TRAVERSE AREA
DISTRICT
LIBRARY

TADL Board of Trustees

NOTICE OF SPECIAL BOARD MEETING
for the purpose of Strategic Planning

Tuesday, May 11, 2021 – 4:00pm

McGuire Community Room
Traverse Area District Library
610 Woodmere Ave.
Traverse City, Michigan

Posted: 4/16/2021

AGENDA

Board of Trustees Special Meeting
Thursday, May 11, 2021 at 4:00pm
McGuire Community Room
610 Woodmere Ave., Traverse City, MI 49686

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Approval of Agenda**
4. **Public Comment***

5. **Strategic Planning Discussion**

6. **Public Comment***
7. **Trustee Comment**
8. **Adjournment**

* If you wish to speak during the Public Comment section of the meeting, please (1) wait until you are recognized; (2) approach the podium and use the microphone; (3) state your name and the county and township or city in which you reside; and (4) limit your comments to 5 minutes. Please sign in at the podium.

MISSION

To provide dynamic resources and innovative services that stimulate intellectual curiosity, facilitate lifelong learning, promote literacy, and nurture personal enrichment.

VISION

We are a forward-thinking and responsive hub, connecting, supporting and strengthening our community.

CORE VALUES

Diversity
We strive to offer a wide variety of resources, programs and services that meet the needs of all segments of our community.

Open Access
We desire to provide equitable access to all and provide a place where people feel supported and respected.

Flexibility
We listen and adapt to the changing needs of our community and develop life-long resources that grow with our patrons.

Innovation
We don't mind being uncomfortable with change and are consistently evolving and embracing growth.

Teamwork
We are a friendly, creative and caring team that help each other, and our patrons, improve and succeed.

Stewardship
We hold ourselves accountable for the effective use of our funding and take responsibility for the resources entrusted in our care.

KEY FOCUS AREAS

INCLUSIVE SPACE
Enhance gathering spaces where people can be themselves, encounter one another and have more access to diverse materials, programs and services.

INNOVATIVE ENGAGEMENT
Excite and energize the community by expanding the idea of what a library can be.

TARGETED OUTREACH
Connect to the community through outward communication.

PURPOSEFUL PARTNERSHIPS
Enrich existing and seek-out new collaborations that enhance and impact our quality of life.

Traverse Area District Library (TADL)
2018 Benchmarking Statistics

Key Findings

Areas of Excellence

- TADL is truly well-supported and unique. It has only two peer libraries in the state of Michigan when using the two standard comparison data points of population and total expenditures (with each of those data points being within +/- 20% of TADL). The average operating expenditures in the reporting year for all class 6 Michigan libraries was $5,513,112 compared to TADL's expenditures of $4,874,243.

- Residents of the TADL service area have more hours to access library services. TADL is the 4th highest in Annual Public Service Hours and Hours Per Capita.

- TADL is 5th highest in Collection Expenditures and 4th highest in Collection Expenditures per Capita for peer libraries compared.

- TADL is just under the 12% or higher target for Collection Expenditures as a Percent of Total Expenditures at 11%. They surpass many of their peers in this statistic and are 5th for all peers compared.

- TADL's commitment to the collection is reflected in a healthy Circulation per Capita. Only three peers had a higher Circulation per Capita, and TADL stands well above many of its peers in this area.

- TADL is 4th highest among their peers for Total Physical Holdings and 3rd highest for Physical Holdings per Capita. TADL has the most Physical Holdings per Capita among the Michigan peer libraries.

- Only two peer libraries had a higher Materials Turnover Rate than TADL. This indicates that the collection is relevant and active.

- With Staff Expenditures as a Percent of Total Expenditures being 63% for Traverse Area District Library, they are within the generally accepted benchmark of 60-70% of a library's budget being dedicated to staff and in the midst of their peers for this statistic.

- Among Michigan peer libraries, TADL has the lowest Staff Expenditures as a Percent of Total Expenditures.

