



# Brighton District Library Strategic Plan • 2019-2022

Connect, Grow, Discover...Together



Prepared by the Brighton  
District Library Board  
and Staff with the  
assistance of SCORE

## Letter from the Board President

Dear Brighton Community,

I am pleased and honored to introduce this Strategic Plan to guide our Library Board and staff for future years. This plan wasn't handed down from on high. It resulted from a lengthy process of assessment and discussion among community representatives, Library staff, Friends of the Library, and members of the Board of Trustees.

The Trustees are genuinely open to suggestions and ideas to make our Library a wonderful, stimulating community destination for all. The direct input of our users, together with exercises such as Strengths, Weaknesses, Opportunities and Threats (SWOTS) analysis, guided us in developing the Strategic Initiatives so we can be the best that we can be.

Our Board is committed to reviewing our Strategic Plan annually to keep it continually updated. We thank you for your patronage and your future input.

Sincerely,



Patrick A. McDonald

President, Brighton District Trustees

## Introduction from the Library Director

In the winter of 2019, the Library Board of Trustees embarked on developing an updated Strategic Plan. This plan is the result of five months of dialogue with community members, Library staff, the Friends of the Library, and the Board of Trustees. The development of the Strategic Plan was guided by Board President Patrick McDonald, Treasurer Jim Muzzin, members of the Library's Management Team, and our facilitator Craig Lesley, local SCORE Representative.

We are grateful for the community feedback that was received through our online community survey. The response to the survey was far beyond our expectations and it helped meaningfully guide our plan. We thank those community members who took the time to respond.

The staff and Board of Trustees are committed to providing excellent customer service, innovative ideas, and a vibrant library to our community. Our updated Strategic Plan serves as a guide for the consideration and implementation of new programming, resources, technology, services, and building enhancements that will drive this commitment forward. We are confident in the Library's ability to adapt to changes and evolve to connect, grow, and discover together.

Sincerely,



Cindy Mack, Library Director

# Mission, Vision, Values

## **Mission:**

Connect, Grow, Discover...Together

## **Vision:**

We will:

- Offer outstanding resources for education, business, and leisure.
- Be a premiere community destination that is inclusive and responsive to change.
- Be an integral part of the community through outreach and engagement.
- Continuously deliver excellent customer service with compassion and integrity.

## **Values:**

- We believe in intellectual freedom.
- We protect everyone's right to privacy and confidentiality.
- We work hard to deliver courteous and equitable service.
- We promote literacy and lifelong learning.
- We are careful stewards of the resources entrusted to us.

# Environmental Analysis

People of all ages have an increasing number of options for accessing information and entertainment. Private companies are investing vast energy and resources to attract the attention of people seeking such access. Using sophisticated market and consumer analysis, companies such as Amazon, Barnes and Noble, Netflix, and Apple are offering products and services that fill needs historically served by libraries and local retail, resulting in highly targeted outreach to gain ever more of the available consumer time and money.

The Brighton District Library has experienced moderate decreases in overall circulation of traditional materials over the last 5 years. Over the same period, online circulation of downloadable and streaming materials has continued to burgeon, currently accounting for

nearly 25% of monthly circulation. Adaptation to how people are reading, listening, and viewing will be key to the Library's continued success.

As the role of online technology in modern life continues to grow, Library technology has continued to fill a community need in bridging the digital divide for those who cannot afford or access computer and internet technology. The Library also provides services for emergencies when personal technology breaks down. Library wifi usage has increased 38% in the last five years for those using their own portable devices.

Political and other social issues, facilitated by emerging technologies, tend to drive people apart. In such times, the part public libraries play in the civic life of their communities becomes more important. As a community gathering place, that welcomes and is open to everyone, the Library can be a place for more positive, collaborative discourse.

Demographically, the population served by the Brighton District Library is expected to continue to grow over the coming years. This includes a rapidly growing aging population. The Library will need to continue making process and service improvements in the future to adapt to the environmental changes it faces. This will ensure it is offering the most attractive mix of education and entertainment services possible.

## The Strategic Planning Process

In 2018 Brighton District Library engaged Craig Lesley, a retired business executive and officer in the local SCORE organization, to facilitate the creation of a new Strategic Plan for the Library. The existing Strategic Plan was completed in 2009, and only informally revised since then. A committee of Library trustees and managers was formed to develop and produce the plan. In addition to meetings of the committee, Mr. Lesley also facilitated a meeting of Trustees, all interested Library staff, members of the Friends of the Library, and other members of the public to conduct a SWOT exercise and other planning items. The committee developed a user survey, conducted in January 2019, to receive broader input from the public on their opinions about, and desires for, the Library and its services.

Survey respondents strongly agreed that the Brighton District Library provides excellent customer service to the community, including knowledgeable and helpful staff and a clean and welcoming environment. Survey feedback showed the Brighton community places great value on the Library's continued focus on children and youth, including an emphasis on programming to these particular age groups. In addition, respondents felt that it is important that the Library continue to provide educational and lifelong learning opportunities, as well as access to technology to all patrons.

Additionally, the responses showed that patrons desire to see expanded collections, including access to more eMaterials and physical materials. Respondents also emphasized a need for improvements to the library facility, as well as a need to improve coverage and targeting of library promotions.

The SWOTs and User Survey summary report are attached as appendices to this plan.

With all of this input, the committee discussed and revised the Library's statements of mission, vision, and values, and selected the Strategic Initiatives that make up this Strategic Plan.

## Strategic Initiatives

To continue to offer high quality, relevant library services to the greater Brighton area, the Brighton District Library will embrace the following Initiatives during this planning period.

Each department will develop Goals and Objectives in support of these Initiatives and those Goals will be evaluated on their outcomes. The dashboard of library performance measures will be modified from time to time to reflect metrics appropriate to these Initiatives, Objectives and Goals.

### Core Services

Collections, programs, and technology are the core services offered by the Brighton District Library, and the most widely used. The Library will take steps to ensure that it continues to offer high quality, up-to-date collections, and programs focusing on the needs of both current and prospective patrons.

In the area of Collections, the Library will

- Implement formal and ongoing review to assess the quality, currency and coverage of collections, and seek to identify areas where user interests may be better served.
- Review and revise the collection development policy as appropriate.
- Be responsive to shifts in user interest and balanced in terms of diverse viewpoints.

In the area of Programs, the Library will

- Offer programs for all age groups.
- Be responsive to shifts in user interest.

- Utilize community partnerships when appropriate.

In the area of Technology, the Library will

- Implement new technology services, such as self-checkouts and access to mobile devices within the Library, to create more efficiencies for patrons.
- Enhance functionality and speed of wifi and wired local networks.

