

**Elk Rapids District Library Board of Trustees**  
**Special Meeting**  
**March 1, 2022, 2:00 pm**  
**at the Government Center, 315 Bridge St., Elk Rapids**

**Agenda**

- |    |                                       |            |
|----|---------------------------------------|------------|
| 1. | Call to Order                         |            |
| 2. | Approve Agenda                        | Action     |
| 3. | Strategic Planning Proposal from MCLS | Discussion |
| 4. | Employee Handbook Amendment           | Discussion |
| 5. | Public Comment                        |            |
| 6. | Adjourn                               | Action     |

## Library Assessment Project Overview-

The values questions that you refer to from the Traverse Area District Library are a part of the engagement process. The one-on-one interviews conducted by the Strategic Planning Committee would be where the community aspirations and concerns are inquired into. The committee members would ask 5 questions to gather that information including asking what kind of community they want to live in and why that is important to them (to hear community aspirations), we then ask how that's different from how things are now and what would need to happen to create the change needed to see the aspirations realized (to hear community concerns), and the final question is how might the library help to reach the community's aspirations (to hear how the community feels the library can support and meet needs). One of the options included in the proposal was also doing community conversation, and we ask similar but expanded questions in the conversations. The conversations would be facilitated by MCLS. Once we've gathered the notes from the interviews (or conversations, if desired), MCLS will theme the information into a Community Engagement Report that would reflect the aspirations, concerns, and how the library could help the community reach those aspirations.

The Community Survey is simply to gain information about library services as they exist or what people might be interested in in the future. An example of examining services for the future might be you would like to create a makerspace or have a collection of makerspace equipment and there could be a question about what items people would like for a makerspace. From the Community Survey, MCLS would provide a report of the input gathered.

The interview process in combination with the Community Survey about library services allows the voices from the community around values, aspirations, concerns, etc. to be heard while still gathering information about current and future library services.



MIDWEST COLLABORATIVE  
*for* LIBRARY SERVICES  
Building better libraries

# Proposal for Services

Strategic Planning for the Elk Rapids District Library

January 24, 2022

This proposal is valid for 90 days

## Executive Summary

MCLS uses a model of planning that combines the aspirations of the community with the strengths of the library to create outcomes that are achievable and impactful. We seek community input through engagement tools developed by The Harwood Institute for Public Innovation. During the engagement process the library's appointed Strategic Planning Committee will engage strategically-identified community leaders in one-on-one interviews about what they want their community to be, what challenges they face in realizing these aspirations, what changes are needed to overcome those challenges, and how the library can contribute to meeting their aspirations.

If desired, MCLS can also facilitate Community Conversations in addition to the one-on-one interviews. These are 90-120-minute conversations with small groups of community members which seek input about their aspirations and concerns for their community, as well as how the library can contribute to meeting their aspirations.

In addition to the community leader interviews and conversations (if chosen), MCLS will engage the community more widely through the use of an online survey instrument to gain feedback around library services. The engagement options are outlined further in the Strategic Planning Process Summary and Cost sections.

MCLS will compile this "public knowledge," or community input, gathered by the Strategic Planning Committee interviews and Community Conversations (if chosen) and create a Community Engagement Report that will help to inform the Planning Committee in their work. This process will help your library engage others, discover potential community partners, and develop strategies that strengthen the library's relevance and significance in the community.

After the engagement process, we will combine the public knowledge gathered with expert knowledge from the Strategic Planning Committee and library staff. By using the SOAR framework (strengths, opportunities, aspirations, and results) we will assist your library in identifying key service priorities that are aligned with local community needs and library strengths. Working with library staff we will then assist you in developing goals, measurable objectives, and timelines, resulting in a strategic plan that increases the library's impact, relevance, and visibility.

If conditions are safe to do so, we can conduct this process on-site at your library. We are also able to conduct the entire process in the virtual environment, using virtual collaborative meeting tools, such as Zoom, Padlet, and Google Jamboard.

