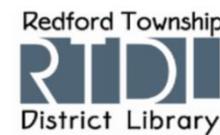


Strategic Plan for 2019-2023

Adopted by the Redford Township District Library Board of Trustees on February 18th, 2019



Beginning in June 2018 and completed in November 2018, under the guidance of the Redford Township District Library's (RTDL) library director and board of trustees, the strategic planning process was completed for the Redford Township District Library for years 2019 – 2023. Library consultants Rob Cullin and Kimberly Bolan of Kimberly Bolan and Associates (KBA) facilitated the process.

The Process

RTDL's strategic planning process included the following key areas.

- 1) Gathering and analyzing community input and data**, which involved benchmarking, demographic analysis, and collection analysis. In addition, RTDL staff and Redford Township residents were involved in exploring ideas and possibilities for the library as a thriving 21st century library. Stakeholder sessions were conducted by KBA between October 15 and 16, 2018. Participants included the general public, parents and caregivers, educators, the community leaders, senior citizens, RTDL staff members, and library trustees. Participants included frequent library users and infrequent and non-users and ranged in ages and backgrounds. Overall, 67 stakeholders participated in the discussions regarding the RTDL's services and strategic future. In addition to the stakeholder sessions, an online survey was conducted between July and October 2018. 667 surveys were completed. Survey participants included a strong mix of library users (60%) as well as infrequent and non-users (40%). Survey takers ranged from 13 to over 76 years of age; 36% being over 56 years of age, 59% being between 19 and 55 years of age.
- 2) Developing solutions** during a one-day *Strategic Planning Retreat* held on November 5, 2018. During the *Retreat*, all data and community input was reviewed with a planning team of seventeen people, consisting of the library director, staff members, volunteers, a library board member and community leaders. From the data, the group worked to establish essential strategic areas, specific goals, and related investments required to implement the goals to help the library thrive over the next five years and beyond.
- 3) Providing a path to results**, as illustrated in this document as well as the companion work plan, to guide RTDL staff and board with a plan that can live, breathe, and be readily implemented on a day-to-day and year-to-year basis.

What We Heard

The community focus groups and online survey explored several topics including customer service, youth services, adult services, outreach services, programming, technology and digital services, the facility/building, collections and resources, and overall 21st century public library best practices. Detailed summaries of all stakeholder feedback and online survey results were provided in separate documents to RTDL's leadership and reviewed in depth during *the Strategic Planning Retreat*. All stakeholder input, data analysis, and follow-up exploration work led to the strategic focuses, goals, and investments outlined on page 2 of this document.

Evaluation & Collaboration

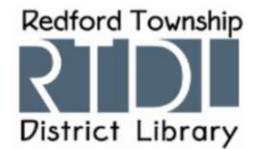
With the goal of achieving all outlined goals over the next five years, RTDL administration, staff, and board of trustees will regularly evaluate their progress and achievements. Objectives set forth in this plan will be accomplished as outlined and will be reviewed on a monthly basis at library board meetings. This balanced and systematic process also emphasizes that the resulting plan will be iterative and evolve substantially over the next several years.

The keys to RTDL's implementation, evaluation and, ultimately, the success of its strategic plan will be:

- A thorough understanding of the plan as well as active involvement in implementing the plan by staff and the board of trustees
- Frequent and ongoing communication between administration and staff
- Frequent and ongoing communication between RTDL's staff and its community
- Active collaboration between RTDL's board of trustees, administration, staff, outside organizations, and the community

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Our Mission: Inspiring Ideas, Enriching Lives, Creating Community

Strategic Focus	Goal	Investments
Community Engagement	Increase awareness and improve access for all of Redford Township	<ul style="list-style-type: none"> • Nurture the partnerships with community groups and agencies, including but not limited to the local schools, senior centers, leisure services, homeschool organizations, etc. • Develop an outreach plan to increase staff outreach into the ENTIRE community • Develop a plan to target and better engage pre-teens and middle school students • Increase investment and efforts to improve diversity of staff to better reflect the Redford Community • Explore staffing options for a Public Relations / Marketing person
Library Use & Customer Satisfaction	Increase the use of the library and its resources, while maintaining a high level of customer service	<ul style="list-style-type: none"> • Develop a programming strategy plan defining community needs, staffing, fundamental parameters & requirements. Strong consideration given to: <ul style="list-style-type: none"> ○ Adult programming to better engage the community ○ Programming for older children, pre-teens, teens, and families • Enhance tools related to collection development & weeding to improve collection circulation • Evaluate shelving for fit, function and adequacy, particularly related to accommodating the display and merchandising of books and other materials • Explore revamping fine policies • Align library hours with community needs • Structure staffing to support increased community usage and service delivery • Explore new staffing and customer service models • Ensure adequate staffing levels are in place to support service goals • Develop a programmatic approach to volunteers • Further cross train staff for increased efficiency and customer service • Explore new job descriptions for all staffing levels
Facility Utilization	Evolve the building to best support the needs and desired use by the community	<ul style="list-style-type: none"> • Explore options for expanding the teen space • Plan for expansion space utilization • Rethink quiet and active areas throughout the facility • Enhance the children’s library to effectively and interactively serve ages 0 – 12 and their caregivers • Explore options for repurposing the café • Evaluate and address, where appropriate, any remaining space and layout issues that impact user experience