## **Facility**

The Brighton District Library takes pride in its facility and has active renovation plans scheduled to begin in the summer of 2019. Community input has, and will continue to have, a strong influence on this process. The user survey conducted as part of our planning process showed wide support for the current improvement plans to our facility. Careful program planning and scheduling are required to satisfy the demands of the diverse programs offered and groups using the facility.

- The Library will complete its renovation plans, including new spaces, furnishings, and décor for the better enjoyment and comfort of visitors. Additionally, the updates will reflect user interest and community needs.
- The facility will be maintained and updated to sustain an attractive and welcoming environment.
- The facility will be open to the community, with hours of operation reflecting interest and demand.
- The Library will monitor building usage, trying new features and procedures to optimize use of its redesigned spaces.

## **Communications**

Keeping our community informed of Library programs and services is important to sustain and grow usage. Communication methods must be compatible with the growing number of ways people receive and process information.

- All Library programs and services will be publicized appropriately.
- The communication strategy will seek to reach both user and non-user audiences.
- The communication strategy will be multi-media, utilizing both paid and unpaid platforms.

## **Community Engagement**

It is important for the Library to be visible in, and supportive of, the broader community. The Library has information resources, services, and staff experience that can be important components of community progress.

- The Library will engage in an active outreach program to expand awareness and continue developing partnerships with local government, area schools and community organizations.
- The Library will be responsive to the shifts in public education, adapting quickly to the changing needs of our local schools.

## **Management/Leadership**

These Initiatives can only be achieved with strong leadership, advice, and management. Throughout this strategic planning cycle the tradition of strong leadership and professional staffing will be sustained.

- Management will establish and achieve annual budgets.
- Progress in each Strategic Initiative will be monitored through a dashboard of reports.
- Management will conduct professional development programs and hiring practices that offer the best opportunity to achieve these Strategic Objectives.
- The Board will actively support this Strategic Plan, including identification of, and participation in community engagement opportunities.
- The Library will seek support for programs and outreach from the Friends of the Library.

## **Plan for Re-Planning**

The Board and staff of the Brighton District Library will annually review this plan and propose adjustments in response to, or anticipation of changes in the external environment, local community or user group interests.

# Appendix A

## **Strengths, Weaknesses, Opportunities and Threats (SWOTS)**

Every organization embarking on a strategic planning process must include an honest review of the strengths, weaknesses, opportunities and threats facing the organization before determining the Strategic Initiatives required to leverage strengths and opportunities to correct weaknesses and mitigate threats. The Strategic Planning Committee engaged Board members, Friends and staff in developing these SWOTS.

### STRENGTHS

- Steady source of income from a special tax
- Strong leadership, including Board and Friends
- Experienced staff
- A reputation for customer service
- Quality programming that attracts high attendance
- Good collections
- Free services
- Facilities and location

### WEAKNESSES

- Tax supported, with restricting regulations
- Facility space limitations
- Budget limitations, with limits on alternative sources

### OPPORTUNITIES

- Become the benchmark of other libraries
- Adjust programs/services in response to changing demographics
- Adjust programs/services in response to changing technology
- Attract new users among current non-users and new residents
- Partner with schools, businesses and local governments
- Promote diversity
- Show community that the Library offers, and will continue to offer, services that are relevant to modern learning and entertainment modes

### THREATS

- Rising social intolerance makes it harder to maintain an environment welcoming to all
- Technology constantly creates new competition to traditional library services
- Perception that library services are obsolete
- Downturns in the economy, including homelessness

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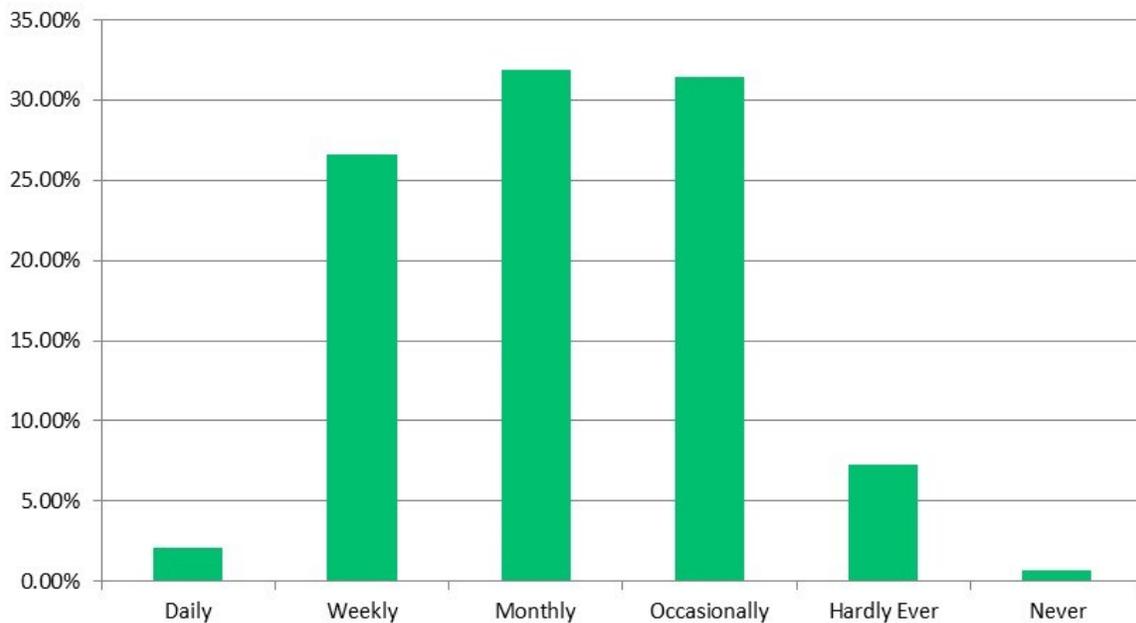
# Appendix B