## Strategic Planning Process Summary

The process outlined below can be accomplished over approximately four to five months from a mutually agreed upon start date.

### Part 1: Preparation

MCLS will meet with the library director or planning contact in preparation for the planning process.

The Strategic Planning Committee should consist of 12-15 members and may include the director, key staff, 1-2 board members, and representatives of the Friends of the Library.

The role of the Strategic Planning Committee will be to participate in an initial 2-hour kick-off meeting to strategically identify individuals to participate in the engagement stage of the process, to interview community leaders, and to participate in a half-day retreat to identify the library's core values, vision, and key strategic directions.

### Part 2: Community engagement

We will gather "public knowledge" (interviews with community leaders and members and/or community conversations) to gather information about the community's needs relative to the library. The public knowledge will be gathered using the aspirations model of The Harwood Institute for Public Innovation and community survey.

#### *Option 1*

- The Strategic Planning Committee members will conduct interviews with approximately 30 community leaders
- MCLS will compile the information gathered from the interviews into a themed Community Engagement Report
- MCLS designs and analyzes community survey

#### *Option 2*

- The Strategic Planning Committee members will conduct interviews with approximately 30 community leaders
- MCLS will facilitate, record, and theme five Community Conversations to engage up to approximately seventy community members face-to-face
- MCLS will compile the information gathered from the interviews and conversations into a themed Community Engagement Report
- MCLS designs and analyzes community survey

### Part 3: Planning

- MCLS will facilitate a half-day retreat with the Strategic Planning Committee to review the community input and use the SOAR methodology to develop/confirm the vision and core values, as well as the key strategic directions.
- MCLS will facilitate another half-day retreat during which the director and key staff members (12-15) review the community input, vision, values, and key strategic directions. At the retreat, staff will operationalize the plan by developing goals and brainstorming activities that the library might implement to accomplish the key priorities. At this time, they will address organizational competencies: things that must be taken care of at the organizational level to achieve the goals, such as policies, procedures, funding, technology, staffing, etc. They will also draft output and outcome measures for assessing progress. The product of this retreat will be a draft plan.
- Following the retreats, MCLS will work closely with the director to prepare the final plan document, including one virtual meeting.
- MCLS will facilitate a final virtual meeting with director and key staff to assist in the development of an implementation timeline and measurement plan.

# Proposed Work Schedule

Task	Planning Activity	Month
Task 1	Design the planning process (meet with consultant)	Month 1
Task 2	Start the planning process (establish Strategic Planning Committee)	Month 1
Task 4	Kick-off meeting with Strategic Planning Committee to introduce process strategically identify community members to engage (meeting facilitated by consultant)	Month 2
Task 3	Identify community needs (Interview community leaders and/or conversations)	Month 2
Task 4	Implement community survey	Month 2
Deliverables	Survey Results, Community Engagement Report	Month 3
Task 5	Planning Committee selects values, vision statement, and key strategic directions (retreat facilitated by consultant)	Month 3
Task 6	Operational Retreat - write goals and objectives, potential activities, organizational competencies (retreat with key library staff - facilitated by consultant)	Month 3
Task 7	Write the Strategic Plan	Month 4
Deliverables	Written Strategic Plan , Implementation Plan, Measurement Plan	Month 4

## Cost

The costs for strategic planning services are outlined below and include a “not to exceed” cost for the full-service package. Prices include all clerical costs, printing costs, consulting costs, data analysis costs, and travel.