- Traverse Area District Library is 4th highest among their peers for the total number of programs presented.
- Only two peers had more visits and Visits per Capita than TADL in the reporting year.
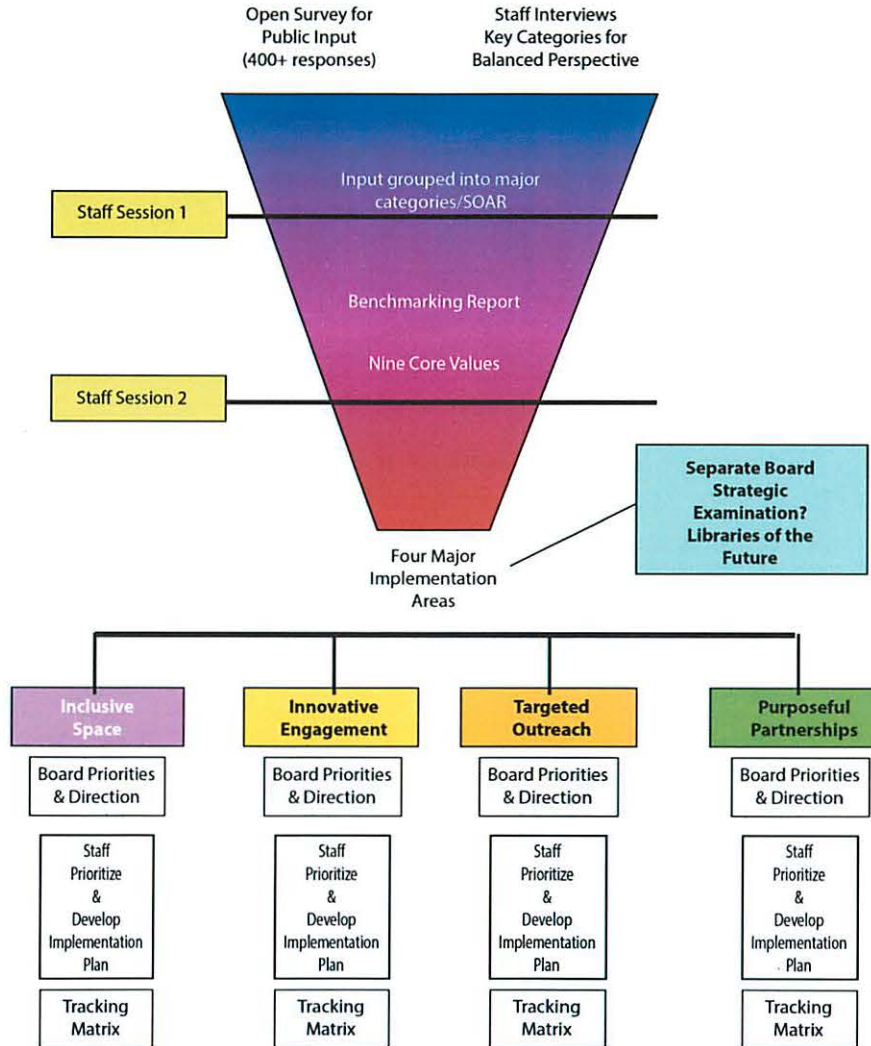
- Although 5th highest, TADL surpasses many of their peers for Reference Transactions per Capita.

- TADL has the 5th highest amount of Computer Uses per Capita of the entire peer group and the highest among Michigan peer libraries.

- TADL had the highest Wi-Fi Sessions per Capita of the entire peer group.

Other Findings

- At .670, TADL is just below the average of .753 for all peers for Square Footage per Capita.

- TADL is above the average for all peers for Total Expenditures per Capita and is the highest as compared to its Michigan peer libraries.

- The E-circulation and E-circulation per Capita for TADL is below the average of all their peers.

- TADL is just below average for all peers for Total Holdings per Capita.

- TADL is lower than most peers for E-materials Holdings per Capita.

- TADL's circulation was average when compared to all class 6 Michigan libraries, however when compared to those same libraries, TADL's Circulation per Capita, was within the top 30%.

