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**ALVAH N. BELDING MEMORIAL LIBRARY**

**STRATEGIC PLAN, 2020-2023**

**INTRODUCTION**

The development of ANBL’s strategic plan began with a small committee and the knowledge that the Library needed direction, goals, and a clear path to achieve those goals. We believe people are at the heart of a successful library, so when we considered what our goals should be, our patrons and community members were one of our top priorities. ANBL’s plan places heavy importance on connections between the library and people, and as an extension of that, on the services the library provides to the community. We identified five areas of emphasis, established a plan to develop those areas, and a method by which to measure the achievement of our goals. And our ultimate objective is to give each person who walks through the library doors a positive experience, and to show how important an impact the Alvah N Belding Memorial Library has on our community.

**MISSION**

ANBL has a long and rich history as a cornerstone of the Belding community. Established 100 years ago this year, the library has served its patrons through times of prosperity and times of trial. It has grown along with the city, and has long provided a place of learning, safety, and resource for members of the community. ANBL is committed to providing quality services to people of all ages. We believe the library plays an important part in the health and development of our community, and hope that our offerings interest our patrons and add enrichment to their lives, encouraging lifelong curiosity, creativity, and learning.

**“ANBL: Connecting past, present, and future.”**

**ANBL VALUES**

**Accessibility-** We believe everyone deserves to have free and open access to information and our services.

**Flexibility-** We are open to modifying our methods and procedures in an effort to make things simple and convenient for our patrons.

**Friendliness-** We want our patrons and visitors to feel comfortable and welcome at ANBL.

**Honesty-** We are open and transparent about library workings, and are happy to provide patrons and partners with information about the library.

**Invention-** We are always considering new ideas, new offerings, and new improvements.

**Learning-** Our staff is always making an effort to advance their own knowledge through personal exploration and professional training in an effort to improve patron service.

**Teamwork-** Our staff works closely together to strengthen communication, improve internal processes, generate ideas, and accomplish tasks, all while having a common goal of great library service.

**GOALS**

1. ENGAGING COMMUNITY
   1. Relationships- To provide a welcoming, inclusive and friendly environment for our patrons.
   2. Connections- To maintain a visible presence outside of the library building, partnering with schools, businesses, and other organizations.
   3. Value- To provide a wide range of services that are of worth to patrons of all ages, and to the community.
2. CREATING READERS
   1. Early Literacy- To help facilitate understanding of its importance, and to provide the resources to support its implementation.
   2. Perception- To show how reading can be fun.
   3. Continuation- To demonstrate how reading and associated skills are useful and necessary throughout life.
3. SUPPORTING LEARNERS
   1. Resources- To help stimulate and satisfy curiosity.
   2. Teaching- To help people learn how to access and use information.
   3. Supply- The materials and resources necessary to find answers.
4. INSPIRING CREATIVITY
   1. Connect- People with the things that inspire them.
   2. Help- People develop their creativity.
   3. Develop- An environment of originality and imagination.
5. SHOWING STEWARDSHIP
   1. Appreciation- For the facility we have.
   2. Care- For the building and grounds.
   3. Awareness- For the needs of our patrons.

**OUR DESIGNATIONS**

**Priority –** Something we think is of strategic significance.

**Investment –** The time and resources we put in.

**Activity** **–** Things we develop and offer.

**Outcome –** What we hope to achieve.

**Measurement –** How we tell if our goals are being met.

**Impact –** How much difference it makes.



At ANBL, we hope that people in our community recognize the library as a place of exploration, discovery, and imagination. Within our walls are books, but so much more. We want people to know that they can some to the library to pursue lines of interest and inquiry, to learn new things and discover new passions, and to let their creativity loose.

**ANBL ENGAGES THE COMMUNITY**

At ANBL, we recognize that the community is our cornerstone. And just as our community invests in us, we want to invest in the community. Rather than remaining closed off and isolated in our building, we want our patrons to see us out and about, carrying the name of the library proudly, and interacting as often as possible with as many people as possible. This will allow the library to make connections and build relationships that will work to strengthen both the library and the community as a whole.

