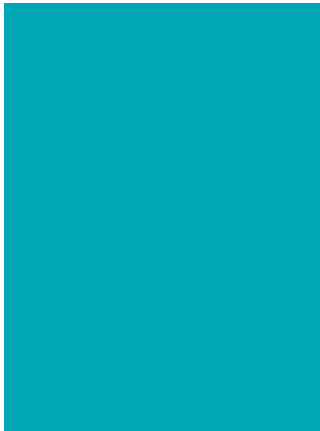
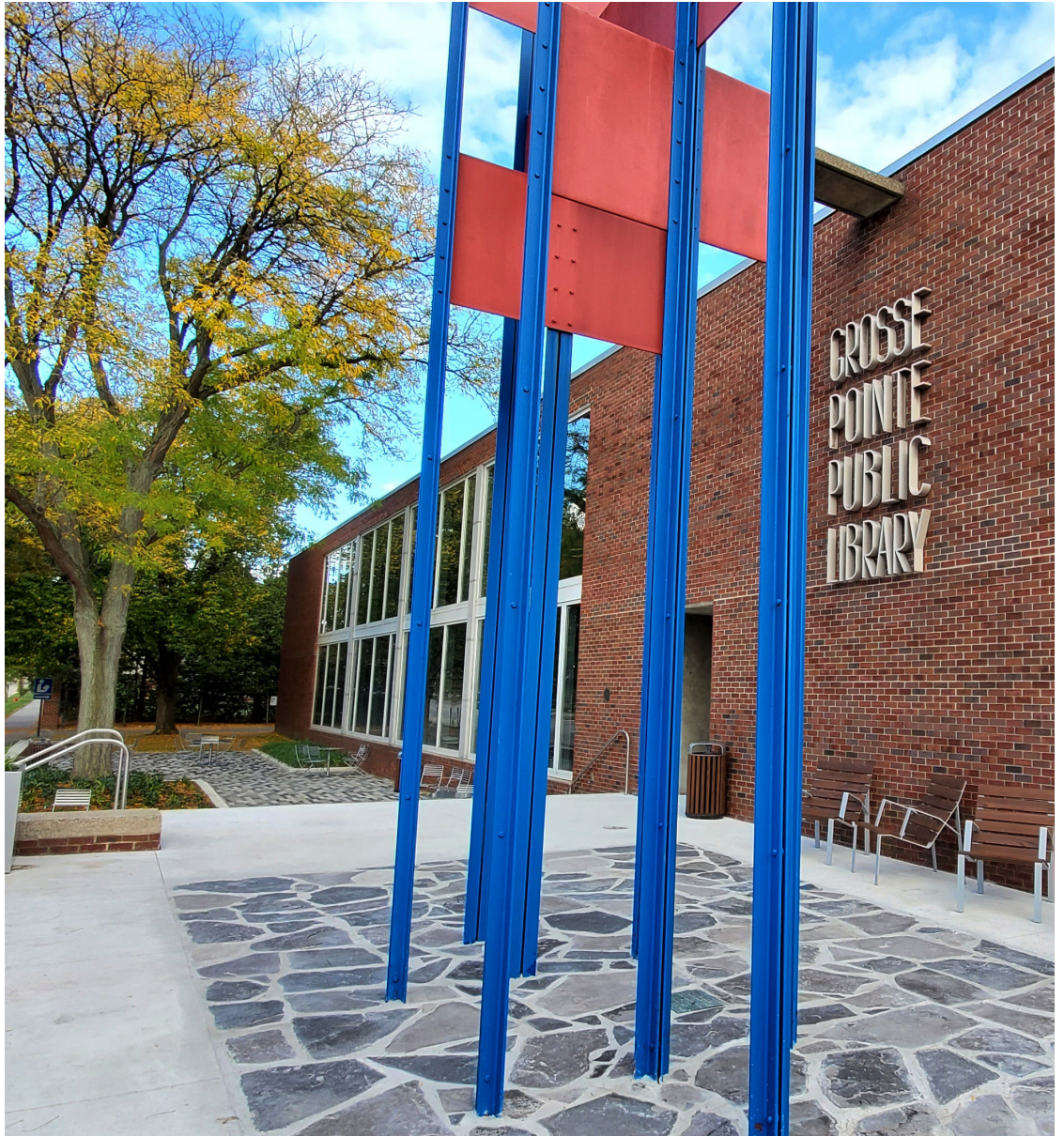