- At 50.65 FTE staff, TADL is just a touch below the average of 51.44 FTE Staff for all peer libraries that were compared.

- TADL is average for Programs per Capita for peer libraries compared.

- TADL is just below the average Program Attendance per Capita of .420 for all peer libraries compared. Removing the outlier of 1.141 for Meridian District Library puts TADL just above the average of .360 comparing the remaining 12 peers.

- TADL ranks within the top third of class 6 Michigan libraries when it comes to Library Visits and within the top 25% for Visits per Capita.

- Although TADL had an average Number of Public Computers available and better than average Computer Uses per Capita when compared to national peers, among the Michigan peers, only one library had more public computers and both had fewer Computer Uses per Capita.

TRAVERSE AREA DISTRICT LIBRARY

Community/Strategic Planning Process 2021

Road Map - Community/Strategic Planning Process

Open Survey for Public Input (400+ responses)

Staff Interviews Key Categories for Balanced Perspective

Input grouped into major categories/SOAR

Staff Session 1

Benchmarking Report

Nine Core Values

Staff Session 2

Separate Board Strategic Examination? Libraries of the Future

Four Major Implementation Areas

Inclusive Space	Innovative Engagement	Targeted Outreach	Purposeful Partnerships
Board Priorities & Direction	Board Priorities & Direction	Board Priorities & Direction	Board Priorities & Direction
Staff Prioritize & Develop Implementation Plan	Staff Prioritize & Develop Implementation Plan	Staff Prioritize & Develop Implementation Plan	Staff Prioritize & Develop Implementation Plan
Tracking Matrix	Tracking Matrix	Tracking Matrix	Tracking Matrix

#1 Inclusive Space

We will enhance gathering spaces where people can be themselves, encounter one another and have more access to diverse materials, programs and services.

What does this mean to our patrons and how does the community benefit?

Experience	Benefit
- Feel welcome, increase patronage, make new connections, creates a more personalized library experience. - Feeling they belong, something here for them, they are important and can be themselves, they are safe. - Users of all ages and abilities - Everyone can get to what they need without having to ask for assistance. Independence! - Empowerment of patrons - Dynamic and varied spaces that allow for individual experience, comfortable areas, safe to experience library how you see fit.	- Meet new people, discover new experiences, practice empathy (appreciate differences in community), safe and comfortable space, community takes more ownership of library, and more ... - Relevant community programs/experiences based on previous conversations with community groups. - If we make it more accessible, all people in our community could benefit from the library's resources.

Ideas generated to implement this Focus Area
(Leadership group initial thoughts on ease of implementation - bold, priority)

LOW	MEDIUM	HIGH
- Community discussions - Input from diverse community groups about needs (Focus groups) **accessible collections** **more diverse meeting spaces** - skill-sharing series - After hours targeting of special groups. - open-ended spaces for activities - training for cultural/inclusivity competency **Diversity audit of the collection** **audit of building layouts** - Open ended & passive programming...low/no pressure!	**visible sign out front** - road sign and internal wayfinding improvements, - Make the Front Entrance the First Impression more welcoming (ideas: mural, pictures, visual cues, etc) - Enhance Department Entrances **Outside area to gather**.	- physical changes to the entrance **gender-inclusive, family, nursing, accessible bathrooms**

#2 INNOVATIVE ENGAGEMENT

We will excite and energize the community by expanding the idea of what a library can be.

What does this mean to our patrons and how does the community benefit?

