Elk Rapids District Library Strategic Plan
2023-2028

Adopted by the Elk Rapids District Library Board of Trustees
June 8, 2023

Strategic Plan Facilitators:
Midwest Collaborative for Library Services
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This document will be available online at the Library's website: elkrapidslibrary.org

Table of Contents

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EXECUTIVE SUMMARY

To guide this effort, the Board elected to work with consultants at the Midwest Collaborative for Library Services (MCLS) of Lansing, MI to facilitate a strategic planning process that would help to align library services with the aspirations and needs of the community. Based on the work of The Harwood Institute for Public Innovation, community members were asked, "What kind of community do you want?" and "How can the library help?"

The Strategic Planning Committee recommended that the Library Board adopt three strategic service priorities for the period 2023-2028. The priorities are:

Redefine Library Service
Explore and adopt innovative ways to meet needs throughout the Library district.

Connect with the Community
Increase awareness of the Library and cultivate opportunities for communication and engagement.

Foster Collaboration
Build and maintain relationships to expand the reach of the Library.

OVERVIEW OF THE PLANNING PROCESS

1. The Library Board approved working with consultants from the Midwest Collaborative for Library Services (MCLS) to facilitate the creation of a new strategic plan that would be based on community needs. MCLS, based in Lansing, MI, is a non-profit, member-driven organization whose mission is to facilitate sharing resources and to collaborate with other organizations to benefit Michigan and Indiana libraries. MCLS uses a planning process based on The Harwood Institute for Public Innovation's "Turning Outward" approach. "Turning Outward" is a process that entails taking steps to better understand communities; changing processes and thinking to make conversations more community-focused; being proactive to community issues; and putting community aspirations first.

2. In May 2022, MCLS consultants created a public community survey that was offered through the ERDL library website and in person. There were 460 responses to the general library survey, with 250 residents responding to the same aspirations and concerns questions as asked in the interviews.

3. An eighteen-person Strategic Planning Committee was assembled, which included representatives from the Library Board, the Library staff, and the community.

4. At an initial meeting with the consultants on June 8, 2022, the Strategic Planning Committee brainstormed a list of community leaders to interview. The potential interviewees needed to represent as many and broad ranging groups and stakeholders in the Elk Rapids District Library service area as possible.

5. Strategic Planning Committee members were each assigned community leaders to interview. The interview was based on The Harwood Institute's "Ask" exercise, which entailed asking five questions to get a sense of people's aspirations for the community, and how the library might help the community to achieve those aspirations. Forty-two community leaders were interviewed.

6. MCLS consultants conducted 6 community conversations with 29 residents. These conversations were held all over the library service area and were 90 minutes long. The conversations were based on the Harwood Institute's "Community Conversations" tool, to learn about what residents wanted their community to be, what challenges they face in realizing these aspirations, and ways the library might help.

7. MCLS consultants compiled the information from the community leader interviews, the community conversations, and the aspirations and concerns portion of the community survey to identify themes. This information was used to create a "Community Narrative" to summarize the public knowledge gathered.

8. The Strategic Planning Committee, on December 13, 2022, participated in a SOAR analysis of the library, identifying strengths, opportunities, aspirations, and results. The strengths became the basis for the library's core values. The aspirations became the basis of the library's vision statement, and opportunities resulted in the identification of key service priorities.

9. On February 15, 2023, MCLS consultants met to work with the library staff on the creation of a tactical plan to address the key three key priorities that were identified by the Strategic Planning Committee. The group answered the following questions for each priority: "How will the patron benefit?"; "How will the community benefit?"; "What activities might occur?" "What will success look like?"; "What organizational issues will need to be addressed, including facilities, technology, policies, staffing, etc.?" This work created the basis for the development of goals, objectives, and activities that make up the five-year strategic plan.

10. Work continued through May 2023 with the creation of the draft strategic plan, including the refinement of goals, objectives, and activities. The library's leadership team created an initial implementation plan that addressed each potential activity and assigned a target date for startup and/or completion, and which department(s) would be assigned responsibility. Assignments and work related to each new initiative will reveal a plan that is flexible and evolving, in order to adapt to changes that may be needed along the way. A measurement plan was created to track the progress of the goals identified in the Strategic Plan.