DECEMBER 2020

GROSSE
POINTE
PUBLIC
LIBRARY



STRATEGIC
PLAN UPDATE



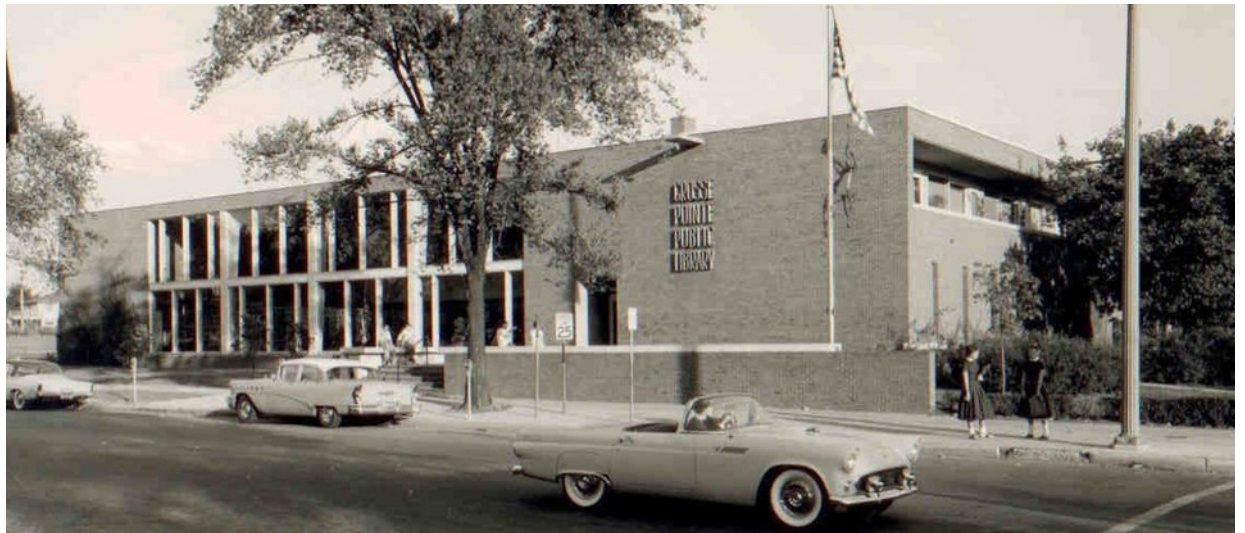
TABLE OF CONTENTS

Executive Summary	1-2
Mission, Vision and Core Values	3
Environmental Scan	4-5
SCOT	6
Primary Research	7-9
Big Hairy Audacious Goals	10-11
Strategic Initiatives	12-13
Strategic Planning Update Committee	14

GROSSE
POINTE
PUBLIC
LIBRARY



GROSSE
POINTE
PUBLIC
LIBRARY



EXECUTIVE SUMMARY

The Grosse Pointe Public Library (GPPL) completed a 5 year strategic plan in mid-2017. The unprecedented events of 2020 created the need to assess this plan at its midway point and identify potential strategic shifts for the next two years. The pandemic has already significantly changed the operations of the library as they quickly pivoted to connect with their patrons while physical facilities were fully or partially closed. As we look forward to 2021 and beyond, this work looked at long-term implications and opportunities for GPPL to remain a vibrant and critical component of the community.