**PRIORITY** >

-We want to maintain a friendly and inclusive environment, where all who walk through our doors experience the same warm welcome and excellent level of service.

-We strive to have every patron interaction affect the individual in a positive way.

-We ensure service to patrons of every age level, from birth through senior.

-We participate in community efforts, projects, and collaborations in an effort to foster strong community ties.

**IMPACT** >

-ANBL is a place people are eager to visit.

-We are reaching out to draw in new library users by offering a wide variety of services.

-ANBL partners with local organizations to help support activities and events outside the building.

**INVESTMENT** >

-Staff time and energy to make connections with local businesses and establishments; this includes making new relationships and maintaining existing relationships.

-Staff time and energy spent at local events and activities.

-Staff dedication to providing excellent customer service to library patrons, with a concentrated effort on a personalized transaction for every individual.

**ACTIVITY** >

-ANBL will continue to advance the Story Time Trail project.

-ANBL will work with businesses and City government to place at least one Little Free Library as a community outreach.

-ANBL will continue to offer story times at outside-the-library venues, such as the Belding Beatnik Bazaar, local alternative schools, and day cares.

-ANBL will offer library card sign-up at off-campus events, such as school tours and open houses.

**OUTCOME** >

-ANBL actively engages in meaningful partnerships with many community organizations.

-We extend our reach outside our walls and have a positive impact throughout many pockets of the community, while creating new library advocates and patrons.

**MEASUREMENT** >

-Quantifiable measures, such as number of partners worked with per year, number of collaborative programs per year, number of outreach events per year, and increased number of library card holders.

**ANBL CREATES CONFIDENT READERS**

At ANBL we accept it as fact that early literacy is imperative to continued lifelong skill-development. Time and time again studies have proven the importance of early literacy engagement with regards to academic success. It is our goal to expose our youngest patrons to the foundational principles of early literacy while providing support to parents and caregivers in an effort to make early literacy a part of their daily routine. Additionally, we hope to show that reading and learning how to read can be fun!

**PRIORITY**>

-We do everything we can to promote early literacy, with a focus on all stages of learning.

-We support readers at all levels, including pre-reading, emerging reading, proficient reading, and advanced reading.

-We offer resources in line with school requirements to parents, so that they know what is expected of their children, and so they have the tools to confidently help their children at home.

-We champion the importance of early literacy and endeavor to demonstrate its importance.

**IMPACT**>

-ANBL programming has a positive impact on early literacy development.

-ANBL’s attention to early literacy and it’s targeted programming aid in kindergarten reading readiness.

-Schools in ANBL’s service area see an increase in reading proficiency at all grade levels, with a particular target on third grade.

**INVESTMENT**>

-Staff time and participation in work groups to plan early literacy-related programs such as: Little Wigglers and Preschool Pals story times, STEAM Time, 1,000 Books Before Kindergarten, and other special programs.

-Materials for early literacy kits; materials for early literacy stations.

-Staff time to become familiar with the new third grade literacy law, as well as other early literacy initiatives.

**ACTIVITY**>

-ANBL’s children’s library will offer early literacy stations, which will focus on pairing basic reading concepts with activities in an effort to show the connectedness of reading to other aspects of development.

-ANBL will develop resource packets for parents to make it easy for parents to make early literacy activities a part of daily routine.

-ANBL will construct early literacy kits which focus on the five basic reading principles (phonemic awareness, phonics, fluency, vocabulary, and comprehension) that include books, activities, and manipulatives to stimulate learning.

-ANBL will continue to heavily focus on early literacy programming in an effort to reach and impact as many children and families as possible.

**OUTCOME**>

-Parents actively and enthusiastically participate in reading to and with their children.

-Families make reading a part of their everyday routine.

-ANBL has a part in the increase in community early literacy.

-Parents are caregivers are equipped with the resources they need to help their children take the next step to becoming readers.

