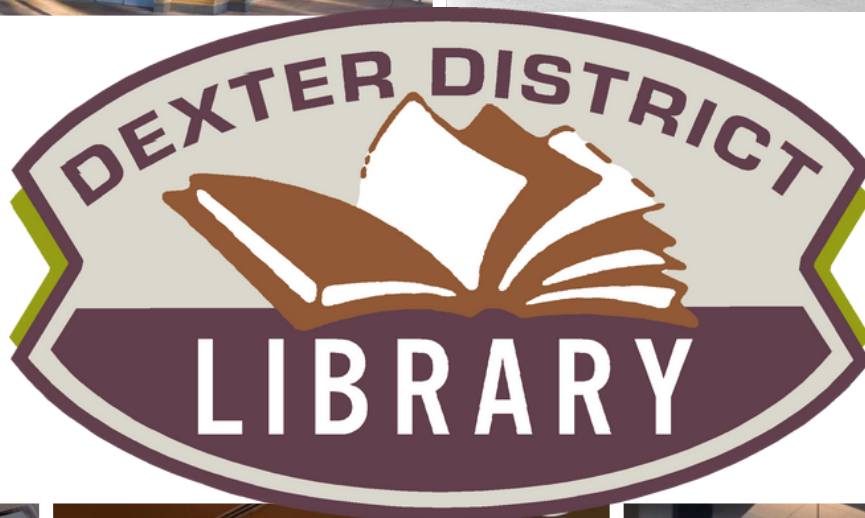


# STRATEGIC PLAN

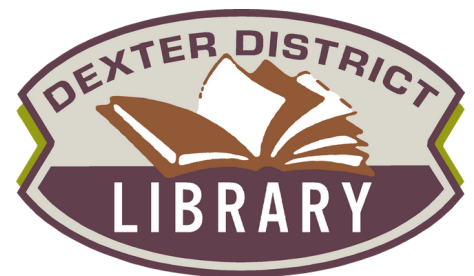
2024 - 2026





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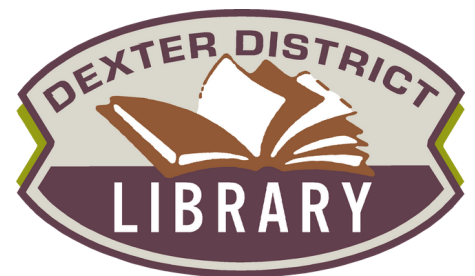
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# Introduction

Dexter District Library is a vibrant resource for the community. Its dedicated staff, engaged patrons, and vital services create a welcoming and inclusive community space. To align its resources with the emerging priorities of the community, the Library has undertaken a comprehensive strategic planning process incorporating feedback from community members and stakeholders. Implementing a new strategic plan will allow the Library to focus on expanding collaborative partnerships; evolving services and communications; maximizing Library spaces; prioritizing inclusion and belonging; and nurturing innovation and a positive team culture.

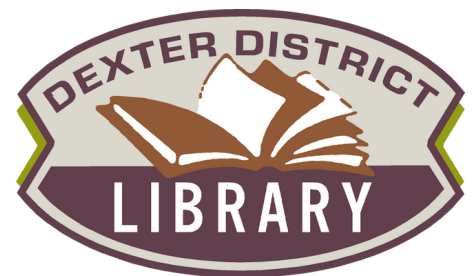


# Our Process

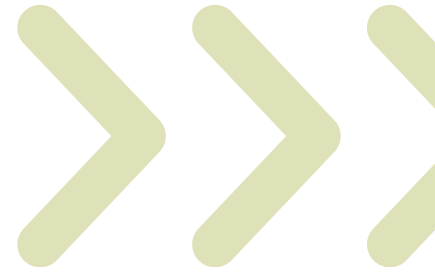
Dexter District Library initiated a strategic planning process that began in mid-2023. Fast Forward Libraries LLC, a consulting group with library expertise, was engaged in July 2023 to facilitate the community-focused planning process in three phases: *Learn, Dream, Do*. The *Learn* phase entailed forming a Planning Team to guide the process, holding staff and Board feedback sessions and a survey, followed up by conducting a public survey, interviews with key community leaders, and focus group sessions with key constituencies. At the end of this phase, data was brought together in a Learning Report that also included appendices with community demographic trends and a benchmarking study.