The library team has met many of the goals and objectives identified in the original plan and made significant and commendable progress towards the long-term “Big Hairy Audacious Goals” (BHAGs). A core section of the original BHAGs remain intact, while others will continue to be on-going and important strategic initiatives resulting in the following key long-term visions for the organization:

70%+ OF THE
COMMUNITY HAS A
**LIBRARY
CARD**

**INCREASED
AND ENHANCED
ACCESS** TO THE
COLLECTION, SPACE
AND PROGRAMMING

GPPL TEAM
RECOGNIZED
**INDUSTRY
LEADERS** AND
EXPERTS

STATE LEADER IN
**DIVERSITY, EQUITY
AND INCLUSION**
INITIATIVES

**REIMAGINED
SPACE 2.0**

The strategic planning update process included multiple sessions with the strategic planning committee and interviews, listening sessions and focus groups with over 100 stakeholders including staff members, GPPL Board members, Friends and Foundation Board members, students, and library patrons. A questionnaire was also completed by 102 library patrons with cards that had not been used since January 2019. The consistent take-aways from all of these conversations highlighted the following:

- Libraries have a critical role in equity and inclusion and bridging the digital divide
- Patrons missed the physical space and the library staff during the pandemic
- The pandemic encouraged many patrons to begin using or increase their use of the library's digital platforms and resources
- Virtual programming provided accessibility to patrons that might not be able to participate even if the library was open (disabled, seniors, etc.)
- The Grosse Pointes and Harper Woods are changing and the library needs to continue to identify and meet these evolving needs and maintain their relevance to everyone in the community
- GPPL needs to stay focused on their mission and vision and collaborate with community partners to support broad community needs while avoiding mission-creep for the organization

The organization will continue to assess the needs of the community as the pandemic subsides and the economy recovers. Strategic initiatives will focus on diversity, equity and inclusion including the composition of the collection, programming, technology access, and the team. Marketing and communication initiatives and technology platforms will be utilized to continue to reach out to all members of the community to increase the number of active card holders in the community. The interior and exterior space renovations will continue in 2021 with Phase 2 of the Capital Improvements Plan. The team will explore the potential with the Foundation to undertake additional fundraising to support the infrastructure and expanded collections.

Numerous opportunities to strengthen relationships and collaborations with community partners were discussed that include the Grosse Pointe Public School District, The Helm, The Grosse Pointe Chamber of Commerce, the GP/HW NAACP, and the Family Center. Representatives of all these organizations participated in the strategic planning committee work and contributed their thoughts and visions on building a truly collaborative nonprofit eco-system in the community. This work will ideally be designed to leverage strengths to deliver the most robust services possible for the community while avoiding mission-creep.

The library completed a successful millage renewal in November 2018 for .6847 mills, which began in 2020 and will run for eight years until 2027. The millage accounts for roughly 30 percent of the library's budget. There is a perpetual millage that was originally approved at 1.70 mills, and is subject to Headlee adjustment annually. The two millages combined comprise over 90% of the Library's total income. Additional funding comes from investment income, state aid, and the Friends and Foundation organizations. The library manages expenses within the approved budget. Total operating expenses for FY2020/2021 are \$4,905,885 with an additional capital expenditure budget of \$ 2,185,389.



GROSSE
POINTE
PUBLIC
LIBRARY



MISSION, VISION AND CORE VALUES

The strategic planning update committee reviewed the organization's current mission statement and core values and created a new vision statement.

MISSION:

To expand learning,
inspire creativity, and connect
our community.

VISION:

The library is the welcoming
heart of the community; a
place for everyone to gather,
dream, and celebrate the joy
of reading.

CORE VALUES:

- Service
- Access
- Resources
- Intellectual curiosity
- Respect
- Innovation
- Inclusion
- Kindness



GROSSE
POINTE
PUBLIC
LIBRARY

ENVIRONMENTAL SCAN

The pandemic and its impact on the economy in 2020 delivered an unprecedented year for the world. The GPPL team pivoted quickly to react to the pandemic and has continued to shift services and delivery methodologies. GPPL was recognized by the Free Press in an article on October 8th citing their reference hotline for food assistance, unemployment benefits, and accessing books online.¹ The New York Times shared many stories of libraries adapting to the pandemic including the June 11 article that highlighted libraries connecting with their most vulnerable populations and finding ways to assist those without access to technology.²

The events in the summer of 2020 created a heightened awareness in the community of the issues surrounding diversity, equity and inclusion. The library staff did significant research on best practices and identified both short and long-term initiatives to address these challenges. The GPPL Board of Trustees signed the following statement regarding Social Equity with the Urban Libraries Council in August 2020.

