

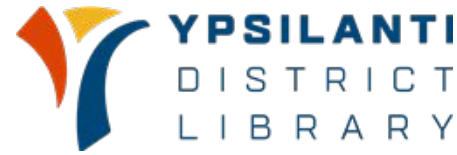


YPSILANTI
DISTRICT
LIBRARY

2023-2025

STRATEGIC PLAN

Mission, Vision, Core Values



OUR MISSION: The Ypsilanti District Library builds community through discovery, education, and partnerships.

OUR VISION: We envision a thriving, highly-connected community supported by innovative resources and exciting learning opportunities.

OUR CORE VALUES:

Inclusion: Making sure everyone has access to the services and spaces of a high-quality library.

Community Focus: Understanding and responding to local needs in a constantly changing world.

Welcoming: Offering engaging staff and services that invite and inspire, in facilities where all feel welcome and secure.

Diversity: Reflecting and celebrating the differences within our community through staffing, collections, programs, and services.

Reinvention: Perpetuate excellent service by continuously adapting what we do to best support learning and growth.

Creativity: Encouraging lifelong exploration to develop the imagination.

YDL: Strategic Focus Areas

Three Communities – One Library

- Secure a new ILS with deep analytic and engagement tools
- Re-envision collection development strategies and procedures to support increased digital content and future reconfiguration of interior spaces
- Grow the Library of Things and install a memory preservation system
- Redesign and launch new staff/board tools (dashboard, payroll, manuals) for improved efficiency and greater autonomy

Dynamic Resources

- Conduct a feasibility study for a renovation and expansion of Michigan Avenue, including funding
- Evaluate options for a “next generation” bookmobile
- Improve outdoor spaces with “destination” elements
 - Develop a capital improvement schedule

Optimized Facilities

- Continue to expand programs and efforts that encourage recruitment of a more diverse staff
- Continue to expand programs and services that reach underserved members of the broader Ypsilanti community
- Pursue the placement of social workers in high-need YDL locations
- Implement student cards for all YCS students

Advancing EDI

- Create a welcome kit for new residents
- Provide next level communications via an ILS-integrated texting tool
- Create a mis/disinformation curriculum and campaign for both students and the public
- Develop a viable and engaging volunteer program

Engaged Community

Goals

- Secure a new ILS with deep analytic and engagement tools
 - Re-envision collection development strategies and procedures to support increased digital content and future reconfiguration of interior spaces
 - Grow the Library of Things and install a memory preservation system
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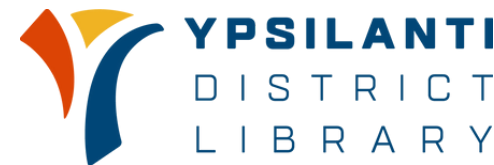
Objectives

- Secure bids from ILS vendors and evaluate proposals that both meet YDL's current needs and have engaging improvements in development.
 - Guide staff through strategic weeding of collections; overhaul collection development manual.
 - Evaluate vendors for preservation system technology; establish appropriate shelving for growing Library of Things.
 - Identify internal workflows that need upgrading; schedule timelines and assign staff leads.
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Outcomes

- Patrons and staff will experience improved catalog access; reporting and internal functions are streamlined.
- Collections are better targeted at patron usage; circulation increases.
- Library materials and services see a significant shift from traditional print check-outs to the creation realm.
- Time-intensive procedures are streamlined; communication improves and staff autonomy increases.

Optimized Facilities



Goals

- Conduct a feasibility study for a renovation and expansion of Michigan Avenue, including funding
- Evaluate options for a “next generation” bookmobile
- Improve outdoor spaces with “destination” elements
- Develop a capital improvement schedule

Objectives

- Working with appropriate professionals, review both architectural considerations and funding capacities.
- Investigate vehicle options and funding possibilities that allow for increased community outreach with fewer restrictions.
- Identify possible projects, such as splash pads, exterior performance elements, etc.; contract with landscape architects to develop feasibility plans and determine expenses.
- Work with Facilities and IT staff to develop comprehensive lists of foreseeable building maintenance and equipment replacement needs for timely scheduling and budgeting purposes.

Outcomes

- YDL's Michigan Avenue location is slated for vast improvement in services and usage; the location remains a valuable fixture of the downtown Ypsilanti community.
- When the time comes to retire the current bookmobile, YDL will be prepared with a plan that provides greater flexibility and allows staff to reach more underserved patrons.
- Library grounds provide additional unique service opportunities; youth engagement, play-based learning, intergenerational programming, and a focus on the arts increase.
- YDL locations receive preventative maintenance and routine upgrades; community members see YDL as a fiscally-responsible entity with the vision and capacity to grow into the future.