### Community Engagement

#### Option 1

- MCLS compiles report from the community leader interviews \$2,000
- MCLS designs and analyzes community survey \$2,000

#### Option 2

- MCLS conducts 5 Community Conversations and compiles report combining data from the community leader interviews and Conversations \$6,000
- MCLS designs and analyzes community survey \$2,000

### Meeting/Retreat Facilitation, Preparation, and Supplies

- Initial 2-hour kick-off meeting with Strategic Planning Committee to introduce the process and strategically identify community members to engage
- Half-day retreat with the Strategic Planning Committee to review the community input and to develop the vision and values, as well as the key strategic directions
- Half-day operational retreat during which the director and key library staff review the community input, vision, values, and key strategic directions. At the retreat, staff will develop goals and brainstorm activities that the library might implement to accomplish the key strategic directions. They will also draft output and outcome measures for assessing progress. The product of this retreat will be a draft plan.
- 2 additional virtual meetings with Director to complete written plan, implementation timeline, and measurement plan

Meeting/Retreat Facilitation, Preparation, and Supplies Cost \$9,000

Written Plan \$4,000

**Option 1 Total not-to-exceed cost for full-service planning \$17,000**

**Option 2 Total not-to exceed cost for full-service planning \$21,000**

Payment of the fee is broken down and tied to project deliverables:

*Option 1* - \$4,000 Upon completion of the community interviews and delivery of the survey analysis and Community Engagement Report

*Option 2* - \$8,000 Upon completion of the community interviews and Conversations and delivery of the survey analysis and Community Engagement Report

\$9,000 Upon completion of the Strategic Planning Committee retreat and key staff operational retreat

\$4,000 Upon completion of the written plan

## Qualifications of Firm and Prospective Team Members

MCLS is a collaborative organization partnering with Indiana and Michigan member libraries, product vendors, and other library entities to provide informational content, operational services, and personal oversight designed to assist libraries in helping themselves better relate to the patrons and communities they serve. We have worked with several libraries on full or partial-service strategic planning and have facilitated multiple other meetings for libraries. Resumes for consultants available upon request.

## Past and Current Clients

The following is a partial list of past and current clients of MCLS's consulting services for Strategic Planning and/or Meeting Facilitation.

- Leland Township Public Library (MI)
- Syracuse Turkey-Creek Township Public Library (IN)
- Indiana State Library (IN)
- Branch District Library (MI)
- Paw Paw District Library (MI)
- Hussey-Mayfield Memorial Public Library (IN)
- Knox County Public Library (IN)
- Central Michigan University Libraries (MI)
- Kalamazoo Public Library (MI)
- Chippewa River District Library (MI)
- Michigan State University Libraries (MI)
- Oscoda County Library (MI)
- Suburban Library Cooperative (MI)
- Hamilton East Public Library (IN)
- Anderson Public Library (IN)
- Traverse Area District Library (MI)
- Westchester Public Library (IN)
- Culver-Union Township Public Library (IN)

## References

Ryan Wieber, Director, Kalamazoo Public Library, Kalamazoo, MI, ryanw@kpl.gov,  
(269) 553-7828

Michele P. Howard, Library Director, Traverse Area District Library, Traverse City, MI,  
mhoward@tadl.org, (231) 932-8527

Lisa Stamm, Executive Director of Westchester Public Library, Chesterton, IN, lisa@wpl.lib.in.us,  
(219) 926-7696

Erin Lawrence, Director of Culver-Union Township Public Library, Culver, IN,  
elawrence@culver.lib.in.us, (574) 842-2941

Kathy Irwin, Dean of University Libraries, Central Michigan University, irwin1km@cmich.edu,  
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## Contact Information

To discuss this proposal, please contact:

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Engagement, Consulting, and Training  
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Lansing, MI 48910  
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### Agreement for Services

#### By Elk Rapids District Library:

Signature \_\_\_\_\_ Date \_\_\_\_\_

Printed Name \_\_\_\_\_ Title \_\_\_\_\_

#### By MCLS:

Signature \_\_\_\_\_ Date \_\_\_\_\_

Printed Name \_\_\_\_\_ Title \_\_\_\_\_

## Survey Question Examples

### General Questions

- I consider the Library to be an important part of the community.
  - Strongly agree to strongly disagree rating