ELK RAPIDS DISTRICT LIBRARY STRATEGIC PLAN

Mission

To provide quality resources and services that engage
and impact the well-being of our community.

Vision

We are a trusted, relevant, and valued partner in the communities we serve.

Values

Welcoming • Enthusiastic • Resilient • Adaptable • Inclusive • Accessible

Welcoming
We take pride in our friendly, judgment-free space
where all members of the public feel supported, respected, and heard.

Enthusiastic
We are passionate about our work, are competent and caring,
and are committed to our patrons as our primary focus.

Resilient
We are problem solvers who respect each other's strengths,
help each other through unexpected challenges, and make things work.

Adaptable
We are responsive to the ever-changing needs of our community:
embracing change, progress, and growth.

Inclusive
We strive to offer a diverse collection of materials and programming
that enliven and enlighten all members of our community.

Accessible
We are responsive to all our patron's needs and are dedicated to providing
global access to materials with a local touch.

Strategic Priorities and Goals

Redefine Library Service
Explore and adopt innovative ways to meet needs throughout the Library district.
- **Reduce barriers to service and meet people where they are.**
- **Redefine the idea of what the Library can provide for the community.**

Connect with the Community
Increase awareness of the Library and cultivate opportunities for communication and engagement.
- **Create opportunities to expand the Library's impact, value, and visibility in the community.**
- **Develop and strengthen opportunities for community connection and growth.**

Foster Collaboration
Build and maintain relationships to expand the reach of the Library.
- **Bolster and grow relationships with existing partners.**
- **Cultivate new partnerships throughout the community***.*

Priorities, Goals, Objectives, and Potential Opportunities

The Elk Rapids District Library's goals address the strategic priorities and aspirations identified by participants during the planning process. These goals serve as a roadmap for the next few years. Although these goals do not cover all of the Library's work, they are intended to set a strategic direction for the life of this plan. The objectives are performance measures that indicate "how much" and "by when." The potential opportunities are specific activities that the Library will undertake to achieve the objectives and goals. The goals will remain constant while objectives and potential opportunities may evolve.

Redefine Library Service
Explore and adopt innovative ways to meet needs throughout the Library District.

GOAL 1   Reduce barriers to service and meet people where they are.

OBJECTIVES
- First-time Library users will increase.
- Homebound service use will increase.
- Library use by underrepresented areas and underrepresented populations of the District will increase.
- Patrons report off-site Library access is convenient and meets their needs.
- The number of ways patrons engage with the Library will increase.

POTENTIAL OPPORTUNITIES
- Add an after-school bus stop at the Library.
- Connect with underserved groups and develop ways to serve their interests and needs.
- Continue to expand the ONE CARD program into elementary and high schools.
- Create dedicated outreach staff positions.
- Develop mobile services and/or pickup locations around the District.
- Establish satellite locations throughout the District for story times, technology assistance, general programming, etc.
- Expand the Library's reach to the non-English speaking community.
- Explore providing "pop-up" emergency Wi-Fi stations around the community.
- Implement homebound services.
- Invest in a mobile circulation station to take to "pop-up" locations for mobile checkouts.
- Provide mobile opportunities for library card signups.

GOAL 2   Redefine the idea of what the Library can provide for the community.

OBJECTIVES
- New materials will increase in circulation.
- Patrons will report that the Library is one of the first places they think of when needing information or entertainment.
- Patrons will report the Library's technology programs and resources met or exceeded expectations.
- Patrons will report their confidence to try new things has increased.
- Staff will report that they feel confident in the skills required to do their jobs.
- The best possible use of Library space will be co-created, constructed/remodeled, and financed.
- The number of Library materials, resources and services will increase.
- Use of new Library resources and services will increase.