1. <https://www.freep.com/story/news/local/michigan/2020/10/08/libraries-pandemic-programs-reopening-virtual-books-help-aid/3585372001/>

2. <https://www.nytimes.com/2020/06/11/books/coronavirus-library-reopening.html?searchResultPosition=3>

As leaders of North America's public libraries, we are committed to achieving racial and social equity by contributing to a more just society in which all community members can realize their full potential. Our libraries can help achieve true and sustained equity through an intentional, systemic and transformative library-community partnership. Our library systems are working to achieve equity in the communities we serve by:

- Eliminating racial and social equity barriers in library programs, services, policies and practices
- Creating and maintaining an environment of diversity, inclusion and respect both in our library systems and in all aspects of our community role
- Ensuring that we are reaching and engaging disenfranchised people in the community and helping them express their voice
- Serving as a convener and facilitator of conversations and partnerships to address community challenges
- Being forthright on tough issues that are important to our communities

Libraries are trusted, venerable and enduring institutions, central to their communities and an essential participant in the movement for racial and social equity.

WHAT CHANGED:

- The pandemic closed the physical library branches in March; introduced curbside pick-up in July; opened Central and Woods for grab and go in August; and closed the physical facilities again on November 18.
- The library pivoted operations to meet the needs of the community with curbside pick-up, on-line and phone reference access and virtual programming.
- Thoughtful and proactive initiatives by the library staff to continue to increase diversity, equity, inclusion and access throughout GPPL physical and online facilities for everyone.
- Public and private GP schools offer educational access at least partially via virtual means through 2020.

WHAT REMAINED THE SAME:

- People love to read, listen to books, and watch movies.
- People still look towards the library as a resource and a place for human connections.
- The creativity of the library team in meeting the needs of the community.
- The love of the library and the library staff throughout the community.

STRENGTHS:

- Collections
- Modern buildings and 3 branches
- Strong programming
- Strong leadership and staff
- New website
- Community support unwavering
- Connection to the community and GPPSS
- Pillars of support for the library
- Forward-thinking and leader/top of their game in services
- Seen as inclusive by people of color
- Easy access to librarians
- Fabric of the community
- Valued by the community

CHALLENGES:

- Physical access to the building
- Balancing safety with service
- Restrictions on electronic materials by providers
- Meeting demand for curbside service
- Vocal minority in GP about investment in the library improvements
- Ewald closed for renovations
- Communicating with our constituents as things change
- Lack of diversity on the staff
- Strain on the staff

OPPORTUNITIES:

- Diversity in donors
- Partnerships with other nonprofits and private and parochial schools
- More online technology
- Housing sales in GP bring new residents
- Creating new ways to get materials in the hands of patrons who can't come to the library
- Reaching people without technology
- Educational opportunities to support virtual classrooms

THREATS:

- Economy
- Technology impacts the relevance of the library
- Cost of ebooks
- Aging of the GP community
- Flu season and COVID-19
- Regulatory restrictions
- Zoom fatigue
- Long term impact of people not being in the library
- Enforcing usage of masks and social distancing as library reopens



GROSSE
POINTE
PUBLIC
LIBRARY



PRIMARY RESEARCH

The primary research for this project was designed to provide an opportunity to capture input and feedback from a variety of stakeholders and library patrons. These stakeholders included the library leadership, library staff, GPPL Board of Trustees, library patrons, GPPSS middle school and high school students, GPPL Friends and Foundation, and inactive card holders.

