPS IN THE INDIAN RIVER AREA

Our name is the Indian River Area Library. Yet our service area only covers Tuscarora Township. There are many townships without any library service surrounding us. By becoming a district library and serving these townships we will be increasing funding for the library, providing services to a larger number of patrons and living up to our name. This process will take time and we aim to have made an arrangement with all of the surrounding townships by year five.

PILLAR 3: TO PROMOTE LITERACY IN ALL ITS FORMS

Literacy used to just mean reading and writing, but now it is so much more. Technology is an essential part of day-to-day life now. Literacy is also a concern for all ages. Promoting traditional literacy has long been a goal of this library and we will continue to work towards this goal. We also look to expand this goal to include the growing definition of what it means to be truly literate. This pillar has been broken down into four action steps. These action steps are listed in no particular order.

- Start a 1000 Books Before Kindergarten Program (3.1)
- Hold Classes on Technology (3.2)
- Grow Our Summer and Winter Reading Programs (3.3)
- Run an Adult Literacy Program (3.4)



PILLAR 3, ACTION STEP 1: START A 1000 BOOKS BEFORE KINDERGARTEN PROGRAM

Early childhood exposure to reading is essential to future success. By encouraging parents to read 1000 books with their child before kindergarten they are giving their child a head start on their education. There will be rewards for joining the program and at each of the 100 book benchmarks. Children who complete the program by kindergarten will be celebrated on a wall of the library. This program will start in year four and continue from there.

PILLAR 3, ACTION STEP 2: HOLD CLASSES ON TECHNOLOGY

Currently, the library is holding two monthly drop in tech times where a library staff member addresses technology questions. This program is a start but does not provide the education and training needed for patrons to be comfortable with technology on their own. In year two the library will host tech classes that will start with the very basics of technology usage (3.2.2). If this program is successful it will continue. In year three in partnership with area schools, students will volunteer time to help answer tech questions from patrons (3.2.3). In year four we will expand to four month long weekly tech classes with two beginners and two slightly more advanced (3.2.4). In year five we will host a tech fair where technology providers will demonstrate their wares (3.2.5).



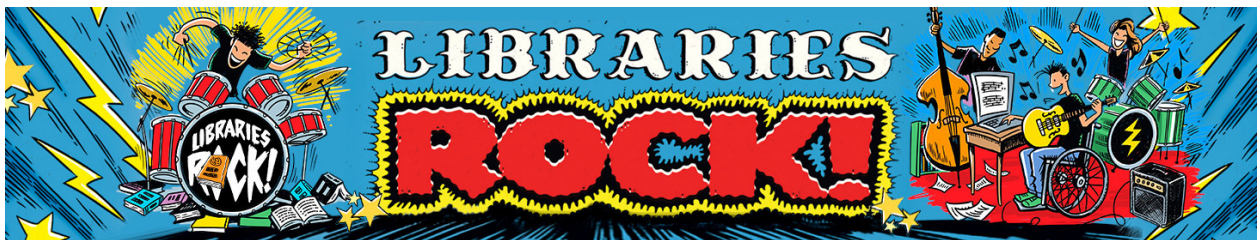
Examples of other 1000 books before Kindergarten Programs from The San Jose Library (Top) and the Travis Air Force Base (Bottom)

PILLAR 3, ACTION STEP 3: GROW OUR SUMMER AND WINTER READING PROGRAMS



Summer Reading Program 2018 Winners

Reading programs are a great way of getting people excited about reading. Starting in year one we will host an all-ages summer reading program with events daily (3.3.1). Year two we will start an all-ages winter reading program with events three times per week (3.3.2). These programs will run throughout the strategic planning process.



Summer Reading Program 2018 Theme

PILLAR 3, ACTION STEP 4: RUN AN ADULT LITERACY PROGRAM

While most efforts in literacy are focused on children it is important to remember that there are many adults who could benefit from a literacy program. In year four we will start an adult literacy program that will run throughout the year provided free of cost to the participants. This program will be open to the public, but no more than ten participants will be allowed the first year.