Experience	Benefit
- Opportunity to get library experiences outside the library; "Meeting people where they are" - The library can facilitate meetings where people learn from each other (open-ended programming) - Promoting exciting things will draw patrons in, and then we can snag them to meet our core mission (literacy/lifelong learning) - Encouraging curiosity & Surprising and delighting; Enriching experiences - Unity in the community, fostering a sense of community, making neighbors into friends - Community will have a public space where they feel comfortable asking questions and learning things - Orienting staff and do some training so we can encourage independent learning and growth (competencies) - Using the grounds to engage people (outside the library spaces can encourage invitations into the building)	- Customize/personalize their library experience based on their need at that moment (do they need quiet, do they need assistance, do they need a group to learn from) - Patrons will look forward to and ask to try new things; - Patrons can be exposed to new things (and try them out); Maybe there's passive things going on that people can engage with if they want, like a VR station for example - Unity in the community, fostering a sense of community, making neighbors into friends - We want to be one of the things people talk about when they're describing our community to other people not in our community in a positive way

Ideas generated to implement this Focus Area
(Leadership group initial thoughts on ease of implementation - bold, priority)

LOW	MEDIUM	HIGH
- Open-ended programming **Patrons are the program- cooking contests, chilli cook-off, etc.** - Forum for public discussions **Multigenerational programs (storytime; miniatures; gaming)** - DIY and artistic programming - Cultural programs to highlight our diverse community (global access, locally sourced) - Listening party's where we feature music or an audiobook outside as a drop in program. - training for cultural/inclusivity competency - Diversity audit of the collection - audit of building layouts - Open ended & passive programming...low/no pressure!	- Open mic night or outdoor music events, **expand LoT and have associated programming;** - Make the Front Entrance the First Impression more welcoming (ideas: mural, pictures, visual cues, etc) - Enhance Department Entrances - Outside area to gather. - collaborating with other community organizations on "meet them where they are at" - Updated Library Map - Raise TADL visibility like partnership w/BATA GTB	**Outdoor seating & gathering space** - intentional accessibility - Accessible programs, **Bookmobile** - Replace display cases with touch panel digital signage

#3 TARGETED OUTREACH

We will connect to the community through outward communication, programming, and partnerships.

What does this mean to our patrons and how does the community benefit?

Experience	Benefit
- Clear and direct information - Updates on coming events and news; - Fresh information and Innovative approaches - Online experience - fluid and dynamic, with intuitive links - Cross-calendaring - information that overlaps and reaches different groups/segments of patrons - Sense of the library in the community- meeting patrons and non-patrons where they are, not just in our buildings - The library is us and we are the library - community view - Outreach should consider a range of language options and non-language versions, including first peoples; accessible versions	- Stronger relationship with the library and its services - Feel that their investment in the library is well spent - Enrichment, inspiration, excitement for opportunities; hopeful - Engaging opportunities - including volunteering

Ideas generated to implement this Focus Area
(Leadership group initial thoughts on ease of implementation - bold, priority)

LOW	MEDIUM	HIGH
School outreach (including teachers, preschools and daycares) - Continual but not endless community survey - Outreach to vulnerable populations: shelters, homeless, homebound; migrants - Increasing literacy skills for kids and adults - Purposeful connections with media personalities (local) - Programming outreach to seniors - Build on the groups we already know.	- Low-income community **Relationship management software** - shared with everyone, to house contacts names and notes - continue to build on a library of online/digital resources (storytimes, etc), - show up in unexpected places (example: bookmark of targeted resources like cookbooks, info, music, movies etc. at the next Amical cultural food week related to the evening's food), - Meijer, grocery stores, Sam's - need to determine who does not have access vs who is just not accessing the library	**Programming at festivals, TADL podcast , mobile library TCAPS other school outreach** **Bookmobile**; regular podcast, IPR, etc.; meeting communities where they are **Outreach coordinator** - Popup programs and stories offsite - ebike as a second book bike

#4 PURPOSEFUL PARTNERSHIPS

We will enrich existing, and seek out new, collaborations that enhance and impact our quality of life.

What does this mean to our patrons and how does the community benefit?

Experience	Benefit
- Customer Experience can be learned about us through our partnerships. - Increased visibility. - Building trust. - Increased access and partnership to subject matter experts. - Wider range of programs and resources. - Raise the status of the library to the extent that other nonprofit orgs think of the library first as a partner to help reach a cross-segment of the community	- Exposure to resources they don't have access to. - Synergy between partnerships enriches people's lives. - Breaking down of community silos. - Expands the number of locations people can go to experience the library resources. - Awareness can lead to more financial contributions - Monetary donations that increase service to the community.