**MEASUREMENT**>

-Quantifiable results, such as number of participants at our early literacy programs.

-Number of times our Early Literacy Kits are checked out.

-Usage of our Early Literacy Stations.

-Number of appropriately-leveled books checked out.

**ANBL SUPPORTS LIFELONG LEARNING**

At ANBL we recognize that graduating from school doesn’t end one’s quest to learn. We’ve made it a goal to offer as many resources as possible to support our patrons in their education endeavors, be they formal or informal, required or recreational. We hope to encourage our patrons to satisfy their curiosity, and provide them with the tools they need to do so.

**PRIORITY (are)>**

-We have available to our patrons both resources and materials to both stimulate curiosity and satisfy inquiry.

-To provide reliable information free of charge to our patrons who are seeking to learn ANYTHING about ANYTHING.

-To be a safe space where individuals can pursue interests and learning without fear of judgment.

-To further literacy in all areas, including the ability to locate, gather, and produce information.

**IMPACT (goal)>**

-Individuals are successful in obtaining the result they were hoping for from the library.

-Individuals identify the library as a place they can go to find information.

-Area schools see the library as a partner resource they can rely on.

-Have a current, up-to-date collection reflective of our patronage’s likes and interests.

-Hold consistent programming at all levels that promotes knowledge and learning.

**INVESTMENT (resources)>**

-Staff time for collection development. This includes familiarity with statistical reports of which types of materials are circulating well, with which types of materials patrons prefer, and with which authors/genres and topics are popular with our library users.

-Staff time and effort for program development at all levels, including special programming and recurring programming.

-Monetary investment in the areas of collection development and program development.

**ACTIVITY (action)>**

-We will start a conversation between the library and the community about which types of collection materials they would like to see at the library, and which types of programs they would like to see the library offer.

-We will implement a staff-driven evaluation system for all programs, both special and recurring, to better help us evaluate which types of programs get good/positive responses and participation, and which types of programs people don’t show as much interest in.

-We will begin to implement programs we’ve had in development as new offerings for our patrons.

-We will introduce new programs and collection offerings each spring and fall, in an effort to continue to move forward and develop the library services and collection.

**OUTCOME (results)>**

-ANBL will present a wide variety of materials, resources, and activities to stimulate curiosity and learning, and to satisfy questing minds.

-ANBL will be well-knows as a place that offers quality programming for individuals of all ages.

-Our collection and materials will inspire people to both read more, and use the library more.

-Area schools will see the library as a place they can recommend with confidence to students, parents, and faculty alike, knowing individuals will receive good information and resources.

**MEASUREMENT (proof)>**

-Number of people using the library increases.

-Circulation numbers rise, indicating people are reading and engaging more with library materials.

-We see an increase in library usage in specifically school-age individuals, including borrowed materials, program attendance, and new library cards issued.

-We see non-traditional materials increase in circulation and usage.

-We see increased adult participation on all levels, including Summer Reading, programming, and materials usage.

**ANBL INSPIRES CREATIVE ENDEAVORS**

At ANBL, we believe creativity is inherent. And we believe that there’s no one way to be creative. We know each and every one of our patrons has something that inspires them, and we want to help people connect with that inspiration in an effort to cultivate and grow their creativity to whichever level they desire.

**PRIORITY (are)>**

-We strive to connect people with things that allow them to develop their creativity, and provide them inspiration.

-We maintain a collection that contains materials in multiple formats that allow people access to resources that will their creative needs.

-We offer programs that highlight the arts in many forms, and allow people to exercise their artistic endeavors.

**IMPACT (goal)>**

-Individuals recognize the library as a place of inspiration.

-ANBL supports the artistic community and becomes a partner in promoting arts programs.

-ANBL provides people with opportunities to exhibit their artistic talents and interests.

-Patrons recognize the library supports and values their interests by offering services to enhance their lives.

**INVESTMENT (resources)>**

-Monetary investment in the areas of collection development and programming.