The GPPSS middle and high school students were avid readers and/or (pre-pandemic) frequent users of the library space and programming. The middle school students found the library was a place to be with friends and that they felt welcome and safe. They would like to see more outdoor space, a designated kids section, and snacks. The high school students also found the library was a place to study and be with friends. They participated in more programming and also would like to see designated teen areas and more outdoor space. This group suggested targeted messaging and marketing to the high school students, implementing an apprentice program, and continuing to engage students to better understand what they want to see and do at the library.

The GPPL Foundation Board members shared their vision including the potential for larger community space at the Central branch. They see the most fundraising potential surrounding capital projects and are interested in pursuing those options. The Friends of the Library continues to support the Library through used book sales and providing volunteer services from their membership base. While the Friends of the Library Board recently voted to withdraw from the Memorandum of Understanding (MOU) signed in 2017, both organizations continue to strive for collaboration and clarity for the community in their roles.

Below is a summary of the key take-aways from the library team and library patrons.

OPPORTUNITIES

GPPL LEADERSHIP

- Physical space for youth
- Physical space for individuals for extended periods of time
- Greater emphasis on outdoor space
- Additional virtual programming including streaming

GPPL STAFF

- Be more welcoming and accessible to everyone
- Present a creative, interactive and entertaining approach
- Understanding that the library can change your life
- Community hub and place for connection for families
- More virtual events
- Accessible (no additional charge after taxes)

GPPL BOARD OF TRUSTEES

- Bringing literacy to GP/HW
- More diverse staff
- More life skills programming
- More virtual programming
- More Board engagement
- Leverage technology
- Accommodating the aging population

GPPL PATRONS

- Curbside pickup continues
- Book Buddy continues
- Increase virtual programming to provide access
- Stay in your lane
- Chat feature for librarians continues
- Coffee shop in Central outdoor area
- Partnerships with other organizations to support social issues
- More evening lectures
- Tutorials on using digital platforms
- More STEAM kits and STEAM story-time
- More support for local businesses

LONG-TERM VISION

GPPL LEADERSHIP

- Staff better reflects the community served
- Programming reflects diversity
- More diversity amongst collaborative partners
- Extended access: longer hours

GPPL STAFF

- More flexible electronic capabilities
- 24 hour library - not necessarily staffed
- A library card in every hand
- More collaboration with other libraries
- Providing a work space away from home
- Seamless access to resources
- More flexible and nimble

GPPL BOARD OF TRUSTEES

- Leveraging technology
- Understanding the most valuable ways to provide information to the community and recognizing that different patrons have different needs
- Expanded and enhanced outdoor spaces
- Assistive devices available for patrons in the tool collection and maker spaces
- Introduce and support technologies that expand access for community members with special needs and the elderly

An online survey was distributed to 3400 community members with library cards that had not been used since January 2019 and 102 surveys were completed for a response rate of 3%. 97 of these 102 respondents said they had a library card, while the library recognizes these cards as inactive. 49% of these respondents visited the library more than four times a year. Only 4% indicated they never visited the library. 30% of the respondents used the library's online services more than four times a year while 38% said they never accessed the online resources. The information on how they used the library emphasized the importance of the collection:

HOW DO YOU USE THE LIBRARY?



The responses to the question of why they don't use the library also illuminated opportunities for increased engagement:

WHY YOU DON'T USE THE LIBRARY?





GROSSE
POINTE
PUBLIC
LIBRARY

BIG HAIRY AUDACIOUS GOALS: 2020

The strategic planning update committee evaluated the 2017 long-term goals and identified 5 key on-going visionary goals for the organization. The chart below provides a comparison of the original goals, current status and the 2020 goals.

