



Grand Rapids Public Library Strategic Framework Measurable Goals

Overview

The three year strategic framework seeks to understand and respond to the systemic problems that face Grand Rapids. This ambitious plan shifts the library to an outward facing organization that plays a larger role in the community. Patron needs are understood through active community engagement, ongoing feedback, and an iterative approach to change. Both the strategic framework and measurable goals are living documents. As the library moves forward and embraces community engagement and feedback, the collected data may uncover new needs or goals.

The shift from a strategic plan to a strategic framework allows the library to be adaptable, flexible, responsive to a rapidly changing city, and to align with national trends in library service. Below are outlined the goals for Year One of the strategic initiatives. In this first year of listening and learning, the work involves various types of data collection. The library will engage the community to help understand and refine the library's role in the lives of the citizens. It will reveal how physical space in the library is used and identify future needs. It will encourage staff to take risks, innovate and be responsive. It will develop relationships with funders, legislators, and key stakeholders to elevate the library's profile and engagement.

Year Two will focus on prototyping changes and using the data to prioritize addressing community needs. Staff will experiment with new ideas and create feedback loops to refine those ideas. Financial goals will be developed to implement these new initiatives. Year Three will involve the implementation of the prototyped changes. The final ideas are implemented and feedback/evaluation continues. The implementation phase may take 1-3 years to complete.

Throughout the process, both the strategic framework and goals will be evaluated and refined by the Board of Library Commissioners and staff. This will include creating priorities, action items, and outcomes. It will be reported to the board throughout the year.

Goals for Strategic Framework Year One 2019-2020

Strategic Initiative #1

Looking Outward: Understanding Our Community

Measurable Goals

- Optimize staffing structure through new positions and staffing upgrades to maximize staff skills and capacities.
- Develop and implement community engagement plan.
- Train staff in community engagement and active listening techniques.

Strategic Initiative #2

Inspiring Spaces and Experiences

Measurable Goals

- Participate in training opportunities to better understand and implement User Centered Design techniques.
- Plan and conduct assessment of library spaces and services.
 - Identify immediate needs and determine changes to be made.
 - Conduct building usage studies.
 - Identify and prioritize future renovation / furniture / technology changes and needed funding.
- Implementation of Bibliocore by November 2019, including installation, testing, training of staff and requesting feedback from staff and patrons before rollout.
- Evaluate programming and identify changes to be made, including:
 - Choose programs to retire or pause in order to make room for community engagement and future growth.
 - Plan and implement one new service or program with Grand Rapids Public Schools.
- Prototype at least two different public service models in the Adult Services Department.
- Implement pilot program for mobile hotspot service

Strategic Initiative #3

Transforming Our Culture

Measurable Goals

- Develop a framework for facilitating change in the organization.
- Implement Anti-Racism Task Force and develop plan for staff trainings and other initiatives.
- Develop formal staff recognition programs which celebrate success.
- Establish methods for increasing internal communication.
- Increase program planning participation from staff at a variety of levels.
- Review policies and procedures manuals.

Strategic Initiative #4

Visible and Valuable to the Community

Measurable Goals

- Create process to prioritize future large scale projects and assess their financial scope.
- Offer advocacy and partnership development training to the staff.
- Assistant Director to take on identifying and communicating funding opportunities to staff and to collaborate more closely with the Grand Rapids Public Library Foundation.