-Staff time to plan programs and find local partnerships with individuals willing to share their expertise.

**ACTIVITY (action)>**

-We will hold contests such as an annual essay contest, a creative writing contest, a photo contest, and an art contest to encourage the active creation of new art.

-We will offer programming that focuses on creativity and imagination in order to demonstrate the Library’s commitment to supporting originality, ingenuity, and innovation in all its forms.

-We will put together circulating art kits with the hopes of giving people materials they may not otherwise have access to, in an effort to help them exercise their creativity.

**OUTCOME (results)>**

-The library assists in inspiring and motivating people to enjoy their creativity and pursuing and exploring ways to find new creative outlets.

-The library has a hand in connecting people with what inspires them.

-People of all ages feel free to express their creativity at the library, and are able to come to the library to connect with other people who share their interests.

**MEASUREMENT (proof)>**

-We have participation in the contests we offer.

-We see high levels of materials circulation and usage in the collections we cultivate with our creativity-motivated patrons in mind.

-We have a high level of attendance at programs we offer, indicating that we are providing patrons with activities and presenters that interest them.

**ANBL SHOWS APPRECIATIVE STEWARDSHIP**

AT ANBL, we are blessed to have a beautiful building and a very rich history. We strive every time we open our doors to live up to our own legacy. One of the most important things we must do is maintain the upkeep of our buildings and grounds, so that we can continue to put forth our best possible appearance for our patrons, and remain a shining example of our wonderful community.

**PRIORITY (are)>**

-We are committed to maintaining our building and its grounds to the highest standard.

-We look for areas we can improve form and function.

-We look for ways to make the space we have available to us user-friendly in an effort to remove barriers for our patrons.

-We look for ways to make our space inviting to the community and to Library users.

-We look for ways to use our space to its greatest potential.

**IMPACT (goal)>**

-Individuals are confident that the Library is responsibly expending monetary resources.

-The Library is transparent about all inner workings of the Library, and has information readily available for patrons and community members who have questions.

-The appearance of our building and grounds reflects the excellent standards we have for the library, both in offerings and service.

**INVESTMENT (resources)>**

-Monetary resources allotted for landscaping refreshment and upkeep.

-Staff time in planning programs that may take place outside the building, so we can utilize our space outside the building.

-Allotment of funds to develop outside spaces for leisure, such as picnic area, and small container garden.

**ACTIVITY (action)>**

-We will diligently monitor the status of our lawn and landscaping, keeping each in curated condition.

-We will monitor the grounds for trash and other offal, and keep the outside of our building clean.

-We will keep the building in peak condition, including everything inside and outside, and repair/replace anything that needs to be done directly, so no issues compound.

**OUTCOME (results)>**

-People who pass by our building will notice its beauty, rather than any disrepair.

-People will feel a sense of pride for the library as a historic landmark and beacon of excellence in the community.

-Community members will see how the library staff takes care of the library, and display a sense of ownership, as well.

**MEASUREMENT (proof)>**

-The building looks clean and tidy inside and out.

-The grounds are well maintained.

-It is evident that library staff cares about the appearance of the Library.

**ANBL VALUES: GOALS**

**Accessibility-** We believe everyone deserves to have free and open access to information and our services.

* Show no judgment to patrons in the library, no matter what they ask us to help them with, and no matter what materials they are requesting.
* By making sure we carry a wide variety of materials, so that any patron who walks in to our library can find materials that interest them, and they connect with.
* By offering programs for a wide variety of subjects, so patrons know we value their interests.
* Make our building 100% accessible to all patrons, including modifying any areas that are difficult to navigate.
* Provide programs that help people learn to navigate our various digital platforms, such as the web site, social media, Overdrive, and databases.
* Reviewing our policies to see if anything can be modified or eliminated to make it easier for patrons to use the library.

**Flexibility-** We are open to modifying our methods and procedures in an effort to make things simple and convenient for our patrons.