BHAGS: 2017	STATUS: NOVEMBER 2020	BHAGS: 2020
70%+ of community has a library card	59% currently have a library card	70%+ of community has a library card
Successful millage renewals	Complete November 2018 and in effect through 2027	Increased and enhanced access to the collection, space and programming
Center for lifelong learning in the community including community engagement and civil discourse	2 civil discourse events presented in 2020	State leader in diversity, equity and inclusion initiatives
Preserve the historical value of the Central Branch while continuing to reimagining the space in all three branches	Phase I in progress	Reimagined Space 2.0 complete
Resource for continuing professional development and job skills	In process with over 30 hours of PD budgeted per year for librarians and administrative staff and 10 hours of PD budgeted for support staff	GPPL team recognized industry leaders and experts

THESE 2017 BHAGS WILL CONTINUE TO BE IMPORTANT STRATEGIC INITIATIVES

STATUS

Cutting edge technology--recognized as regional or national benchmark

Enhancements included extensions to WiFi access throughout and beyond the buildings and new self service checkout stations plus computer servers moved to cloud infrastructure

Retire the 2012 Library Refunding Bonds in 2023 (5 years prior to final maturation)

Deferred due to potential cash needs to complete current renovations

Continue legacy of hosting award-winning authors and celebrating literature

While these programs were paused in 2020, they will continue to be an important platform post-pandemic to embrace the community's love of literature

Every child in GP/HW participates in "1000 Books Before Kindergarten" program

Spirit of program intact while metric deferred due to challenges tracking participation





GROSSE
POINTE
PUBLIC
LIBRARY

STRATEGIC INITIATIVES

The library's strategic initiatives and annual SMART goals will continue to support the long-term goals and objectives and reflect new and unexpected changes in the ecosystem. Below is a summary of strategic initiatives and initiatives designed to deliver the library's long-term vision.

THE TEAM

- Professional development: 30+ hours for librarians and administrative staff and 10+ hours for support staff members
- Encourage all staff to create at least one diversity related goal per year (such as an annual goal for staff training or one-on-one experience or professional development activity)
- Increased diversity of age, gender, ethnicity, and experience
- Add a licensed social worker in 2021³
- Add a staff member with art and makerspace background to manage and expand the makerspaces in 2022
- Create a comprehensive DEI policy in 2022
- 3+ presentations or speaking engagements at industry events

3. <http://www.ala.org/advocacy/diversity/odlos-blog/social-workers>

THE COLLECTION

- Conduct a Diversity Audit of a Sample of the Collection—benchmark percentage of titles that include main characters who are Black, Indigenous, People of Color, and reflect Own Voices
- Encourage staff to suggest electronic and print materials that contribute to diversity; select materials that represent diverse perspectives, cultures, and issues.
- Create exhibits and displays that showcase items in our collection related to diversity.
- Track and evaluate usage on all materials to best meet community needs
- Scale Book Buds (adults) and Book Bundles (youth) service

PROGRAMMING

- Continue legacy of hosting award-winning authors and celebrating literature
- Make virtual programming (live and on-demand) post-pandemic more accessible on the website
- Present civil discourse programs with facilitated discussions
- Explore mobile self-guided tour of GP in partnership with Historic Society

MARKETING AND COMMUNICATIONS

- Promote Youth and Teen Programs through GPPSS and student group social media accounts
- Launch a Youth Advisory Council in 2021 to engage and create a platform for on-going input
- Targeted outreach to community members without an active library card
- Promote diversity related materials, databases and tools.