Ideas generated to implement this Focus Area
(Leadership group initial thoughts on ease of implementation - bold, priority)

LOW	MEDIUM	HIGH
Create a list of whom we partner with; **create a list of potential partners** **Providing services to schools in our area (peer-to-peer with librarians/literacy staff as well as tech, library cards)** - increased partnership with non-profits **Partner with GTB and tribal outreach** - Ask the expert	- nonprofit org fair - help bring people to the organizations and connect them with each other. - increasing access to library services in schools	**Outreach/volunteer coordinator especially focused on Diverse and Inclusive partnerships.** - Have a staff member who acts as a diversity/inclusion partnership coordinator

Staff Session 1: SOAR Analysis

Strengths Opportunities Aspirations Results

While you may be familiar with the traditional top-down SWOT (strengths, weaknesses, opportunities, and threats) SOAR enables you to examine all levels and functional areas of an organization, with a focus on enhancing tactics and strategies that you are currently doing well.

Strengths	Opportunities	Aspirations	Results
- Adaptability - The collective staff and their ability to work as a team with support of the board. - desire to provide equitable access to all patrons - i.e. guest pass - willingness to expand the idea of what a library can be - innovative - Strong, diverse collection that meets the needs of multiple segments of the community - Amazing customer service - Engaged and caring staff - Committed and creative staff - A variety of diverse resources available to the community at multiple levels and access points - Leadership on all levels caring for each other and the community - Flexibility with the Community to best serve them and adapt. - Shared philosophy of equal access. - Effective partnerships with other organizations and libraries - Good stewardship of a beautiful buildings built by the community, excellent resources, and access for all - Encourage innovation and evolution, and being forward-thinking; Not being adverse to change - Staff, administration, and board are genuinely interested in what's best for the public - We're a life-long resource that grows with patrons	- Getting the word out and meeting people where they are - Creating smaller, diverse programs in a safe space. The diverse community may feel uncomfortable in larger groups. - Creating the community partnerships to target these diverse populations. - Pursuing opportunities to collaborate with diverse community groups both inside and outside the library. - Growing program and services. Open up learning opportunity for all. Provide for leisure and education. - Library as safe place for everyone. - Diversity, Equity and Inclusion with programs, books and physical space. - Purposeful outreach: growing outreach and visibility - Sustain current services and grow the foundation of what provide. - Outreach to community by bringing resources physically to patrons, filling in the gaps of patrons who are unable to get to us AND informing them of our offerings - Safe and neutral gathering space to explore... emphasis on the physical space without judgement and assume confidentiality and respect for privacy; patrons can make connections with each other organically - Inviting partnerships and facilitating diverse programming and resources: exposure to new and different ideas/people in a safe way	**Community growth and innovation** **Leadership through in·clu·sion ïn-kloo˝zhən** **Diverse community conversations** **Inspire** **Opportunities/Resources** **Community Wheel: The Hub and the Spokes** **Connecting people of all backgrounds with resources via traditional and mobile libraries - making our community feel connected, hopeful, and excited** **Seamless Community Engagement** **Impressive** **Creating and facilitating connections** **The library is the hub connecting our diverse, unified, supportive, and compassionate community. Flourishing service and activity. Patrons using and depending on the library. A family/community working together where everyone makes a difference. Efficient and interdependent. Safe and inclusive. Group needs are met. Making life work together.** **Community Hub** **Collaboration!**	TADL focuses on the selected strategic focus areas: 1. Communicating Outward - Getting the word out, Marketing 2. Outreach 3. Inclusion 4. Programing (innovation and retention) 5. Partnerships over the next 3-5 years, how will we know we are succeeding? What types of outcomes/impacts might we see? What might be some meaningful measures?