### Users or Non-Users

- Where do you live? (list different towns, townships, etc.)
- Do you or does anyone in your household have a [library name] card? (Yes/No)
- In the past year, have you visited the library for any reason? Yes or No
  - If no, please check all of the reasons you have not
    - Library hours are not convenient
    - Library location is not convenient
    - I prefer to buy my books or other materials
    - Library does not have the materials I want
    - I don't have transportation to the library
    - I am physically unable to do so
    - I really don't need anything from the library
    - Personal time constraints
    - I don't know where the library is
    - I use another library
    - There is a lack of quiet space
    - I use the internet to read library materials (e.g. Overdrive)
    - What other issues keep you from using the library (text box)
- How often do you visit the library?
  - Very often (4+ times a month)
  - Often (1-3 times a month)
  - Sometimes (approximately every other month)
  - Rarely (1-2 times a year)
- Do you visit other libraries (besides this one)?
  - If yes, why?
    - Attended a class or event
    - Hours are more convenient
    - Location is convenient
    - Used their meeting room
    - I like visiting other libraries
    - Library is quieter
    - Library is more spacious

- Library offered materials or a service not available at this library
  - Other reasons (text box)
- How do you use the library's services? Check all that apply.
  - Borrow a book or magazine
  - Borrow an audiobook, movie DVD, or music CD
  - Check out eBooks, eAudiobooks, or videos from Overdrive/Hoopla, etc.
  - Do research or find information
  - Sit, study, or read
  - Use one of the library's computers
  - Use the copy machine or to fax a document
  - Access library wifi with own computer, smartphone, or tablet
  - Attend an adult program
  - Bring a child to a program
  - Get help from a librarian
  - Look for a job
  - Get tax forms
  - Other reasons (text box)
- How important is each of the following services to you? (Very important, Important, Somewhat Important, Not important, Unsure/Don't know/Neutral)
  - Borrowing materials (books, DVDs, music, etc.)
  - Reference (research assistance from staff)
- Think about the last year. Generally, how often did you visit the library?
  - Weekly or more often
  - About once or twice a month
  - About once or twice in 6 months
  - Rarely; only once or twice in the past year
  - Not in the past year
- Did you visit the library with children (12 years or younger) within the last year? The children could be yours, grandchildren, or other children.
- Are you aware of these services offered by the library? Yes/No options
  - Free downloadable eBooks and eAudiobooks
  - Ability to borrow from libraries statewide or nationwide
  - Digital Magazines
  - Access to online resources such as consumer advice, investment research, car repair, learning a language, and tutoring (specific to library)
  - Free WiFi
  - Wireless printing
  - Computers with access to printers and scanners
  - Photocopier and fax

- Coffee machine

### Library Hours

- If the library hours were to change, what new hours are important to you personally (that you would likely use)? (Very likely, Somewhat likely, Unlikely)
  - Weekday evening after 7 p.m.
  - Saturday (morning/afternoon)
  - Sunday (morning/afternoon)

### Program Hours

- As a parent I would prefer to attend programs with my child that are scheduled:
  - Weekday mornings
  - Weekday afternoons
  - Weekday evenings
  - Weekends
  - No preference
- As a parent, I would prefer to have my school age child attend programs that are scheduled:
  - During the school year:
    - Weekday mornings
    - Weekday afternoons
    - Weekday evenings
    - Weekends
    - No preference
  - During the summer:
    - Weekday mornings
    - Weekday afternoons
    - Weekday evenings
    - Weekends
    - No preference
- As an adult, I would prefer to attend programs scheduled:
  - Weekday mornings
  - Weekday afternoons
  - Weekday evenings
  - Weekends
  - No preference
- As a pre-teen/teen I would prefer to attend programs scheduled:
  - During the school year:
    - Weekday mornings
    - Weekday afternoons

- Weekday evenings
  - Weekends
  - No preference
- During the summer:
  - Weekday mornings
  - Weekday afternoons
  - Weekday evenings
  - Weekends
  - No preference