POTENTIAL OPPORTUNITIES
- Add unconventional digital resources and devices to the collection.
- Consider crowdsourcing new materials selection.
- Develop, implement, and fundraise for future Library space based on the non-biased evaluation and community conversation of space, needs, and aspirations.
- Establish a story walk.
- Evaluate current space, incorporating future needs and aspirations.
- Examine the current building to enhance visual aesthetics, and to maximize utility and accessibility for patrons and staff.
- Expand technology classes, workshops, and one-on-one help sessions.
- Explore expanding the collection with innovative items that empower people to try new things.
- Investigate providing additional library services such as notarizing, faxing, printing, etc.
- Look into hiring technology interns.
- Offer a variety of innovative technologies for in-house use and checkout.
- Partner with the Village of Elk Rapids to develop a capital improvement plan for the Island House.
- Provide non-English materials and Library information.
- Study offering alternative types of materials for people who cannot use standard printed materials.
- Support and encourage staff training and professional development to ensure that staff are empowered to assist patrons.
- Update existing technology to industry standards and recommendations, as needed.

Connect with the Community

Increase awareness of the Library and cultivate opportunities for communication and engagement.

GOAL 1   Create opportunities to expand the Library's impact, value, and visibility in the community.

OBJECTIVES
- Building visits will increase.
- Circulation will increase.
- Community members will report an increase in Library transparency.
- Community members will report an increased awareness of the Library and its collection, programs, and services.
- The number of social media comments and interactions will increase.

POTENTIAL OPPORTUNITIES
- Advertise events and resources with flyers at local businesses.
- Build a targeted social media presence.
- Create a marketing specialist position.
- Create engaging displays around the Library.
- Establish a process to cross-promote resources and services between the Library and its partners.
- Expand Library presence at community events all over the district.
- Expand online branding strategies.
- Improve the website to provide patrons the best possible access to online resources.
- Increase marketing of online Library resources.
- Install a phone system with voicemail.
- Investigate ways to implement systems for making requests and suggestions easier.
- Offer a wide range of digital resources and online learning opportunities for all ages.
- Provide local information online such as streaming weather, water/beach conditions, live cam, etc.

GOAL 2   Develop and strengthen opportunities for community connection and growth.

OBJECTIVES
- Meeting room usage will increase.
- Patrons will report they feel more connected to the community by participating in Library programming.
- Program attendance will increase.

POTENTIAL OPPORTUNITIES
- Bring people together by offering leisure, life skills, public affairs, "how to", and arts programs, and creating genealogy, knitting, and self-help groups, etc.
- Establish a Teen Advisory Board to gain insight into the needs and interests of young adults.
- Expand, preserve, and digitize library archives.
- Explore starting an adult literacy program.
- Host community conversations, activities, and social events to connect community members and build relationships.
- Implement Reading Booster Kit backpacks for checkout.
- Invite local authors and historians to share their knowledge with the community.
- Offer trade skills presentations for highschoolers.
- Revamp Summer Reading Program.
- Utilize volunteer content experts and partner with outside organizations to provide programming.

Foster Collaboration

Build and maintain relationships to expand the reach of the Library.

GOAL 1   Bolster and grow relationships with existing partners.

OBJECTIVES
- Existing community partners will report the Library is a willing and active partner.
- More grants will be initiated and granted.
- School age circulation will increase.
- School age Library visits will increase.

POTENTIAL OPPORTUNITIES
- Build on newly established school relationships and increase Library presence in all schools in the district.
- Continue to partner with the Friends of the Library, Chamber, Parks and Recreation, DDA, and Rotary.
- Expand the scope of support from the Friends of the Library.
- Increase interactions with home schoolers and home school groups.
- Invite social service organizations to have office hours at the Library to help answer questions.
- Offer schools the opportunity to help train media center paraprofessionals about: MeL, Readers' Advisory, collection development, etc.
- Partner with schools to implement more literacy initiatives.
- Take advantage of grant opportunities.
- Work together with partners to cross-promote services and resources.

GOAL 2   Cultivate new partnerships throughout the community.

OBJECTIVES
- Library representation in the community will increase.
- More community organizations will seek the Library out as partners.
- Partners will promote the Library's programs, services, and resources.
- The number of partnerships will increase.
- The number of services provided by partners in the Library will increase.

POTENTIAL OPPORTUNITIES
- Collaborate with the Food Pantry to provide an onsite "little food pantry" and co-sponsor food drives.
- Connect with Meals-on Wheels to reach home bound community members.
- Coordinate programs with the Commission on Aging, NIMCAA, and the Historical Society.
- Create an in-house partnership database.
- Find sponsorships for mobile services.
- Investigate the possibility of using assisted living facilities, senior living apartments, and summer school for book delivery programs.
- Invite social service organizations to have office hours at the Library.
- Partner with local organizations to help with Coats 4 Kids, Toys for Tots, etc.
- Reach out to townships, churches, and other locations around the service district to host satellite library programs, mobile library, and bookmobile.
- Seek out a connection to seasonal worker programs.
- Work with the Michigan Braille and Talking Book Library to connect people with their services.