TECHNOLOGY

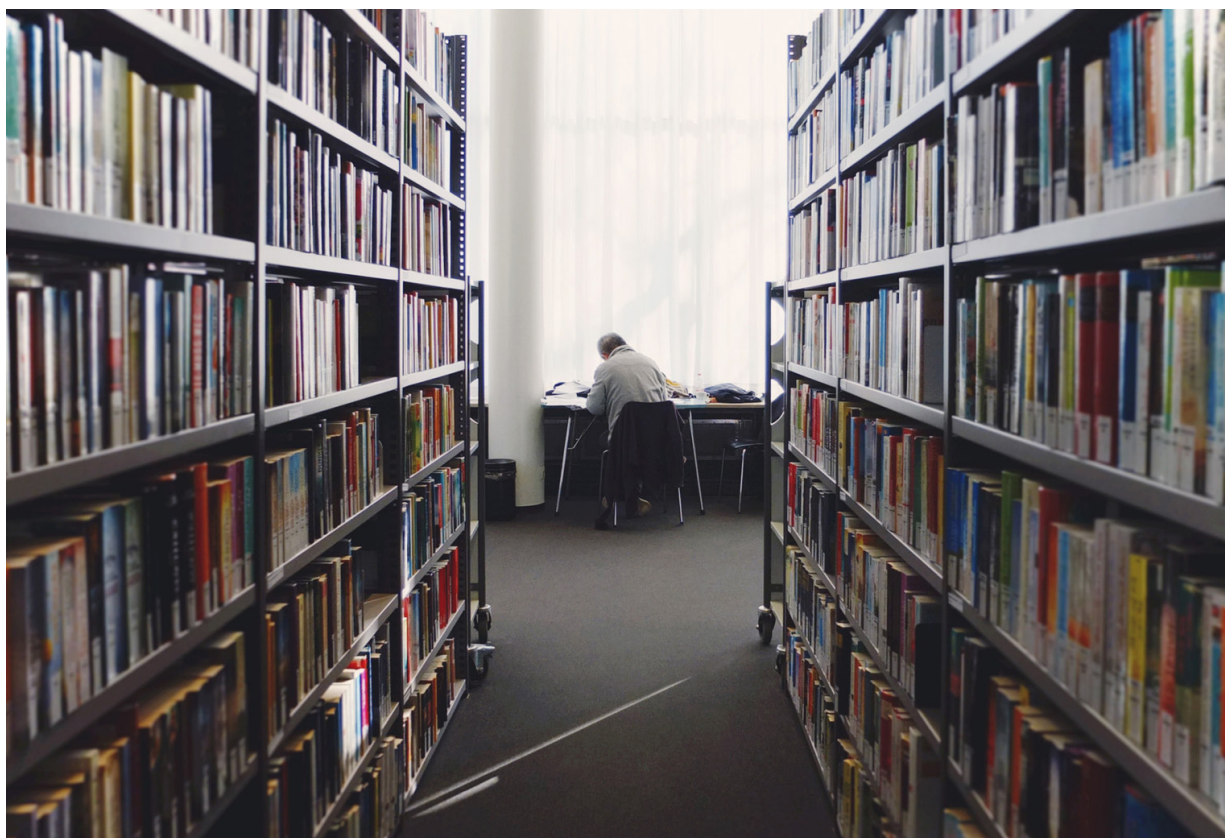
- Develop and implement plan for expanded makerspace
- Explore cloud-based back-up for Library data
- Move email to the cloud using Microsoft Office 365

SPACE

- Complete Phase 2 capital improvements
- Assess potential for enhanced improvements and feasibility of capital campaign with the Foundation including the potential naming rights/donor wall campaign for the Breuer Preservation Fund

COMMUNITY PARTNERS

- Continue the strong partnership with the GPPSS to leverage resources across the district
- Continue to develop and support programming and other collaborative opportunities with the Grosse Pointe Chamber of Commerce, The Helm, GP/HW NAACP and the Family Center
- Planning sessions with the Friends, Foundation, GPPL leadership and representatives from the GPPL Board to clarify and align roles and identify opportunities to work together in community engagement and fundraising



GROSSE
POINTE
PUBLIC
LIBRARY

STRATEGIC PLANNING UPDATE COMMITTEE

A sincere thank you to the members of the strategic planning update committee with a special thanks for those community members who shared their time, experience and thought leadership throughout this process.

Elizabeth Vogel, *Committee Chair and GPPL Board Trustee*

Abigail Ward, *President Board of Trustees*

Susan Higman Larsen, *Board of Trustees*

Jessica Keyser, *Director GPPL*

Peggy Kitchel, *Assistant Director GPP*

Jenny Boettcher, *President/Executive Director Grosse Pointe Chamber of Commerce*

Greg Bowens, *Co-Founder GP/HW NAACP*

Peggy Hayes, *Executive Director The Helm*

Amanda Matheson, *Chief Financial Officer GPPSS*

Patty Sunisloe, *Executive Director The Family Center*