PILLAR 4: TO SERVE AS A HUB FOR INFORMATION AND ENTERTAINMENT

Libraries have long been sources of information. Before the internet, they were the first place people would go when they had a question. Due to the internet, libraries have had to shift in this role. It is no longer just about providing information but rather providing unbiased and accurate information. Libraries also provide entertainment. This pillar has been broken down into four action steps. The action steps are listed in no particular order.

- Increase Digital Resources (4.1)
- Host a Monthly Speaker Series (4.2)
- Host Daily Events (4.3)
- Refurbish Our Collection (4.4)

PILLAR 4, ACTION STEP 1: INCREASE DIGITAL RESOURCES

The world is increasingly digital and the library should be too. In year two we will double our spending on e-books (4.1.1). In year three we will sample various other digital resources such as databases and software and collect public opinion on which would be most useful (4.1.3). In year four we will implement two new digital resources (4.1.4). In year five we will review our current digital resources and spending on e-books and increase our number of digital resources by one (4.1.5).



The current digital resources we offer libby (left), Overdrive (center), and MeL (Right)

PILLAR 4, ACTION STEP 2: HOST A MONTHLY SPEAKER SERIES

Speakers and authors are great ways to bring information, entertainment, and expertise to the community. A monthly speaker series would be a great asset to the community. The speakers may be authors, historians or other experts. Year one we will host four speakers (4.2.1). Year two we will host eight speakers (4.2.2). Year three we will host twelve speakers (4.2.3).

PILLAR 4, ACTION STEP 3: HOST DAILY EVENTS

We envision that in the future when someone is looking for something to do in Indian River his or her first thought will be the library because of the quantity and quality of our events. In the first two years, we will host daily events during our summer reading program and weekly events throughout the year (4.3.1). In year three we will host daily events during the summer and the winter reading programs along with weekly events (4.3.3). In year four we will have at least three events per week outside of the reading program (4.3.4). In year five we will have daily events year round (4.3.5).



Photographs from previous library events

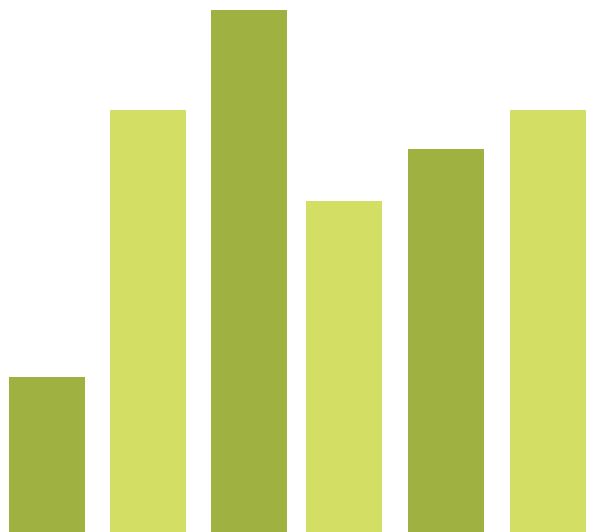
PILLAR 4, ACTION STEP 4: REFURBISH OUR COLLECTION

Many items on the shelves are no longer in demand or contain out of date information. This makes it more difficult for patrons to find what they are looking for. At the same time, there are many partial series and gaps of information. In year one we will complete a thorough weeding of the library removing out of date, unpopular, and worn materials (4.4.1). In year two we will complete a full inventory of the library's collection and highlight the items that need to be purchased (4.4.2). Gradually from year three to year five, we will fill in these gaps in our collection (4.4.3).

PILLAR 5: TO MAINTAIN A HIGH STANDARD OF QUALITY

As we are implementing new programs it is important to ensure that the quality of the library is maintained. Standards change with time and the library must adapt as well. The quality of the library should increase as we achieve our goals, not decrease. This pillar has been broken down into five action steps. The action steps are listed in no particular order.