APPENDIX A: Community Report

The Elk Rapids District Library embarked on a new strategic planning process in June 2022, which included engaging members of the community. This report summarizes the engagement process and resulting themes that were identified. "Community" has been defined as the Elk Rapids District Library's service area. The Library used a combination of a Community Survey, one-on-one interviews, and Community Conversations with a wide variety of community residents and community leaders to identify this information. The interviews were based on The Harwood Institute model of community engagement, which seeks to "Turn Outward" to the community to determine their aspirations, and, in turn, to prioritize services that are in alignment with the true needs of the community.

The Elk Rapids District Library administered a Community Survey in April and May 2022, the members of the Library's Strategic Planning Committee conducted one-on-one interviews with various community residents and leaders in June and July 2022, and consultants with the Midwest Collaborative for Library Services facilitated six Community Conversations in August 2022. The survey, interviews, and Conversations were opportunities for the residents of Elk Rapids Village, Elk Rapids Township, Torch Lake Township, and Milton Township to discuss their aspirations for the community and the concerns they have about reaching those aspirations, and to identify areas where the Library might help the community reach its aspirations. Of the 460 respondents to the Community Survey, 250 residents responded to the aspirations and concerns questions, 42 community residents and leaders were interviewed by the ERDL Strategic Planning Committee, and 29 residents participated in the Community Conversations.

The notes from the survey responses, interviews, and conversations have been summarized in a blended community narrative and public knowledge summary. The community aspirations and community concerns have also been organized in word cloud illustrations. In addition, information on how people believe the Library might help the community to reach its aspirations has been organized and themed.

Community Narrative

Community members openly shared their aspirations and concerns. The following is a narrative of the information, summarized in a blended form of The Harwood Institute models of the "Community Narrative" and "Public Knowledge Summary."

It is important to recognize that this was written in a specific time frame and context. Locally and nationally, there is incredible political polarization and division, and there are clearly frustrated people across the community and across the political spectrum. We are also two years post a global pandemic which has caused disconnection, isolation, and fear for many. These issues came through clearly in the interviews and are important to consider when using the community narrative and public knowledge summary to guide long-term planning.

Elk Rapids District Library Community Narrative/Public Knowledge Summary

The Elk Rapids District Library's Community aspires to be a beautiful, small, welcoming, friendly, safe, and supportive community that is accepting, inclusive, diverse, engaged, connected, and involved. They want to be a community that values education and lifelong learning by supporting the schools and library, and to work together toward collective goals to evolve and grow thoughtfully and intentionally.

A small, welcoming, friendly, safe, and supportive community
Most of those that were engaged aspire to live in a small community that is welcoming, friendly, safe, and supportive, and many feel that they already live in such a community. Quite a few appreciate living in a small, "tight-knit" community where people know their neighbors by name and shared that this is the reason the area of Elk Rapids appeals to them as their chosen community. People also shared that they want to live in a friendly community, where people smile and say hello and genuinely care about each other. People want to feel cared for and know that if help is needed, they can count on each other.

While most feel that this is the community they already live in, some expressed concern about not feeling welcomed and supported, especially those that are considered new to the community and seasonal residents. Many feel that everyone is welcoming and friendly to visitors to the area, but that living in the area is a very different experience. There is room to grow in ensuring that all who come to the community - whether a visitor, seasonal resident, or year-round resident - feel welcomed and part of the community.

An accepting, respectful, inclusive, and diverse community

People also shared they aspire to live in an accepting, respectful, inclusive, and diverse community. They want to live where people are open-minded and look to the strengths of the community and its people, as well as remain optimistic about the future. They want to feel accepted, that the community "values all," that people are participating and speaking up with the best of intentions, and that others are actively listening and striving to understand the views of others. Many shared a desire to see all areas of the community, from local leadership to residents and visitors, intentionally seeking diversity of thoughts and input on issues while respecting that viewpoints may differ. No one expects to agree with everything going on, but many feel that a balance could be reached with work, compromise, and cooperation. People expressed a feeling of "we're all in this together," and want to see more opportunities for community-building and engaging with each other respectfully.

