

Glen Lake
Community Library
Empire, Michigan



Strategic Plan 2014 - 2024

Approved by the
Glen Lake Community Library Board
March 12, 2014

Introduction

The Glen Lake Community Library's strategic plan project was proposed at the December 2012 Board Meeting. The final plan was approved by the Board at the March 2014 meeting. It took over a year of effort to turn the Library's envisioned future into actions. A long time in coming, but the Library found, as many other organizations have discovered, that the payoff was the journey. The effort of thinking, discussing, and inviting input from the public has enabled the Glen Lake Community Library to better communicate what it intends to become. The Library also found the process has added a new dimension to the Board by enhancing its decision-making ability and re-vitalizing its commitment to superior service.

The plan was completed during seven Board Planning Sessions. Early on the Board envisioned the future 10 years out and brainstormed what we thought the library would become. The Board then created a Vision statement, followed by a new Mission statement and a set of Values. The Board also conducted a survey of the three townships the library serves and also a special focus group meeting with members of the Friends of the Library. The survey and focus session provided valuable input for a Strength, Weakness, Opportunity and Treat (SWOT) model. Using the SWOT model, six Long-Term Objectives were created along with action steps.

Every session was facilitated by Glen Lake resident Peter Van Nort. Peter set each session's agenda, ran the meetings and assigned homework. He kept the process moving and helped bust through occasional log jams. We thank him for his prodigious effort. The Library's Board members and Planning Committee members are listed on the Acknowledge page. A special thanks goes to Board Member Linda Young. Linda became a special advisor to the Planning Committee by providing needed advice and encouragement throughout the project. The experience she lent from her professional years managing non-profit organizations was extremely valuable.

Contained in this plan is a new Library Vision, Mission Statement, set of Values, and seven Long Term Objectives each with a set of Actions. We have since identified Long Term Objective leaders and Action Teams to work the plan into reality.

Acknowledgements

A dedicated Board, hard working Planning Committee and an experienced facilitator worked together to create the plan. Below are the contributors.

Glen Lake Community Board:

Bruce Westover, President
Lou Ricord, Vice President
Barbara LeJeune, Secretary
Gary Humphreys, Treasurer
Sue Miller, Friends of the Library Representative
Ann Davey, Friends of the Library Advisor
Larry Krawczak, Board Member
Sue Kroeger, Board Member
Steve Nielsen, Board Member
Carole Roach, Board Member
Linda Young, Board Member
David Diller, Director of the Library

Strategic Planning Committee:

David Diller, Director of the Library
Joan Kramps, Friends of the Library
Lou Ricord, Planning Committee Chair and Board Member
Bruce Westover, Board Member
Linda Young, Board Member

Plan Facilitator:

Peter Van Nort, Organizational Planning Consultant

Glen Lake Community Library

Strategic Plan: 2014 - 2024

VISION

To engage the communities served by fostering reading, knowledge, and the exploration and sharing of ideas.

MISSION

The Glen Lake Community Library will bring people, information, and ideas together to support the evolving educational, intellectual, and recreational needs of Empire, Glen Arbor, and Kasson Townships.

While preserving its traditional roles, the library will cultivate diverse experiences, services, and materials including the use of emerging technologies to link people to information.

VALUES

Lifelong learning

Promote lifelong learning opportunities.

Service excellence

Provide facilities, technologies, and outreach services that are accessible, attractive, and high quality.

Fiscal responsibility

Use sound fiscal management to ensure continuing efficient and effective services.

A culture of appreciation and respect for staff, volunteers, and patrons

Instill a culture that recognizes the library staff as a valuable resource, encourages teamwork, recruits and rewards volunteers, and respects the needs of the communities served.

LONG-TERM OBJECTIVE #1

Be a magnet for learning and reading for all ages

1. Maintain a collection of diverse materials in a variety of formats.
2. Establish a program advisory committee.
3. Collaborate with community organizations and individuals to create programming opportunities.
4. Develop classes, programs, and presentations of interest to various age groups in the three townships the library serves.
 - a. Offer book-discussion groups, reading programs, and author talks in the three townships.
 - b. Support youth summer reading and other outreach programs.
 - c. Provide tutorials on the use of electronic resources.
 - d. Explore ways to provide tutoring.
 - e. Explore providing after-school programming.