In the *Dream* phase, the Board and staff talked about possible future priorities for the Library during retreat sessions. This strategic plan will guide the Library through the *Do* phase, as the Library executes its vision for the future. Below are data highlights that informed the strategic planning process and contributed to the development of this plan.

- Library usage has almost returned to pre-pandemic levels, with total circulation exceeding FY2019.
- The Library is serving a larger population with Census numbers showing the number of people in the district has increased by almost 10% in the past ten years.
- During focus groups and interviews (38 participants), five essential library themes emerged that were further discussed during Board and Staff retreat sessions. The five essential library themes were: Inclusive and diverse collection; community engagement and programming; accessibility and user experience; communication and marketing; and train and retain staff.
- 380 people completed the community survey (1.8% of the Library's service area). 95% indicated that they are satisfied or very satisfied with the Library overall. Respondents indicated that they want the Library to continue to invest in print and digital collections.
- 26 Board and Staff members also completed a survey and identified opportunities to improve by increasing communication, focusing on work culture and operations, and cultivating a strong team spirit.

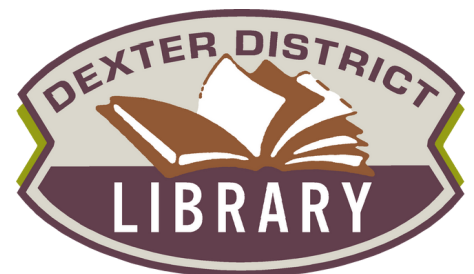


# Review of Process



The Planning Team spent months exploring community needs and developing strategies to advance the DDL mission over the next three years.

<b>August 2023</b>	<b>Planning Team kick-off meeting</b>
<b>September 2023</b>	<b>Community survey</b>
<b>September - October 2023</b>	<b>Board and Staff survey Community Focus Groups and Interviews</b>
<b>November 2023</b>	<b>Learning Report</b>
<b>December 2023</b>	<b>Board and Staff retreats, Planning Team meeting, Plan development</b>
<b>January 2024</b>	<b>Plan review and presentation to Board, Transition to implementation</b>

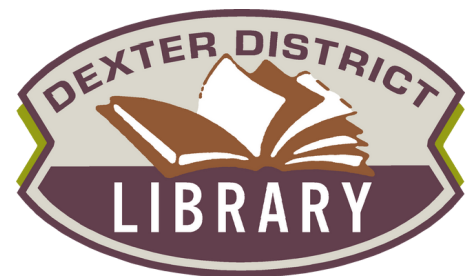


# Vision

A pathway of discovery - empowering minds and connecting community.

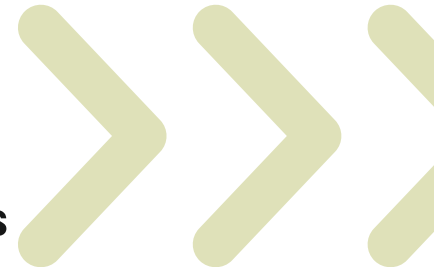
# Mission

As a community gathering place, we inspire literacy, provide engaging programming, facilitate access to information, and promote lifelong learning.



# Strategic Direction 1

## Enhance Community Engagement and Core Services



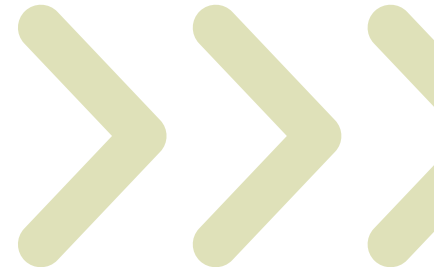
*We provide library services in response to community needs that include meaningful collections and programs for all ages. We learn from our community about how to best expand library visibility and awareness through creative communications and collaborative work with key partners.*

### Goals and Objectives

- 1.1** Advance Partnerships and Collaborations to Raise Library Visibility, Leverage Resources, and Inspire Connections
  1. Create a partner case statement.
  2. Inventory community services and create mission-aligned partnership plans.
  3. Establish a system for partner relationship management.
  4. Assess the need for deposit collections / delivery system for targeted partners.
  5. Annually present to key organizations based on outreach goals.
  6. Develop outreach plan for pop-up libraries at key community events.
  