- Complete a QSAC review (5.1)
- Plan for Technology Updates and Maintenance (5.2)
- Increase Our Current Operating Millage (5.3)
- Encourage Staff Professional Development (5.4)
- Provide Benefits to Staff (5.5)



PILLAR 5, ACTION STEP 1: COMPLETE A QSAC REVIEW

In order to see our progress and ensure we maintain a high standard, we will complete a QSAC review in year five. QSAC or Quality Services Audit Checklist is a program run by the Library of Michigan to recognize the accomplishments of libraries all across the state. Libraries can be rated as Essential, Enhanced or Excellent in that order. This review looks at all areas of the library.



PILLAR 5, ACTION STEP 2: PLAN FOR TECHNOLOGICAL UPDATES AND MAINTENANCE

It is important to be prepared for the future. Technology goes out of date and should be regularly updated. In year one we will create a technology update plan and set aside a portion of the budget each year to support this plan. Additionally, throughout the process, we will maintain a fund balance between 50-75% of our annual operating budget.

PILLAR 5, ACTION STEP 3: INCREASE OUR CURRENT OPERATING MILLAGE

In order to launch all of these other action steps, we need to increase our operating budget. The current rate does not cover our current operating budget. Our current rate is .3 mils. We will launch a millage campaign in year one. If the campaign succeeds the rest of the strategic plan will proceed as planned. If the campaign is not successful any action step requiring an increase in staff time or an increase in library spending will be delayed until we are able to find another source of funding.

PILLAR 5, ACTION STEP 4: ENCOURAGE STAFF PROFESSIONAL DEVELOPMENT

It is important not only to improve the physical library but those working within it. Regular professional development is essential to this process. Professional development empowers staff to take ownership of their work and learn about new ideas and techniques that will keep our library up to date. Starting year two each staff member will receive a budget for training and professional development. Staff members will also be encouraged to apply for grants to cover training beyond their budget. All training will need to be approved by the Library Director.

PILLAR 5, ACTION STEP 5: PROVIDE BENEFITS FOR STAFF

Finding and cultivating staff is important, costly and demanding of time. In order to ensure that our efforts towards cultivating staff have a long-lasting effect, the library will start providing staff benefits in year two. Benefits will include health and dental insurance, paid time off, sick leave and bereavement leave. The benefits will vary for staff based on seniority and hours worked per week. A plan for benefits will be created in year one.