Staff then grouped this information into categories, putting like items together - forming the basis for the focus area categories

1. Communicating Outward - Getting the word out, Marketing	2. Outreach	3. Inclusion	4. Programming (innovation and retention)	5. Partnerships
Output • Dot survey - Where did you hear about the program? • Number of people attending programs and visitors overall; Increasing # of people signed up for newsletter • Increases in social media, newsletters, engagement, Collecting data of where people hear about our event **Outcome** • Visually seeing targeted groups in the library. • An increase in people coming to programs and using the library. • Overall awareness of library system (member library arrangement) • Other organizations supporting our events via their communications	**Output** • # of patrons reached Outcome - In person informal survey - have you been to the library? • Increased access to materials and programs. • Improved literacy skills • Increased circulation • Better understanding of what library has to offer • Greater satisfaction with library services. • Strengthen partnership in the community (schools, senior center, adult education) • More goodwill toward the library • Staff going to more locations hopefully with a bookmobile • Track number of times we are out of the building and how many patrons we talk to; Track number of new library users based on those interactions **Outcome** • Rise in patrons who were previously non-users; Patrons excited that we came to them • Reaching and helping specific audiences. • Meeting people where they are and helping them. • Increasing visibility and strengthening partnerships.	**Output** • Fewer complaints • Increased diversity in programs and collections. • Patron Output: more people feel comfortable at the library • Increased visitor counts • Do a diversity audit of our collections and programs; Make partnerships to fill those known missing pieces; • Count the number of groups who make use of library services (can Toni help with that?) • Survey patrons after the program and the presenter too. **Outcome** • Seeing different diverse groups of people using the library • Community cohesion improvements • Elevates the library's role in the community.	**Output** • # of new, diverse programs offered. • Increased patron counts • Survey presenter and attendees. • Do a diversity audit of programming; Measure number of people and programs; Increasing library visitation **Outcomes** • Patrons feel positively impacted by the library programming; they feel like they've been exposed to new ideas; Increased word-of-mouth advertising, sharing with their neighbors • more diverse patronage. • Patron outcomes: Patrons learn new skills or enhance their existing skill set.	**Output** • # of partnerships we've facilitated. • We can help patrons to get what they need. • Staff and patrons have more awareness of issues. • Community organizations seek us out. • More partnership **Outcome** • Our services have expanded.Increase in programs put together by (or with) library partners, not just the library shouldering everything; • Have more groups approach us to partner and collaborate; Partnerships lead to new services/offerings in the library of things; library staff/administration views every point of contact as an opportunity to collaborate and partner • Bigger network to collaborate with.

Screen capture of the online interactive tool used for grouping

STEWARDSHIP, RESPONSIBILITY, and SERVICE: Value of what the library offers to the community; and that the library makes the best use of our resources

Strong, diverse collection that meets the needs of multiple segments of the community.

Being genuinely interested in what's best for the community

Being a life-long resource that grows with patrons

Excellent stewardship of building, resources, access for all

STAFF QUALITIES Caring; Purposeful caring; engaged listening and responses to what the community wants from us

Flexibility and Resiliency

TRAVERSE AREA DISTRICT LIBRARY

EQUITABLE AND OPEN ACCESS to both the resources/programming and the buildings

Innovation/Evolution

Flexibility and Resiliency

Committed and creative Staff

The collective staff and their ability to work as a team with the support of the board.

DIVERSITY in our collections/programming

Shared philosophy about equal access.

Quality Resources for All

Willingness to expand the idea of what a library can be - innovative.

Adaptability

Being genuinely interested in what's best for the community

Engaged and Caring Staff

Variety of diverse resources at muliple levels and accessiblity points.

Excellent stewardship of building, resources, access for all

Desire to provide equitable access to all! i.e guest passes

Flexibility with the community needs and what we offer.

Forward-thinking staff; Not being adverse to change

Strong, diverse collection that meets the needs of multiple segments of the community.

Being a life-long resource that grows with patrons

Leadership that cares for staff and patrons

Amazing Customer Service

Effective Partnerships