* Expand browsing areas to make them easier for people to access.
* Help patrons understand that staff members are here to help them by initiating conversation with them, and asking if there’s anything we can do to assist them.
* Look into the possibility of adding self-checkout stations.
* Offer programming for all ages, including youth, tweens, teens, college and career, adult, and seniors.
* Talk with our patrons and ask them what types of things they’d like to see the library include/offer.

**Friendliness-** We want our patrons and visitors to feel comfortable and welcome at ANBL.

* Staff members verbally welcome each patron who walks into the library.
* Patrons are all treated the same, regardless of their level of involvement or patronage, or of their purpose for being at the library.
* Staff makes an effort to respond to questions in a timely manner, both in person and through digital medium.
* Staff members follow up on previous interactions or questions, to make sure patrons are satisfied.

**Honesty-** We are open and transparent about library workings, and are happy to provide patrons and partners with information about the library.

* Making our library information readily available, including Board meeting minutes, policies, and financial statements.
* Providing annual reports at the end of the fiscal year showing things the library accomplished that year, how funds were spent, and outlining goals for the future.
* Establishing a FAQ page for our web site.
* Working with other libraries to partner on programs and services.
* Openly discussing concerns and difficulties with patrons.

**Invention-** We are always considering new ideas, new offerings, and new improvements.

* Library staff makes a point to be aware of advancements and new offerings in the library world, and evaluates them to see if they are things that would be a good fit for our library.
* The library is continually looking for program offerings that interest patrons, and program with patrons in mind.
* The library looks for partnerships in the community to establish lines of communication and offerings outside of the physical building.
* We constantly evaluate our materials collection to know if there are materials/collections we can add to add to our patrons’ experiences.

**Learning-** Our staff is always making an effort to advance their own knowledge through personal exploration and professional training in an effort to improve patron service.

* Staff takes advantage and attends various workshops and trainings offered, and after doing so, shared with the rest of the staff what they learned, and how it is applicable to our library.
* The library holds an annual in-service day with training for staff members.
* Staff members make a point of learning each other’s jobs, so that we are able to help patrons with any questions they may have, even if it falls within another staff member’s area of expertise.
* Staff talks/collaborates with other librarians in an effort to learn about other materials/methods/programming that may work for our library.
* Staff members make a point to talk with each other about something library-related they learned, and at staff meetings share what they’re working on and reading.

**Teamwork-** Our staff works closely together to strengthen communication, improve internal processes, generate ideas, and accomplish tasks, all while having a common goal of great library service.

* Establishing work teams for projects for idea generation, support, and work-share.
* We continue to hold regular staff meetings to share ideas and concerns, and to support one another. This is also a great way to encourage one another, and to recognize each other’s accomplishments.
* Staff keeps open lines of communication with one another, making sure everyone is aware of ongoing issues, materials information, procedures, and patron information.
* Trust one another enough to speak openly without fear in an effort to help one another learn and be better for our patrons.
* Be openly welcoming of questions and clarifications with one another, so as to encourage growth and learning.

**ADDENDUM: AREAS OF PARTICULAR FOCUS**

**Early Literacy-** We will provide support and resources for teachers, parents, and children in an effort to support early literacy. We will build a collection of materials that focus on the different areas of reading readiness, so children are equipped to succeed when they enter kindergarten.

**Seniors-** We have identified Seniors as an underserved population. We will be working to develop Senior-specific programming in an effort to engage the Senior members of our community, and provide them with enrichment.

**Programming-** We are committed to providing quality programming for all ages. We believe the Library plays an important part in the community, and hope that our offerings interest our patrons and add enrichment to the lives, encouraging lifelong exploration, discovery, and learning.