People also want to live in a community that is inclusive by being sure to intentionally seek feedback and input from all areas of the community, including a diversity of ages, ethnicities, location, etc. People want all viewpoints and experiences to be included and valued. Division was the biggest concern expressed by those engaged. This division is felt widely and was expressed throughout several of the themes in this report. Concerns include perceiving a different level of inclusion dependent on whether people are new residents, returning residents, long-time residents, year-round residents, or seasonal residents. Working together towards the collective good is important, while understanding that compromises will need to be made.

People also shared that they want to live in a community that is diverse, and this was talked about in a few ways. One way is that people want to see a wider range of ages in the community. They want to see multigenerational growth and a community that is family-oriented and youth-friendly. Many felt the age diversity in the area year-round is limited as it is considered more of a retirement or seasonal community, and many feel that having job opportunities at all socio-economic levels and more housing options will help to diversify the age demographics in the community.

A community working towards collective goals with an eye towards intentional evolution and growth

People also want to live in a community that is vibrant and thriving. This includes working towards a shared vision and collective goals while thoughtfully and intentionally evolving and growing. Division was again felt and expressed; while some feel the community   already matches their ideal, many are concerned that without proactive and intentional change, the community will become stagnant, resulting in a continued population decrease and widening

the division felt in the community. To work towards these efforts, community members want leadership that is representative of the diverse community and its distinct needs, that works hard to seek broad input, and that communicates widely. The community would like leadership to create a shared vision in collaboration with other townships and local organizations that can help lead the way and be the roadmap.

People want a community that is proactive and open-minded in listening and innovating, collaborative and cooperative in working with others, that seeks to compromise where needed, and that approaches everything with transparency and working towards the good of the whole. Many feel that new ideas or innovations are often not given enough consideration because it goes against "the way we've always done things," and that "every change in the area is a big deal." A specific example asked for examination and evaluation of initiatives and agreements that have been in place for many years to make sure they are still useful and relevant. People shared they feel division has increased in part because of the global pandemic and the disruptions it has caused. They feel this is the time to take a step back, re-evaluate, and press the "reset button."

In sharing about intentional progress in the community, people reiterated that they like the small community atmosphere, but many feel that without economic diversity the gaps and feeling of division will just continue to widen. One of the biggest concerns around this was the affordability of living in the community. Many feel that the move towards more short-term rentals and a seasonal economy will continue to widen the gap for affordable housing and make it more difficult to encourage year-round residents to move into the area. Many feel that having access to local shopping and amenities to meet their needs would help to support those living in the area year-round, and would be beneficial in attracting other full-time residents. Some of the services suggested included closer or easier access to medical services such as a hospital or emergency room, more convenient access to shopping options or larger chain stores nearby, and more access and availability to workers in trade professions, such as people who will perform cosmetic or repair work for residential homes or service for vehicles. With more diverse economic options, people feel there will be more diverse job options at varying socio-economic levels; more diverse housing options would be needed to support this evolution.

Many feel that housing, businesses, and events cater to visitors and seasonal tourism, so the community loses many of those amenities in the winter months. Residents expressed a desire to have more focus on opportunities that meet their needs, such as restaurants or shops open year-round and year-round events and activities, especially those that include families and youth. Many shared that it shouldn't all be about the tourists; they want the community and leadership to have a plan and goals that drive year-round support as well.

Some feel that US Highway 31 has become a literal division in the community that makes it difficult to traverse to the downtown area and marina. Some shared the need for a safe walkable and bikeable way to cross US Highway 31. The danger of crossing the highway makes it difficult for young people, especially, to access these areas safely. Some shared that it is difficult to meet in the Rotary Park area or to visit the farmer's market because it feels unsafe to walk around and because of the noise from the traffic.

Another concern was that not everyone has internet connectivity in the area. The towns seem to be covered well, but out in the townships and more rural areas the lack of internet connectivity has become a barrier for many.