Goals

- Create a welcome kit for new residents
 - Provide next level communications via an ILS-integrated texting tool
 - Create a mis/disinformation curriculum and campaign for both students and the public
 - Develop a viable and engaging volunteer program
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Objectives

- Identify vendors and/or ILS modules that identify "new movers" to the service district.
 - Select and deploy systems and tools that use the communication technology that patrons prefer.
 - Seek funding and opportunities, such as grants and exhibits, that allow for an in-depth, branded community public service campaign.
 - Research other public library volunteer programs; identify YDL staff to lead project.
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Outcomes

- New residents feel welcome to discover YDL and learn about their new community; the number of new library cards issued increases.
- Patrons experience the right message at the right time in the right way.
- Residents have greater awareness of mis- and dis-information and their capacity to identify and interpret it improves; vulnerability is decreased, democratic engagement and stability is increased.
- Community members experience YDL as a valued "place to give back;" YDL is able to provide enhanced service through volunteer efforts.

Goals

- Continue to expand programs and efforts that encourage recruitment of a more diverse staff
 - Continue to expand programs and services that reach underserved members of the broader Ypsilanti community
 - Pursue the placement of social workers in high-need YDL locations
 - Implement student cards for all YCS students
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Objectives

- Engage with staff on strategies both effective and unrealized that attract candidates of diverse backgrounds.
 - Utilize the GIS survey and other tools to identify pockets in the community that need extra support and/or services.
 - Work with EMU School of Social Work to make the YDL social work internship placement a reality.
 - Ensure that the selected ILS vendor has the capacity to import and manage student IDs as borrower records.
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Outcomes

- The community views YDL as an inclusive employer; staff has an expanded worldview; patrons "see themselves" in their interactions with YDL staff.
- Those residents needing extra assistance utilize the services of YDL to improve their outcomes, both immediate and long term; more residents become YDL patrons.
- Patrons who could benefit from social services have access to the right professionals in a non-judgmental, inclusive environment.
- All YCS students have access to library services; their academic outcomes are equitably-rooted in accurate and engaging materials and instruction.

Strategic Planning Process Overview

From May through November 2022, under the guidance of the Ypsilanti District Library's (YDL) library director and Board of Trustees, the strategic planning process was completed for the Ypsilanti District Library for years 2023 thru 2025. Library consultants Rob Cullin and Janet Nelson of ReThinking Libraries, LLC (RTL) facilitated the process, fact finding, and analysis, but the library and its community made all choices and decisions in the process. YDL staff wrote the final plan, approved by the Library Board of Trustees on March 22, 2023.

The Process

YDL's strategic planning process and review included the following key areas:

Gathering and analyzing community input and data, which involved benchmarking, demographic analysis, and collection analysis. In addition, YDL staff and Board of Trustees explored ideas and possibilities for YDL as a thriving 21st century library. Stakeholder sessions were conducted by RTL in the summer and fall of 2022. Participants included community members, community leaders, YDL staff members, and library trustees.

The Engagement Sessions covered all topics of current and future library operations, seeking both aspirational and pragmatic input from the staff and board about the library, staffing, services, facilities, marketing, community participation, and programs. These sessions facilitated by RTL sought candid input from the stakeholders about all of these areas in addition to more open-ended input related to the community itself. Library facilities (both buildings and mobile) were discussed at length with participants to review the appropriateness of current spaces and help determine any needs or shifts that should be considered.

The plan came into greater focus during a one-day **Strategic Planning Retreat** held on September 14, 2022. During the Retreat, all data and input was reviewed by a group consisting of community members, library leadership, staff members, and library board members. From the data and stakeholder input the group reviewed and discussed as a large group and in smaller breakout groups all aspects of library services and facilities. The group worked through a variety of exercises to surface potential ideas and approaches that could make up the plan. Then, through a series of voting exercises the group identified the most essential strategic areas, specific goals, and related investments required to implement the goals to help the library thrive over the next three (3) years and beyond.

Strategic Planning Process Overview

What We Heard

The stakeholder sessions explored several topics including customer service, youth services, adult services, outreach services, programming, technology and digital services, the facilities/buildings, 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 the community and YDL's leadership and reviewed in depth during *the Strategic Planning Retreat*. The combined stakeholder input, data analysis, and follow-up exploration work led to the strategic focuses and goals outlined in the final strategic plan.

Further Plan Development

In the interest of achieving all outlined goals over the next three (3) years, YDL administration, staff, and Board of Trustees will regularly evaluate their progress and achievements.

Collaboration and Communications

The keys to YDL's implementation, evaluation and, ultimately, the success of its strategic plan are:

- A thorough understanding of the plan as well as active involvement in implementation by staff and the Board of Trustees
- Frequent and ongoing communication between administration and staff
- Frequent and ongoing communication between YDL's staff and its community
- Active collaboration between YDL's Board of Trustees, administration, staff, outside organizations, and the community