## User Survey Summary Report

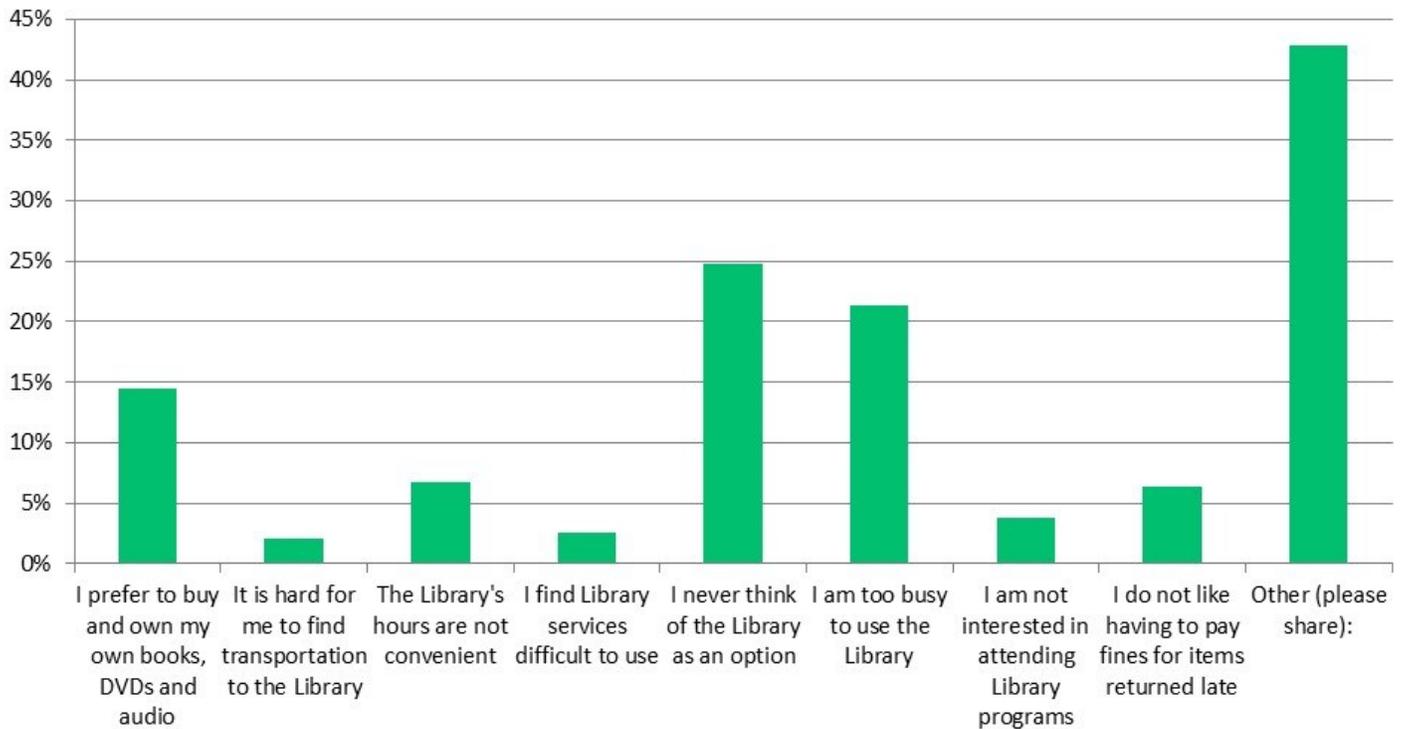
This survey, developed by the Strategic Planning Committee, was administered in January 2019, through Survey Monkey. It was publicized on the Library website, newsletter, and social media sites, in a mailer delivered to all district households, and in the Library itself, where printed surveys were also available for those unable to use Survey Monkey. 1557 surveys were returned, far exceeding our expectations for response.

The responses to survey questions are tabulated or summarized below. Questions 9-20 are omitted. These go into considerable detail about programming for adults, youth and teens, and while helpful for those departments' planning, cannot readily be summarized for this overview.

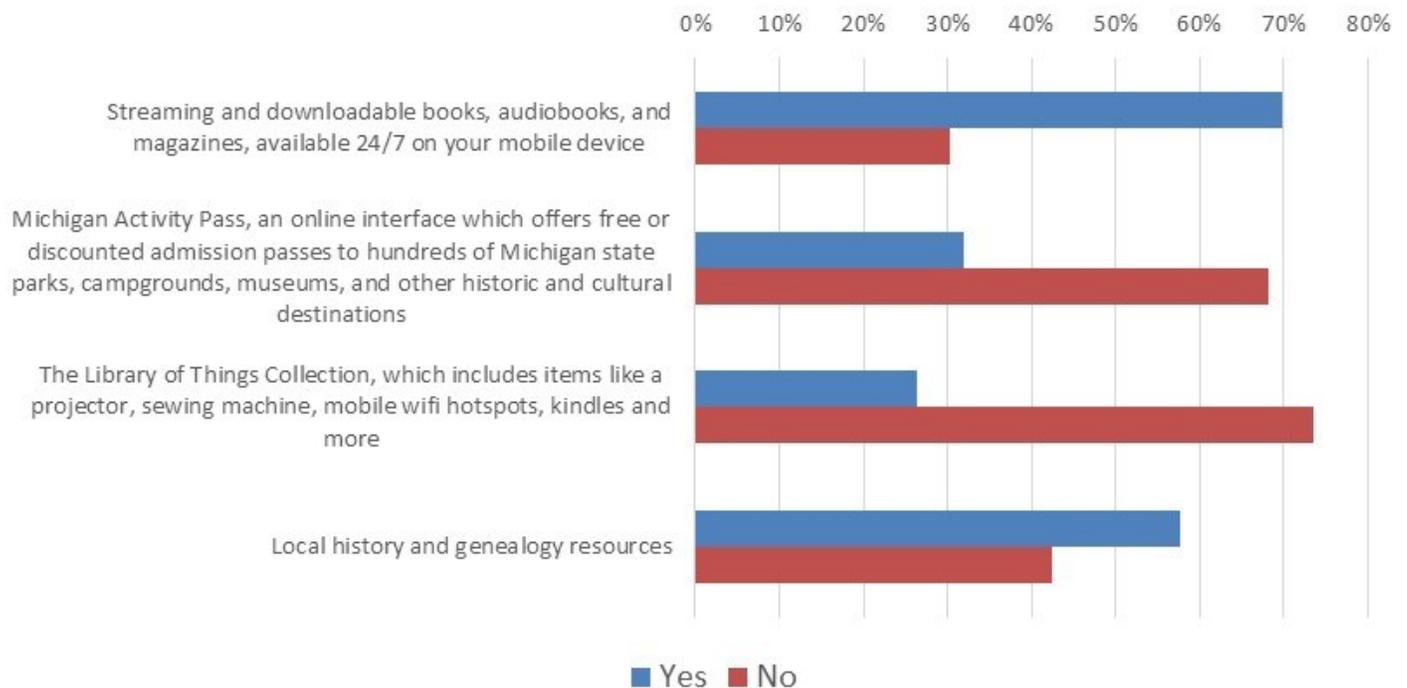
**Q1. How often do you use the Brighton District Library?**