An aware, engaged, connected, and involved community

People also shared that they want to live in an aware and engaged community. Community members want to know what's happening locally and have plenty of opportunities to be involved and engaged. How people hear about information and events seems to be a point of confusion for individuals. Some within Elk Rapids Village seem to receive some communication (either by email or by mail) automatically because of where they live, while some who live in Elk Rapids Township, Milton Township, or Torch Lake Township don't receive the same information. There are a variety of places people get their information from: the local newspaper and the Traverse City newspaper, local television stations, social media, mailings from specific villages or townships, and electronic newsletters from various locations and organizations. Information is often not being shared widely between all these outlets and is often not being shared far enough ahead of time for people to take advantage of events or participate. People want to be more aware of how to find relevant and timely news and information important to the community so they can be more involved.

People in the community also want to be engaged and to engage with others. They want plenty of year-round opportunities for all ages to meet people and feel connected to others in the community. Young people and young families especially want ways that are easy for them to be involved, taking in into account the busyness of their lives. One of the biggest concerns expressed was around a lack of places to gather in the community informally and formally. People want places to take part in learning and recreational activities; to gather with others, such as a coffee shop or juice bar where they can meet early in the morning or later in the evening; and collaborative and co-working spaces with internet connectivity and technology. Many expressed the need to have more of these gathering spaces in the community, but also to be able to utilize more of the spaces that already exist, such as local organizations and government centers.

People want local businesses and organizations to engage with them to find out what they want and to seek feedback from them around initiatives and ideas. They also want spaces where they can engage in respectful dialogue around issues and concerns important to the community.

A beautiful, walkable community with plenty of outdoor activities that maintains environmental awareness

Living in a beautiful and aesthetically pleasing community is important to the people we engaged. All we heard from feel like they already live in a beautiful community, but many shared that people need to remain environmentally aware so that it's sustained for future generations. Water is important and a focal point for the community. People want to maintain water fronts and lakes, and expect responsible use of the lakes and beaches. People hope for responsibility in creating access to water and sewage (drilling for well water/sewage access or utilizing the lakes for water) in order to ensure there will be future access to water for residential purposes. Many also shared that adopting environmentally friendly practices - such as limiting or eliminating Styrofoam and plastic single use products and responsibly disposing of trash - should be a priority in helping maintain the beauty of the community.

Outdoor activities are an important part of people's lives, and creating and maintaining a community that is walkable and bikeable that people can access from a variety of directions safely is important to those who were engaged. Maintaining the natural environment is important to maintaining the lake lifestyle that is a large part of this community's identity.

A community that supports education, the schools, and the library

People aspire to live in a community that values and supports education and lifelong learning. They feel that supporting education of all types for all ages helps people remain open to new ideas and varying perspectives. People also want to ensure that the community supports and invests in the schools as they work with the youth, who are the future of the community.

People feel the library is important in providing opportunities for all, and many view the library as a point of pride. While there are many differing opinions on what the library should do about the building, all agree that the library needs to move forward and continue to provide necessary services for the entire community. People expressed a desire for library leadership to create a plan for moving forward, and to be sure to communicate and seek input from the community routinely. While many feel the issue of the building became a catalyst in bringing to light much of the division felt in the community, they also feel that the library can be the example for the community as they navigate what is next. Specific ideas are shared in the section "How might the Library help?"

Community Aspirations

family oriented
transparency future thinking
active listening housing diversity
optimistic gathering space
progressive
small community respectful dialog
opportunities for younger people engaged
opportunities for all ages supportive
trustworthy appreciation of nature
diverse know your neighbors open-minded
respectful forward thinking trails healthy
lifelong learning opportunities library
evolving aesthetically pleasing co-working space reciprocity
water
welcoming community-building
helpful
growth economic diversity quiet value all
common goals balance kind leadership
safe friendly
vibrant civility caring reset cooperative
intentional growth try new things accepting
active tight knit multigenerational informed
education educated participation thriving
compromise good stewardship awareness
diversity of thought
collaborative age diversity meets needs
walkable community
beautiful youth friendly coffee shop
sustainability
environmentally aware
collaborative space
collective good
connected inclusive communication
transportation
local resources involved
outdoor activities diverse workforce
community pride year-round residents
responsible affordable housing