LONG-TERM OBJECTIVE #2

Establish partnerships to realize the library's mission

1. Maintain and strengthen the Library Board's (Board's) relationship with the Friends of the Glen Lake Community Library (GLCL).
2. Identify and build alliances in the three townships the library serves.
 - a. Develop partnerships with clubs, organizations, and individuals.
 - b. Encourage partnerships with schools and home school providers.

LONG-TERM OBJECTIVE #3

Build an inviting, functional and accessible facility

1. Orient the Board and Director to the building process.
2. Determine space needs for the GLCL.
 - a. Research best practices of operations and space planning for libraries.
 - b. Research and determine the future needs of the library.
 - c. Identify and visit other libraries in Michigan.
3. Appoint a Building Design Committee.
 - a. Organize and finalize an architectural search.
 - b. Seek input from the Board, staff, Friends, patrons, and the public.
 - c. Develop a vision for the building.
4. Finalize the building design.
5. Finalize and approve a construction plan, including budget and timeline.
6. Work with the Capital Campaign Committee to finalize a campaign theme, schedule, and fundraising goal.
7. Once funds are committed appoint a Construction Committee to supervise the construction project.
 - a. Select a construction company.
 - b. Determine a construction schedule.
 - c. Determine and troubleshoot the effect of construction on library services.

LONG-TERM OBJECTIVE #4

Be a visible and accessible resource in all three townships

1. Establish a marketing advisory committee.
 - a. Develop the GLCL's brand.
 - b. Formulate initiatives to increase the library's visibility.
2. Explore the need for additional hours of operation.
3. Explore offering additional services in all three townships.

LONG-TERM OBJECTIVE #5

Have a premier board, staff and volunteer corps

1. Establish Board policies and procedures, including
 - a. orientation for new trustees
 - b. job descriptions
 - c. qualifications
 - d. a succession plan
 - e. terms
2. Establish staff policies and procedures, including
 - a. job descriptions
 - b. qualifications
 - c. a succession plan
3. Develop a volunteer-orientation program.
4. Regularly evaluate library services, policies, and procedures to determine whether they are meeting goals and expectations.
5. Create an environment in which trustees, staff, and volunteers are encouraged to share innovative and creative ideas.

LONG-TERM OBJECTIVE #6

Use appropriate library technology

1. Evaluate the Library's current use of technology; recommend and incorporate new technologies.
 - a. Coordinate this evaluation with the library's new building program.
 - b. Recommend technology that fits with the library's Vision and Mission.
 - c. Develop a schedule for acquisition and installation.
2. Provide ongoing technology training to staff and volunteers.
 - a. Conduct an assessment of technology training materials.
 - b. Create or purchase new training materials and services.
3. Provide library patrons with instructions for using online services the library offers.
 - a. Conduct an assessment of online service training aids.
 - b. Create or purchase new training materials and services.
4. Invest in educational technology and programs for children.
 - a. Evaluate the library's current use of educational technology and programs.
 - b. Engage local schools in evaluating the library's current educational technology and programs and recommending new technologies and programs.
 - c. Recommend to the Board a schedule that includes de-installation of old technologies, and the purchase/ installation of new technologies and programs.

LONG-TERM OBJECTIVE #7

Be a prudent manager of the library's financial resources

1. Establish a financial advisory committee.
 - a. Evaluate bookkeeping responsibilities and procedures.
 - b. Review fees and other revenue streams.
 - c. Explore the feasibility of creating an endowment fund.
 - d. Encourage planned giving and memorials.
2. Prepare for the 2016 millage vote.
 - a. Establish a millage committee.
 - b. Determine the millage amount.
 - c. Determine a millage calendar.
3. Encourage and support the library Director in seeking grants and other funding opportunities.
4. Secure financial support for library programs and outreach efforts.
5. Organize a capital campaign to help fund library expansion.