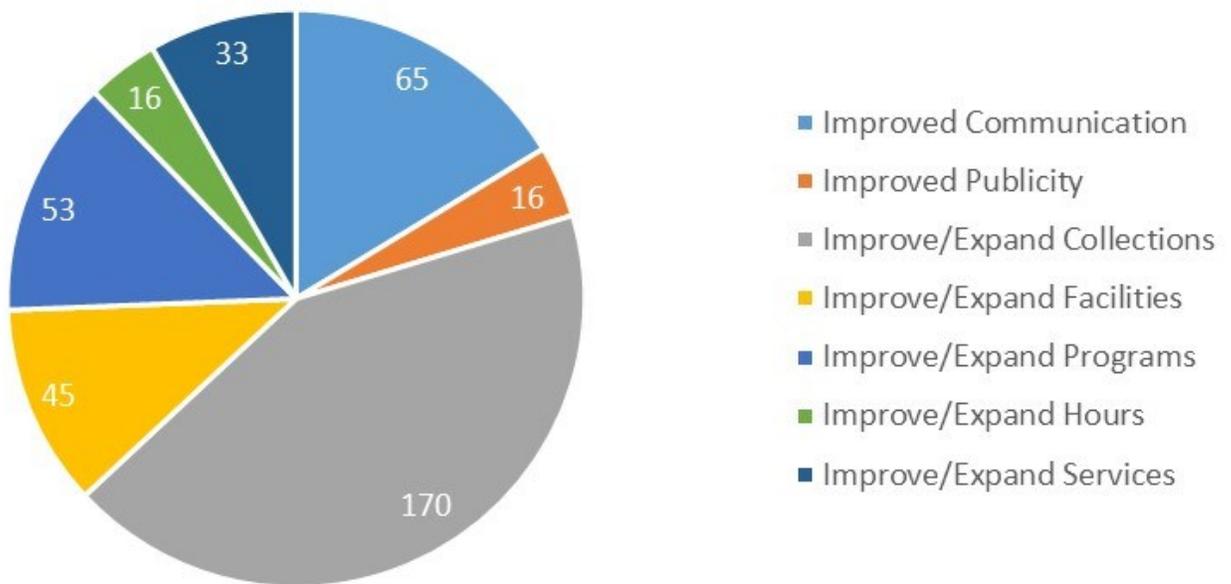
**Q2. If you are not a regular library visitor, please tell us why.  
(Choose all that apply.)**



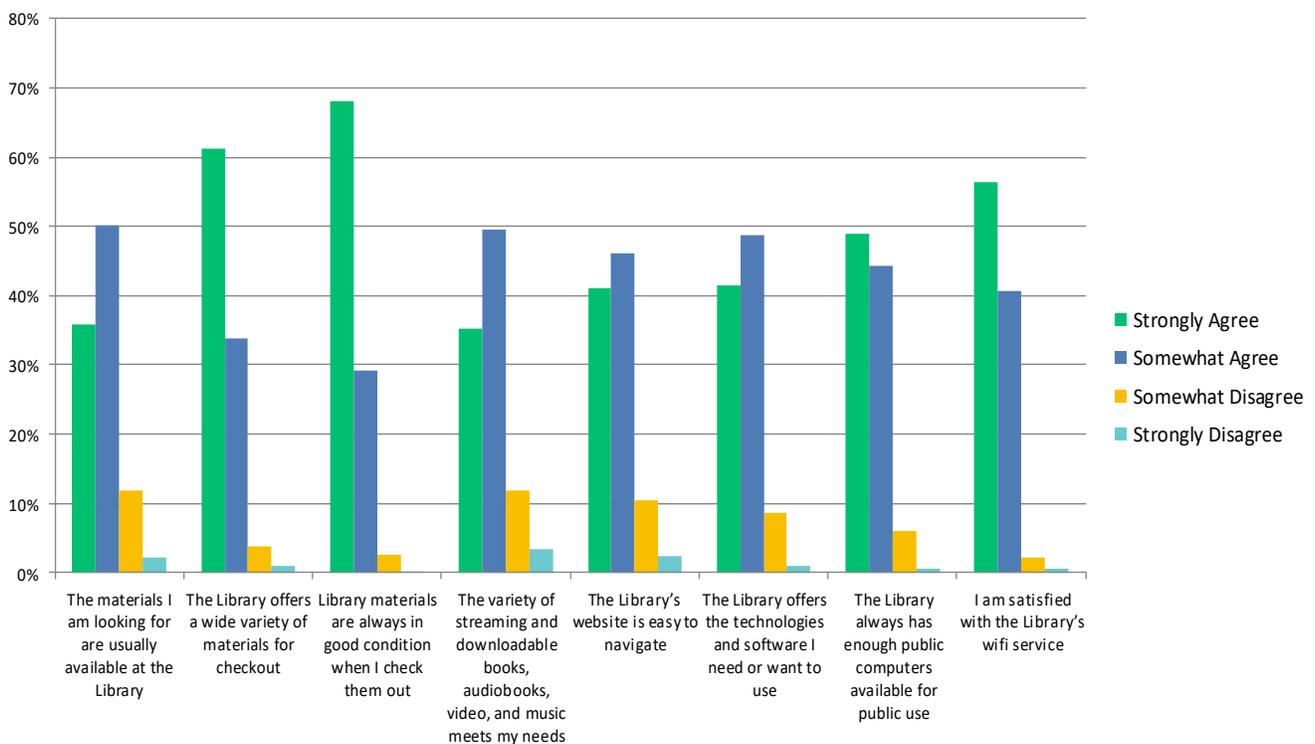
**Q3. Did you know the Brighton District Library offers the following services?**



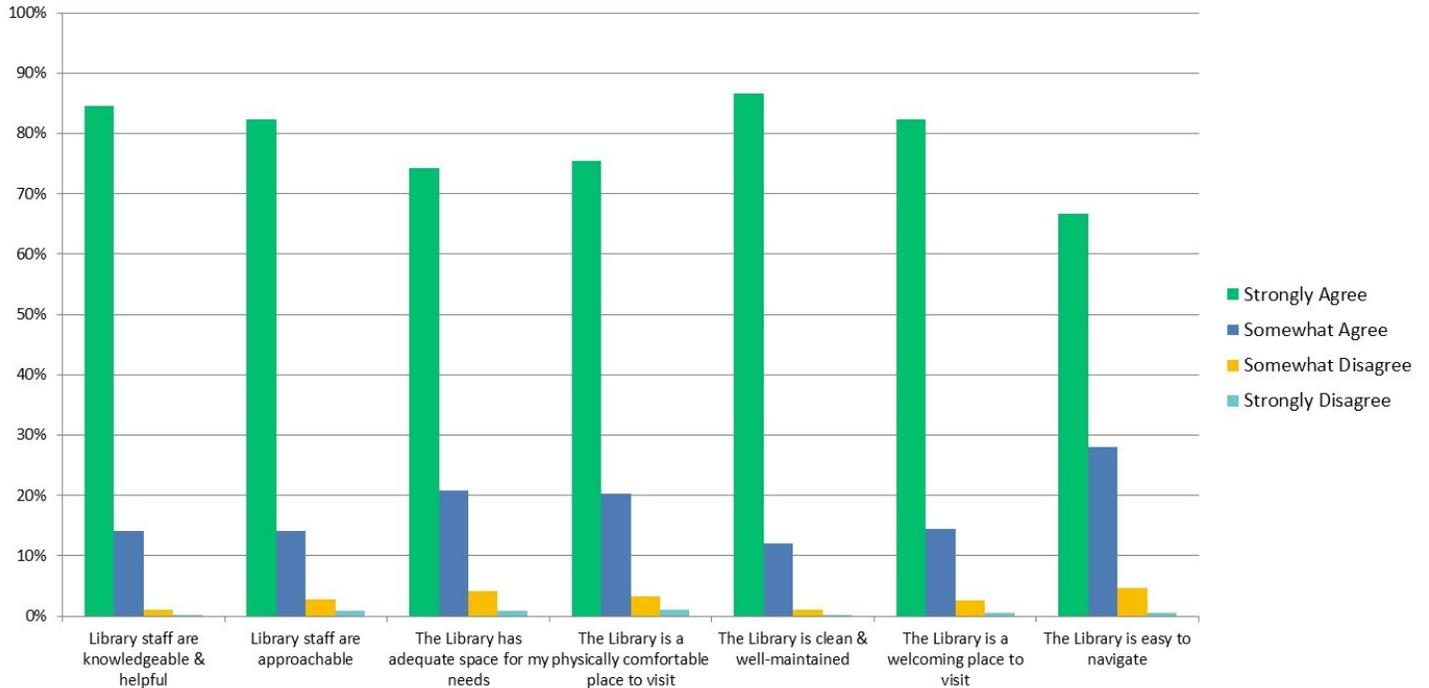
**Q4. Please share any changes you feel the library should make to its collections or services to better meet the needs of the community.**