TIMELINE OF EVENTS

Pillar 1

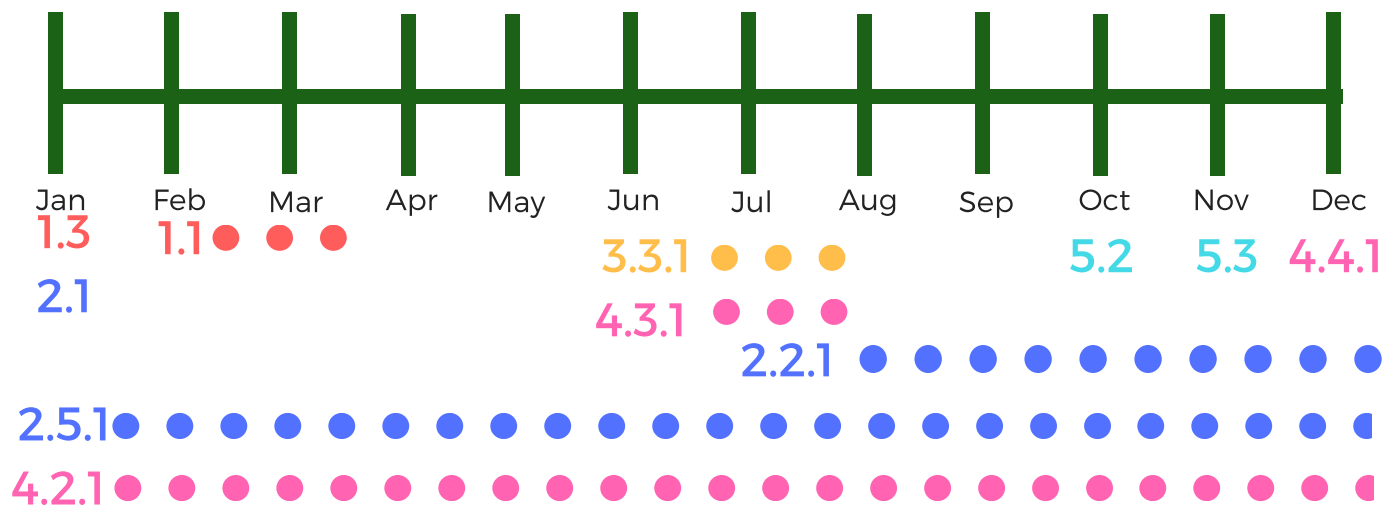
Pillar 2

Pillar 3

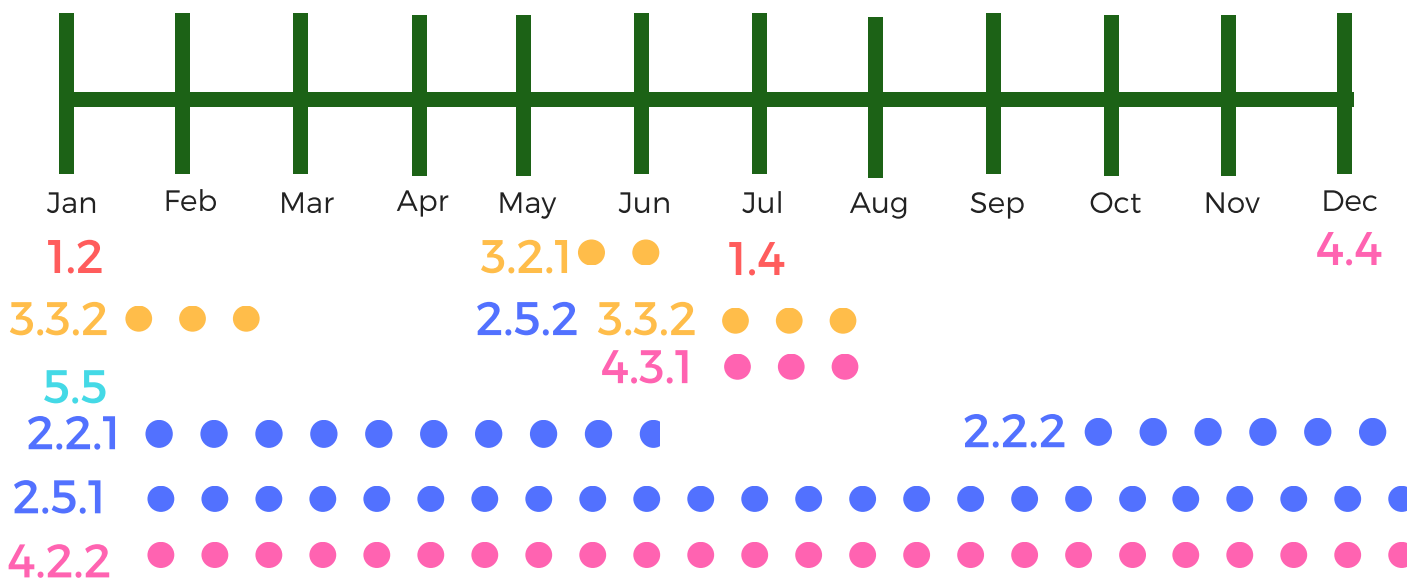
Pillar 4

Pillar 5

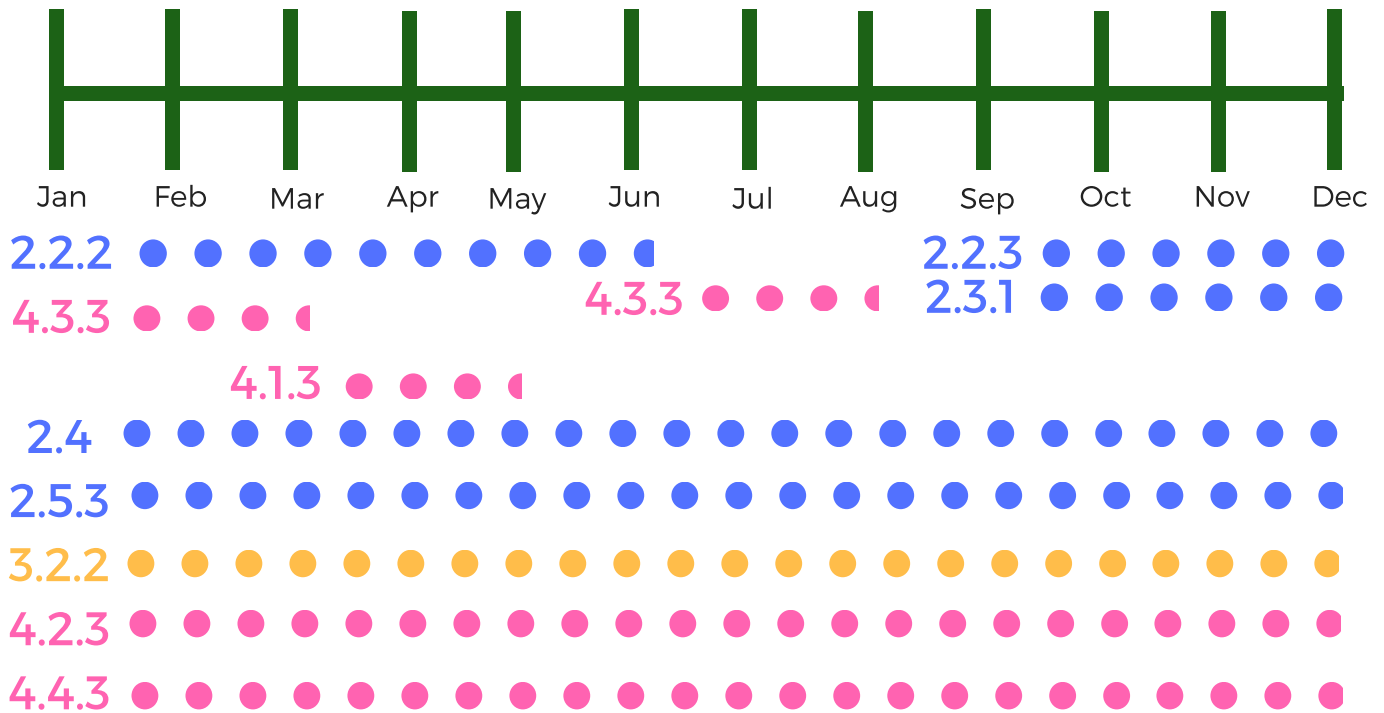