### Programming

- How likely are you to personally attend a class at the library on these topics? (Very likely, Somewhat likely, Unlikely)
  - Health, wellness
  - Financial
  - Job search skills
  - Parenting skills
  - Small business
  - Basic computer use
  - Social media (Facebook, etc.)
  - Using eReaders/tablets
  - Others....
  - Your suggestions \_\_\_\_\_
- Help us consider alternatives by indicating the level of importance to you personally for the following possible improvements: (High, Medium, Low)
  - Additional after-school activities for children
  - Additional after-school activities for teens
  - More computer training classes
  - More cultural/informational programs for adults
  - Hands-on opportunities to learn things like coding, robotics, 3-D printing, cooking, sewing, etc.
  - Audio/video production training and equipment
- Have you attended any programs at the library? Yes/No. If yes, programs for what age group?
  - Youth (Ages birth to 10)
  - Pre-teen/Teen (Ages 11-18)
  - Adult
- If you are a parent of a child from birth through age 10, what programs would you be interested in attending?

- Arts and crafts
  - Book clubs
  - Early childhood development activities
  - Movies
  - Parenting classes
  - STEAM programs
  - Storytime for birth to age 2
  - Storytime for ages 3 to 5
  - Family evening storytime
  - Other programs you would be interested in attending: \_\_\_\_\_
- If you are an adult, what programs would you be interested in attending?
    - Arts & crafts
    - Book club
    - Career support (resume building, job searching help, etc.)
    - Computer class
    - How-to or DIY class (baking, gardening, cooking, etc.)
    - Special guest speakers
    - Other, please specify: \_\_\_\_\_
- If you are a pre-teen/teen, what programs would you be interested in attending?
    - Arts & crafts
    - Board games
    - Book clubs
    - Family programs
    - Makerspace programs
    - Movie matinees
    - Teen programs (ages 13-17)
    - Tween programs (ages 10-12) or (ages 8-12)
    - Video gaming
    - Writing workshops
    - Other, please specify: \_\_\_\_\_

## Collections

- Help us consider alternatives by indicating the level of importance to you personally for the following possible improvements: (High, Medium, Low)
  - Add to our collection of books
  - Add to our collection of videos
  - Add to our collection of music
  - More digital resources (e.g. eBooks, eAudiobooks, music, or movies)
- What part of the collection do you want to see expanded or updated? (include collection categories)

## Space

- Help us consider alternatives by indicating the level of importance to you personally for the following possible improvements: (High, Medium, Low)
  - Enclosed quiet reading area
  - Small study group or meeting room(s)
  - Separate area for teens
  - Meeting room with computer projection and audio/video conferring equipment
  - Large community room for 50-100 people
  - Meeting space available for small business or community group use
- How important is a library as a community gathering space? (Very important, Somewhat important, Of little or no importance)
- What spaces would you like to see improved? (list spaces, i.e. study rooms, meeting rooms, etc.)

## Technology

- Where do you access the internet?
  - Home
  - Work/School
  - Library
  - Public Wifi other than at library
  - On my smartphone
  - I don't use the internet
- Have you ever read an electronic book (eBook) on a tablet, computer, smartphone, or eReader (Kindle, Nook)? Yes/No
- Prior to taking this survey, have you visited the library's internet website (listed) during the past year? Yes/No
- We have many forms of technology in the library. What do you use?
  - Computers (for email, social media, word processing, etc.)
  - Databases for research
  - eBooks, eAudiobooks, eMagazines, video streaming, downloadable music from the library's website
  - Free Wifi
  - Computers for job searches
  - Computers to search for library materials
  - Online games
- What kind of technology would you like to see improved at the library?

- Additional computers
- The library's website
- More databases
- More computer applications
- More digital materials to borrow (eBooks, eAudiobooks, etc.)
- More online games
- Makerspace equipment

### Communication

- How do you find out about services and programs?
  - Fliers
  - Social media
  - eNewsletters from the library
  - Newspapers
  - Library website
  - Town newsletter
  - Word of mouth
  - Other \_\_\_\_\_