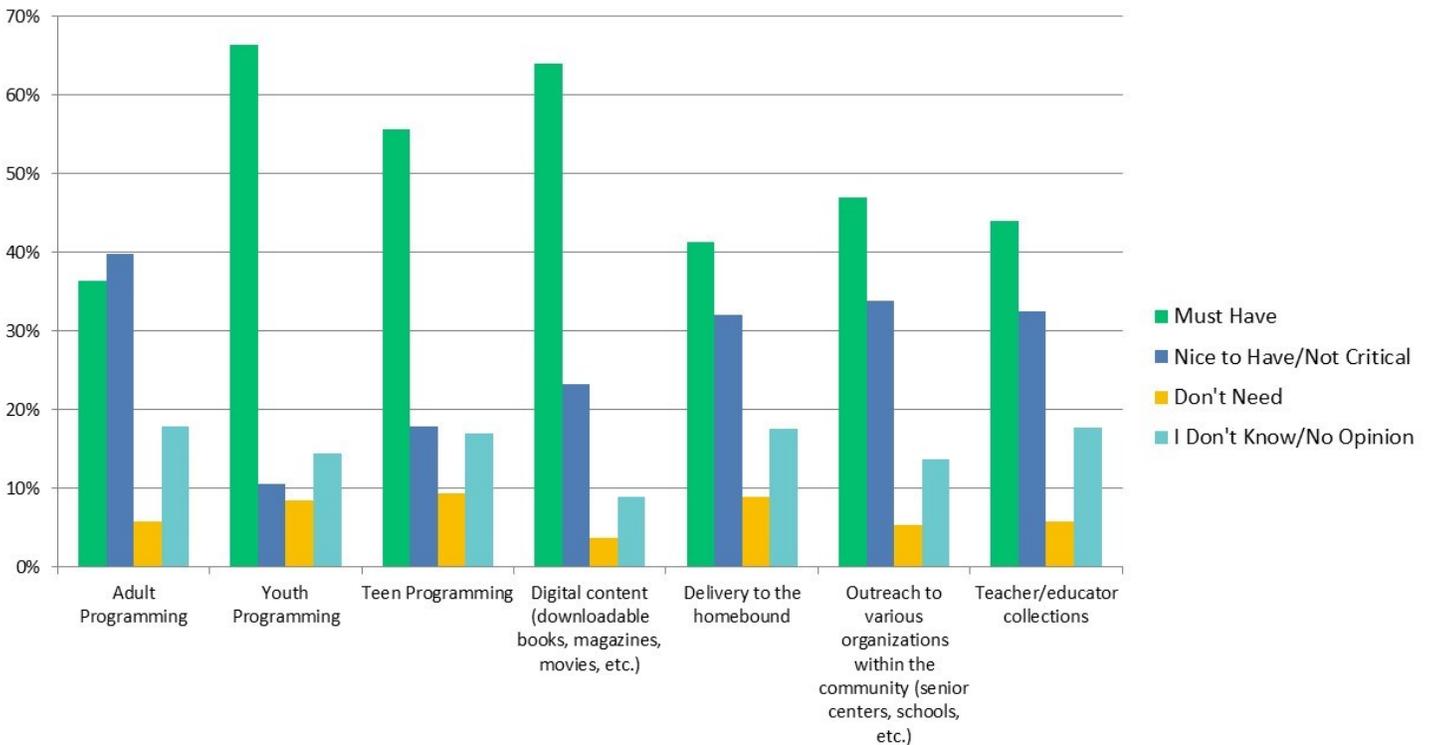
**Q5. Do you agree with the following statements describing the Brighton District Library's collections and services?**



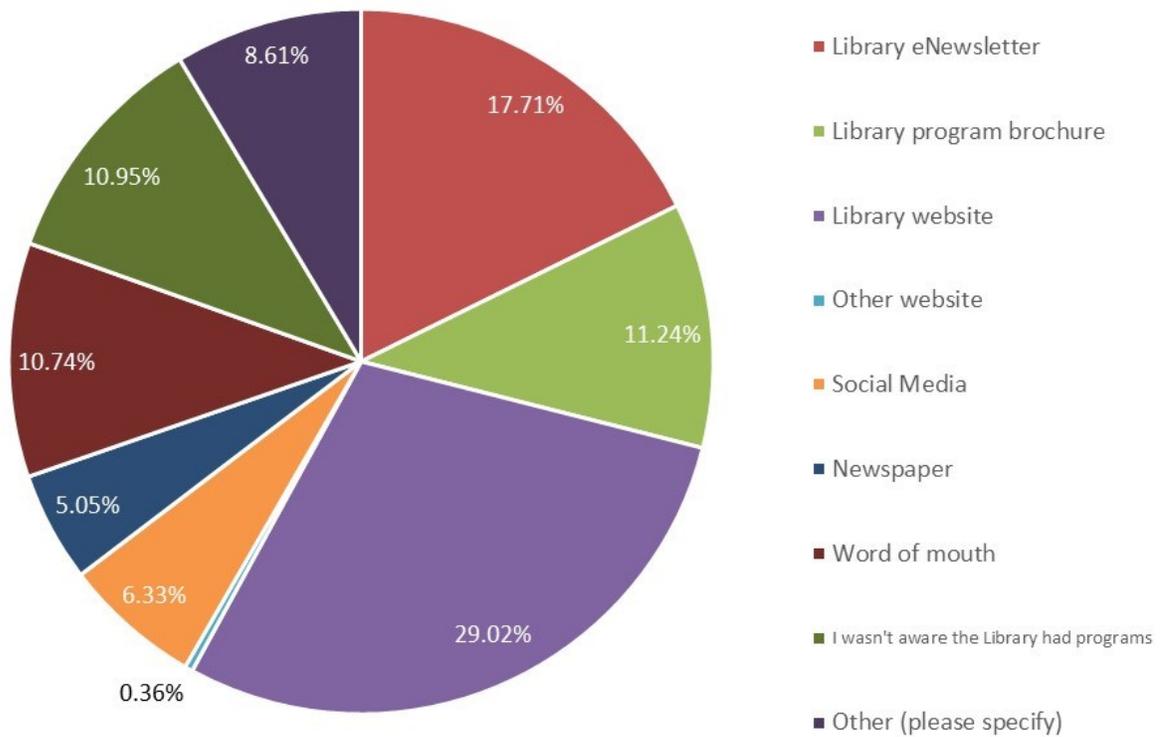
**Q6. Do you agree with the following statements describing the Brighton District Library's building and staff:**