Year 1



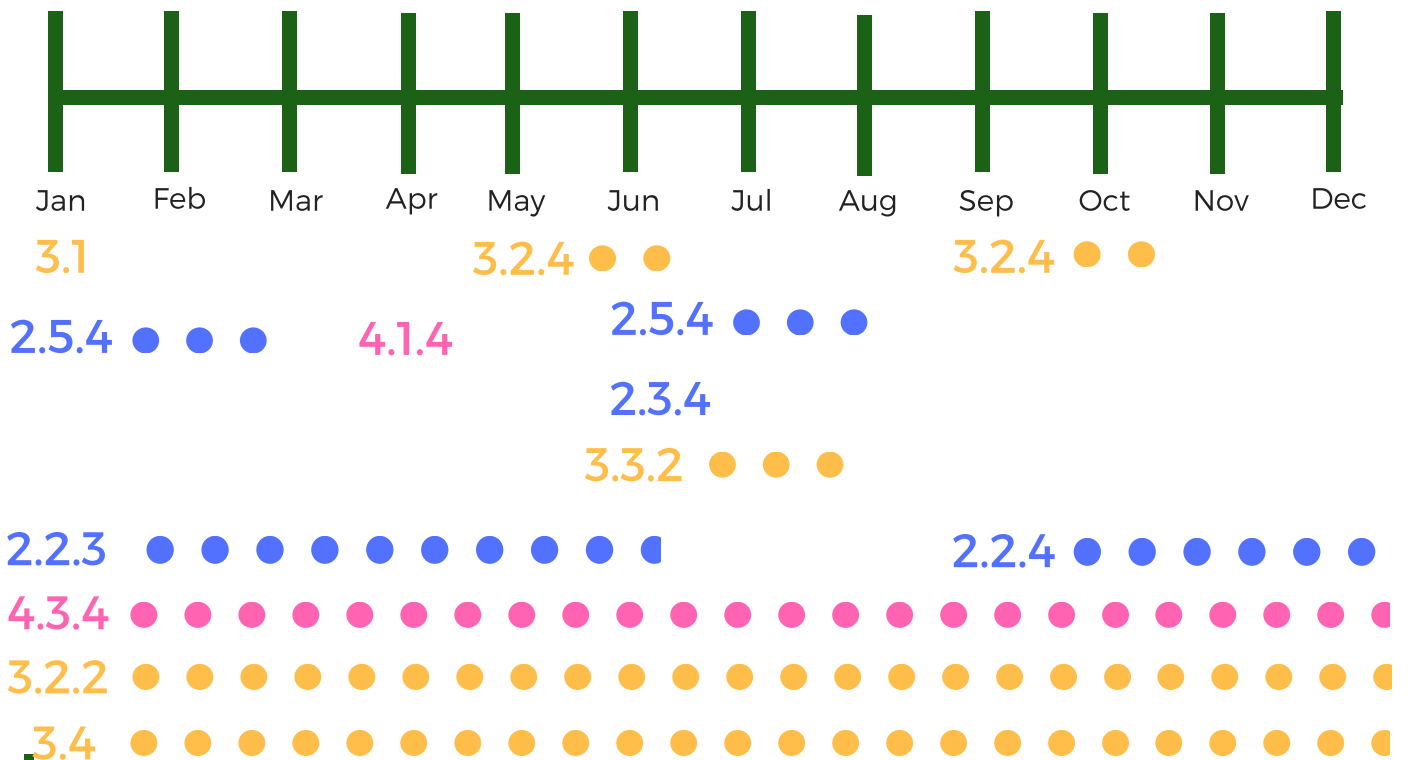
Year 2



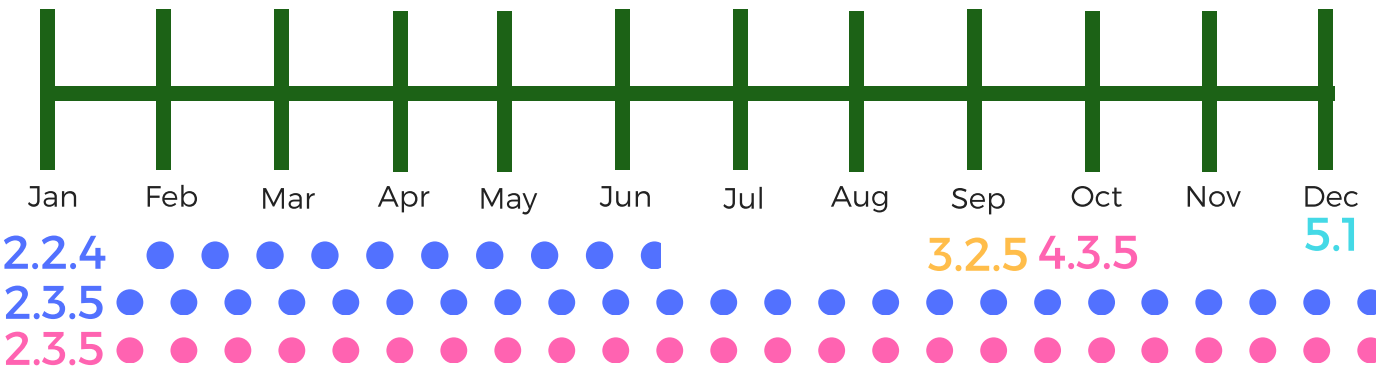
Year 3



Year 4



Year 5



PUBLIC INPUT

Below is all of the public input we collected as part of this process. The input is included in its entirety as written excluding any drawings. The input is divided into the categories we used for soliciting it.