**BUDGET OVERVIEW – FY 2020/2021**

|  |  |  |  |
| --- | --- | --- | --- |
| **REVENUES** |  |  |  |
| 403.000 Property Taxes | $320,000 |  |  |
| 422.000 Memorials | $12,000 |  |  |
| 470.000 Miscellaneous Revenues | $1,000 |  |  |
| 481.000 Lakeland Cooperative | $0 |  |  |
| 567.000 State Aid Library Grant | $4,500 |  |  |
| 608.000 Services & Fees | $50 |  |  |
| 609.000 Copier Fees | $1,500 |  |  |
| 643.000 Vehicle & Equipment Sales | $0 |  |  |
| 650.000 Sales | $100 |  |  |
| 654.000 Penal Fines | $70,000 |  |  |
| 659.000 Book Fines | $500 |  |  |
| 665.000 Trust Fund Revenue | $35,000 |  |  |
| 666.000 Interest on Investments | $2,000 |  |  |
| 667.000 Picture Rental | $50 |  |  |
| 673.000 Video Casette Rental | $2,000 |  |  |
| 674.000 Audio Books | $600 |  |  |
| 675.000 Donations | $17,000 |  |  |
| 675.100 Donations - Youth Services | $1,500 |  |  |
| 677.000 Donations - Library Building Fund | $0 |  |  |
|  |  |  |  |
| **Total Revenue** | **$467,800** |  |  |
|  |  |  |  |

**BUDGET OVERVIEW – FY 2020/2021**

|  |  |  |  |
| --- | --- | --- | --- |
| EXPENDITURES |  |  |  |
| 701.000 Salaries - Full Time | $102,000 |  |  |
| 702.000 Salaries - Part Time | $62,000 |  |  |
| 704.000 Employee Benefits | $20,000 |  |  |
| 727.000 Departmental Supplies | $7,000 |  |  |
| 744.000 Video Casettes | $3,500 |  |  |
| 744.001 Audio Books | $2,500 |  |  |
| 746.000 Memorials - Book | $7,500 |  |  |
| 746.001 Memorials - Non-book | $1,500 |  |  |
| 747.000 Donations - Book | $13,000 |  |  |
| 747.001 Donations - Non-book | $7,000 |  |  |
| 748.000 Adult Services Program | $1,000 |  |  |
| 751.000 Teen Services Program | $1,500 |  |  |
| 801.000 Professional & Contractual Services | $3,500 |  |  |
| 808.000 Subscriptions & Memberships | $2,500 |  |  |
| 809.000 Education & Training | $2,000 |  |  |
| 811.000 Maintenance & Services | $37,000 |  |  |
| 813.000 Miscellaneous Expenses | $200 |  |  |
| 816.000 Youth Services Program | $3,500 |  |  |
| 817.000 Electronic Access | $24,000 |  |  |
| 820.000 Telephone | $400 |  |  |
| 831.000 Travel | $2,000 |  |  |
| 850.500 USF Balance GR Foundation | $0 |  |  |
| 903.000 Printing | $0 |  |  |
| 921.000 Utilities | $27,500 |  |  |
| 933.000 Office Equip Repair & Maintenance | $700 |  |  |
| 959.000 Transfer Out - Fund 677 | $23,000 |  |  |
| 965.371 Transfer Out - Debt Fund | $85,000 |  |  |
| 975.000 Building Improvements | $7,000 |  |  |
| 977.001 Library Equipment | $6,500 |  |  |
| 979.000 Equipment | $1,500 |  |  |
| 980.000 Capital Improvements | $4,000 |  |  |
| 982.000 Books | $10,000 |  |  |
|  |  |  |  |
| **Total Expenditures** | **$467,800** |  |  |

**LIBRARY INFORMATION**

LIBRARY HOURS:

Monday: 9AM – 8PM

Tuesday: 9AM – 5PM

Wednesday: 9AM – 8PM

Thursday: 9AM – 5PM

Friday: 9AM – 5PM

Saturday: 9AM – 1PM

Sunday: CLOSED

PHONE:

(616) 794-1450

ADDRESS:

302 E Main St.

Belding, MI 48809

WEB SITE:

www.alvahnbeldinglibrary.org

SOCIAL MEDIA:

Find us on Facebook, Instagram, Pinterest, YouTube, and WordPress