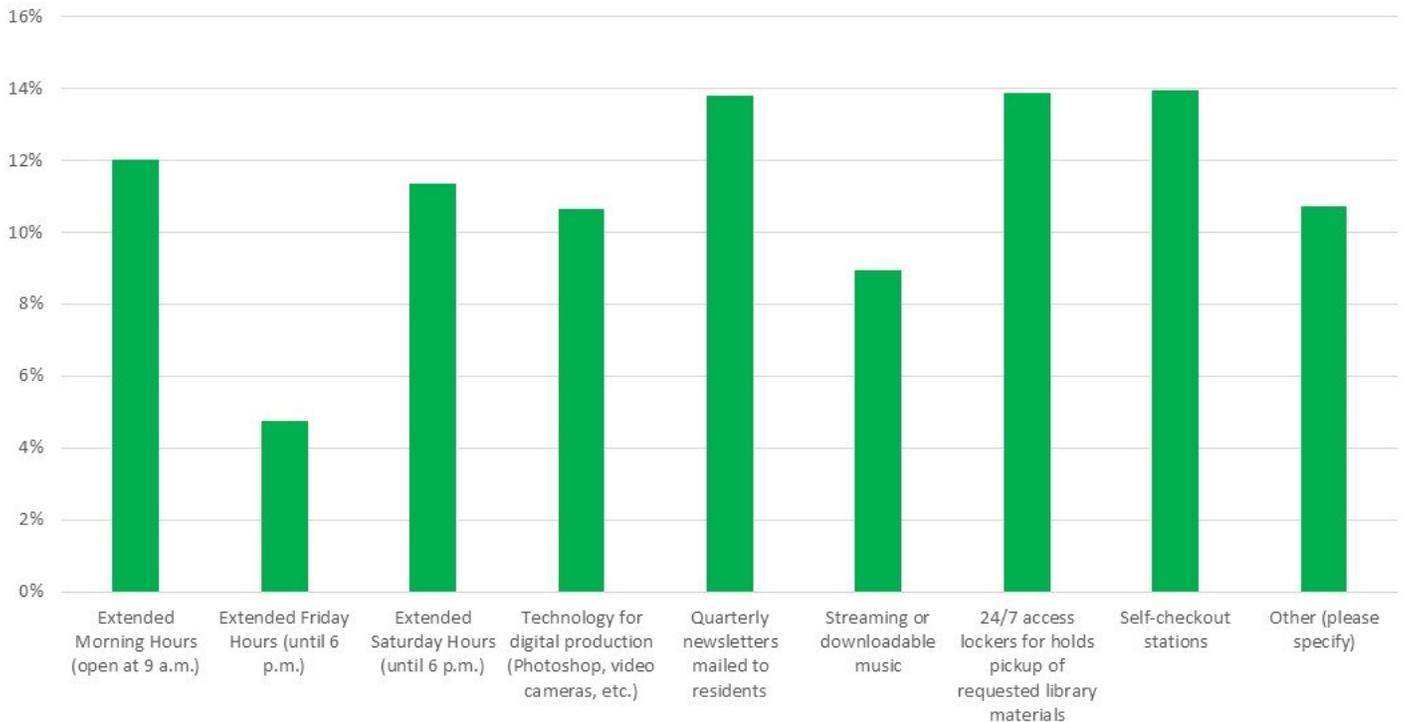
**Q7. Please tell us how you rate these services in terms of importance:**



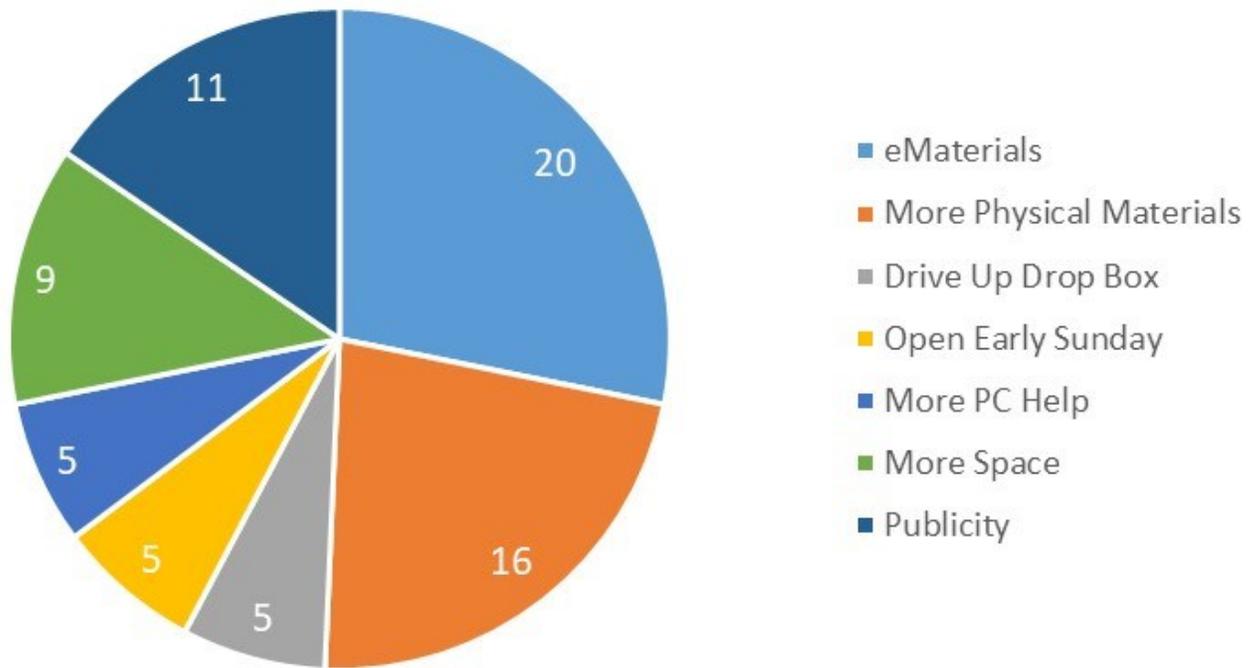
**Q8. How do you find out about programs or events at the Brighton District Library?**