- 1.2** Expand Innovative and Responsive Services for Broader Access
  1. Implement a system for post-program evaluation.
  2. Weed the collection and develop a space plan for non-traditional collection expansion.
  3. Create a Program Committee for library-wide, cross-department program coordination.
  4. Develop a proposal to consider becoming permanently fine free.
  5. Meet with targeted partners about program needs.
  6. Develop a plan for off-site programs with key partners.
  7. Adjust library operating hours.
  8. Analyze usage to eliminate underused programs and services
  
- 1.3** Evolve Library Communications to Reach More Audiences and Increase Overall Awareness of Services
  1. Create a marketing plan that includes a regular schedule for coordinated online and print promotions.
  2. Develop a position to coordinate and implement marketing efforts.



# Strategic Direction 2



## Invest in Library Spaces and Technology

*The accessibility of our library building and the ways in which we operate to serve the public are paramount to our success. We work to ensure comfortable library spaces and inclusive operations that support the emerging needs of our community.*

### Goals and Objectives

#### **2.1 Update and Improve Facility to Ensure a Safe, Welcoming, and Comfortable Library**

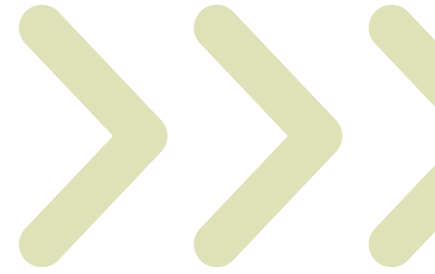
1. Engage in a study to determine possible modifications to library spaces both indoors and outdoors.
2. Conduct a safety audit.
3. Conduct journey mapping to identify possible new signage.

#### **2.2 Review and Modernize Technology and Operations to Promote Accessibility and Positive User Experience**

1. Add self-checkout stations.
2. Investigate automation options for better customer service (e.g. phone tree).
3. Update payment options.
4. Implement a consolidated meeting room booking solution.
5. Consider adding library drop box locations and pick up lockers.

# Strategic Direction 3

## Nurture a Healthy Organizational Culture



*We prioritize opportunities for staff development, support a positive team culture, and encourage organization-wide innovation that benefits overall patron and staff experience.*

### Goals and Objectives

#### 3.1 Foster Internal Learning and Communication for a Positive Organizational Culture

1. Establish a schedule for staff presentations to the Board.
2. Hold quarterly all-staff meetings.
3. Create a Program Committee for library-wide, cross-department program coordination.
4. Create individual development plans for each employee with professional development goals and the budget to support achieving the goals.
5. Hold two Staff Day sessions per year to focus on cultivating positive team dynamics.
6. Engage in a staff-led process to create a culture statement.

#### 3.2 Prioritize Staffing and HR Needs to Improve Staff Retention and Morale

1. Update library organization chart and job descriptions based on current best practices.
2. Inventory job duties and create a cross-training plan and procedure manual.
3. Create leadership development and succession plans for key positions.
4. Update staff handbook.
5. Implement an annual job satisfaction survey and create a plan to address findings.
6. Develop standardized on-boarding process to ensure understanding of library policies and procedures.
7. Explore team building activities.

# Next Steps

## Implementation and Evaluation

Now that this plan has been adopted by the Dexter District Library Board of Trustees, staff will develop an annual activity plan to guide implementation. Implementation is a continual process. The timing of certain activities will be determined by priority and influenced by various factors, such as funding and other resource allocation. Review and adjustment of the activity plan will happen on a regular basis.

A complete evaluation framework will be developed once the activity plans are finalized. Evaluation of the plan will be ongoing once plan implementation is underway. The plan's status and implementation will be reported regularly to Trustees, staff, patrons, and stakeholders.