Programming and Events

- Dolly Parton Imagination Library
- Battle of the books
- Author events
- Kids events, summer fun, late events
- Adult book group!
- Repair cafe
- Preschool style learning - 1 hrs per day
- Programs for adults 5x per year - Authors, local celebrities, area interests etc
- Community history, individuals describing their hobby
- Quality speakers on interesting topics
- More children's activities, winter activities
- Business Resource presentation
- Continue awesome storytime and events for kids - Butterfly event summer 2017

Physical Space

- More colorful - Help patrons feel more cheerful
- Better lighting - More natural light
- Lounge reading area that is comfy
- Different arrangement of shelves to open up the room
- Comfy furniture that makes people want to stay and read
- Lounge area to sample books before checking out
- Fresh wall paint/colors matching new rug
- New posters or other items on the walls
- New computer chairs, some cozier areas to read

- Comfortable seating areas
- Little free lending library at devoe Beach or Cooperation park
- More defined teen area, better teen seating
- High quality photos showing unique scenes in our community, maybe have a contest
- More organized with sections & ways for kids to recognize easier
- Neat and tidy area behind desk and elsewhere - Show pride and makes me have confidence in the experience
- Blinds at personal computer area - The sun is so bright you can't see your screen in the afternoon
- Replace chairs
- Put computer services in a different location

Collection

- More outdoors camping hunting fishing related to michigan
- More e-books and more copies of popular ones
- Audiobook cds
- Recent DVDs
- Lending with Petoskey library
- Pure michigan area
- Replacement cards available for free every so often
- Audio and ebooks

Customer Service

- Our new librarian was awesome when we stopped in tonight, she was friendly helpful and encouraged me to attend the meeting
- Highlight michigan authors
- Your doing everything great - no need for change
- Hours of operation - Open monday, Shorten tuesday, More hours saturday

Other Services

- Family Law resources
- Glad to see tech time
- Google drive/google classroom workshop
- Help with resumes
- Staff taught skill development once per month on mel and overdrive
- laminating , copying and faxing

What People Love About Our Library

- Staff is welcoming, fun events, good atmosphere
- Access to learning materials
- Mara & Staff
- Friendly Helpful Staff
- Current staff
- Story time and sing-along
- Mara & Staff - Library is more positive and family friendly since her takeover
- The people
- Large print books and lots of other stuff
- The Staff

One thing People Would Change About Our Library

- Seating spaces with small couch and two chairs so people will stay a while
- More townships involved with the library
- Better computer seating, monthly display topics
- Layout is confusing
- Better use of space
- Wireless hub checkout
- Longer hours

People's Ideal Library is/has...

- Informative, Dynamic and Resourceful
- Late hours, lots of activity, a variety of books
- Spaces to sit and work
- Larger space, large signs describing the different collections, automated checkout, order books for pick up

People's Ideal Library is/has...

- Greater Community outreach beyond the Resorter - School handouts for Book Bags, Real Estate Office for incoming homeowners
- Occasional Press Release

Thank You For Your Input!

CONTACT US

While the input session for this strategic plan may be completed we always value your input. If you have any comments, questions, concerns or are interested in helping make these goals a reality you can reach us with the contact information below.

By Mail:

Indian River Library Area Library
Po Box 160
Indian River, MI 49749

By Email:

strategicplanning@indianriverlibrary.org

By Phone:

(231) 238-8581

In person:

3546 S Straits HWY
Indian River, MI 49749