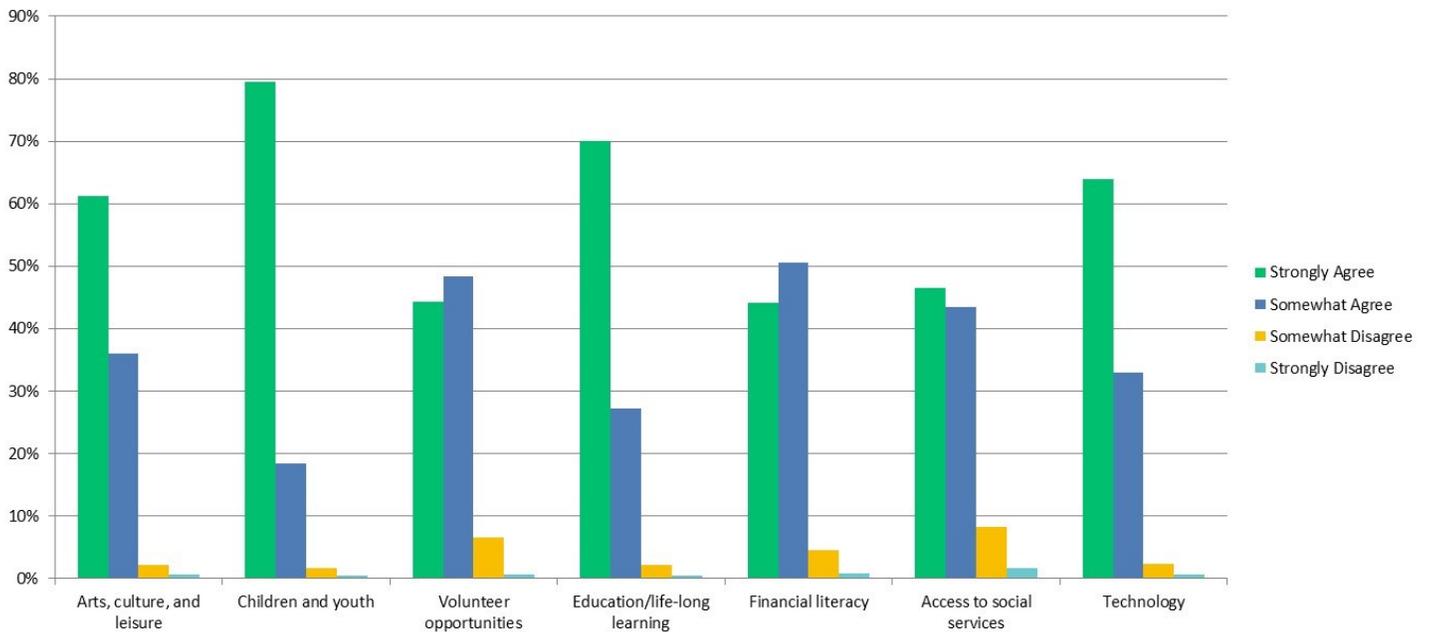
**Q21. If budgets were of no concern, what new initiative would you most like to see at the Brighton District Library? Please choose ONE.**



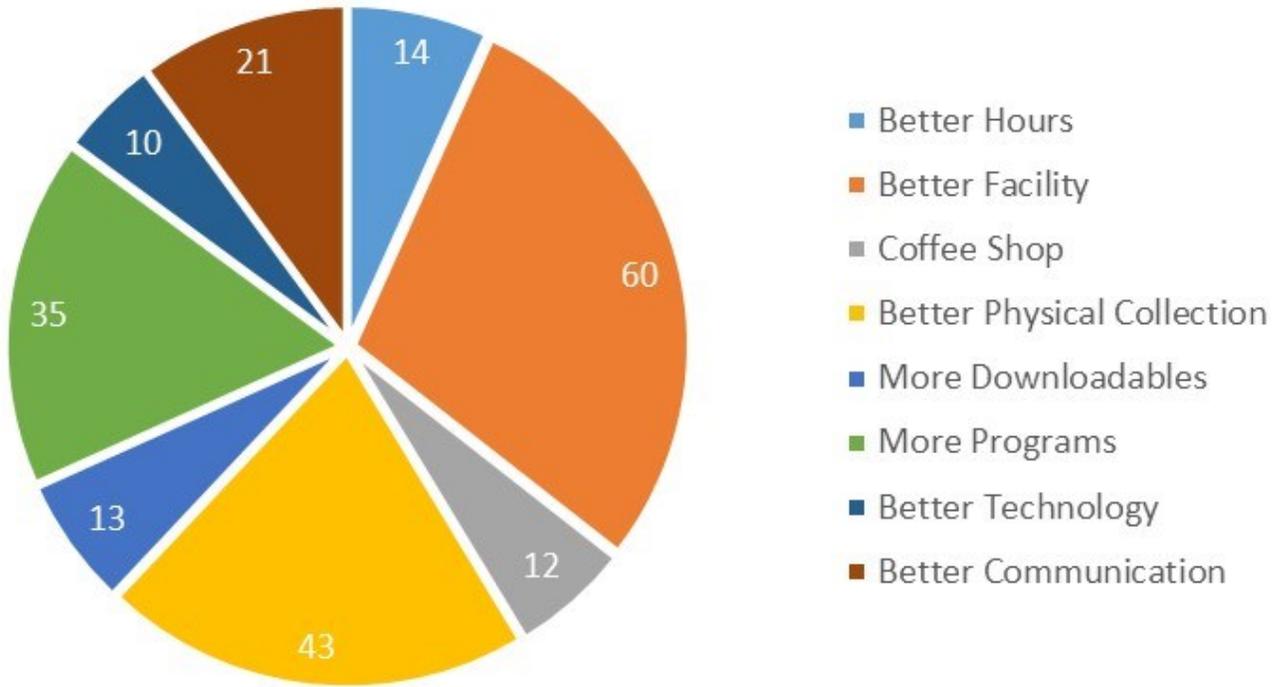
**Q21. If budgets were of no concern, what new initiative would you most like to see at the Brighton District Library?  
(Open-ended responses)**



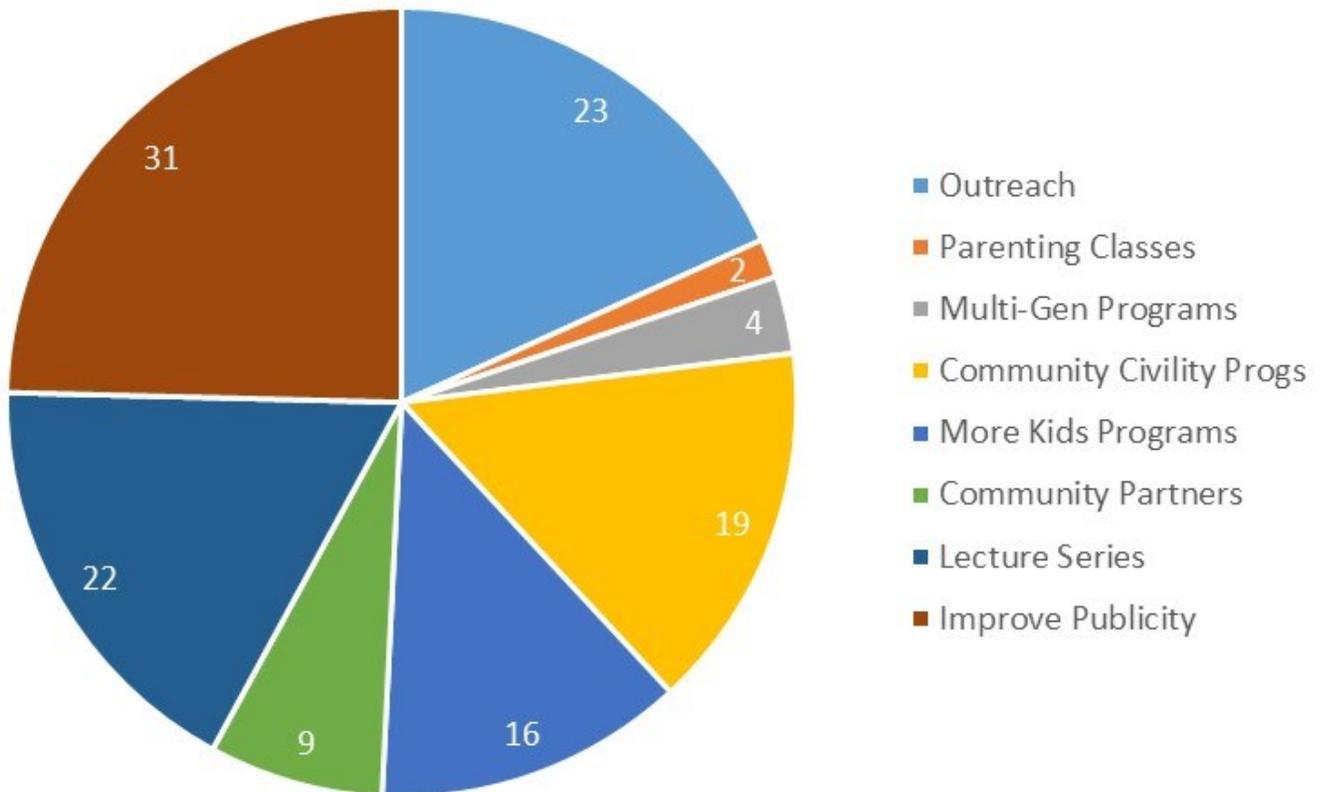
**Q22. In order to help the Brighton District Library align itself with the community's needs, please help us understand how much you agree with the Library's focus in the following areas:**



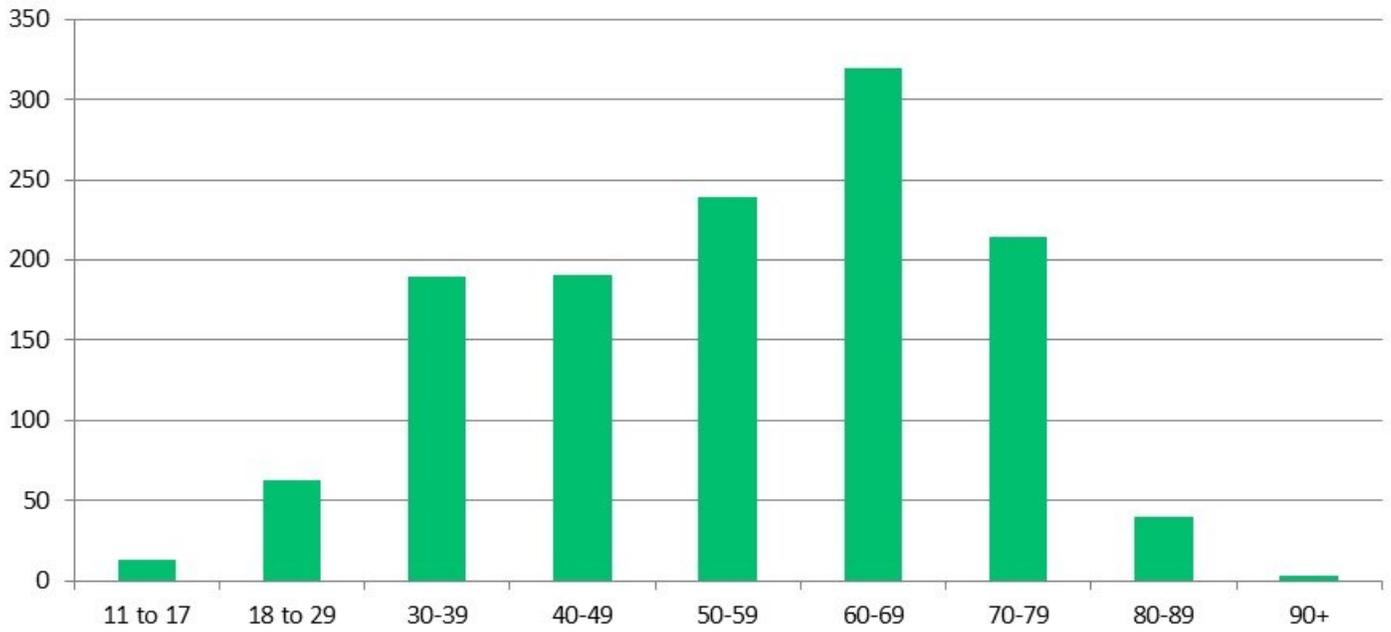
### Q23. Our Library Would Be Great If:



### Q24. How Can the Library Help the Community Achieve What You Value Most?



### Q25. What is your age?



### Q26. Where Do You Live?