WordItOut

Community Concerns

lack of economic diversity
seasonal economy
lack of opportunities for youth

struggling with progress   misinformation

affordable housing
lack of awareness
lack of accessibility lack of internet connectivity
disrespectful communication   not inclusive
young families not involved
uninvolved
unwelcoming seasonal restaurants transportation
incivility not listening library
lack of cooperation affordability
prejudice division tourism
belittling short-term rentals water
leadership lack of compromise
feeling unwelcome disconnected negativity
disengaged decreasing population
change averse
lack of communication not evolving
seasonal opportunities aging population
lack of support for small businesses negative publicity
US Highway 31 community expansion
lack of adequate health resources
lack of diversity
diverse housing options
politicking

WordItOut

How Might the Library Help?

Those that participated in the Library's engagement process were asked how the Library might help achieve community aspirations and address community concerns. The responses have been compiled and loosely themed, and are listed below, followed by some of the specific suggestions under each category. The themes are listed in the order of most mentioned. Some suggestions could fall under more than one category.

It is important to note that these ideas and suggestions from the community reflect how they see the Library in the community and what they would like to see. Some suggestions could be services or activities the Library already offers or could be ideas for new or aspirational activities and services.

Be a positive example
People feel that the Library can and should be an appreciative and positive example in the community in multiple ways. The Library can and should accept and acknowledge the criticisms that have been voiced, and then create a vision and goals to move forward. This moment can be an opportunity to craft the story of the Library learning and growing. The Library can model behaviors such as using respectful dialog, community-building, compromising, and cooperating that help move beyond barriers. People want the Library to be the center of the community, but this does not just mean physically; people also want the Library to be on everyone's mind in a positive way.

Many feel the current Library building is important (specifics about the building and location are outlined at the end of this report), but feel that the Library is more than just the building, and that leadership and staff should move beyond talking about the Library as a physical space only and begin thinking about the Library beyond its walls. People feel the Library should be the place to access information and resources of all types, but also goes above and beyond - listening to what people want, then providing more than they ask for. Staff should be friendly and open and seek to remove barriers and provide services equitably. Some shared they appreciate that there are no fees associated with the Library's services.

Most shared that the Library is seen as a safe and neutral location that is available and open to everyone, and that they want the Library to make efforts to remove politics from its operations where possible. The Library Board of Trustees, Library leadership, and Library staff need to do the hard work to improve the Library's reputation and rebuild relationships within the community it serves. Some specifically suggested the Library Board of Trustees should reflect

the diverse community, and shared high expectations that the new Library Director will be active in the community and working to rebuild relationships.

People want the Library to be connected to issues and concerns throughout the whole service area and work collaboratively towards solutions that work for the collective good. They also want the Library to continue to facilitate listening sessions around Library services or initiatives, as well as to benchmark the Library's services with libraries of similar size and funding. The Library should gather data from benchmarking and input from the community, and then move forward with decisions after considering all input and needs. Those engaged would like the Library to create a new mission, vision, and goals so the community can get behind them and support the Library. Many specifically requested that the Community Engagement Report be shared widely with the community. Another suggestion was to create transparency about the Library's decision-making process, and to be proactive by providing information (possibly videos) that inform people about how the Library works, the "life" of a book in the Library, how to access and use services, how people can give input or ask questions, how the Library Board of Trustees operates, etc. People shared that in 5 years, they hope the Library will be so busy that it will need to be open more hours, and that services were going so well that the Library will campaign to increase its millage by demonstrating value.

Some shared that the Library expansion project seemed to bring some of the issues facing the community to light, which has since sparked multiple planning processes in the area. The Library should continue to learn and grow, be proactive, and model collaborative partnerships within the community. People want the Library Board of Trustees, administration, and staff to be involved in the community, to "show up and speak up."

Be present in the entire area served

People expressed several different ways they want the Library to be seen throughout the entire service area. First, those living in areas outside of Elk Rapids Village or Township feel that the Library doesn't provide services for them unless they come into the Library building. They want the Library to be out and visible throughout the whole area served. Suggestions included a bookmobile or mobile Library services that would provide access to resources and services in various locations throughout the area. People suggested the mobile services should include events and programs, internet connectivity, and the ability to check out materials. Some suggested that rather than a bookmobile, the Library could partner with other organizations (the schools, township or government buildings, assisted living facilities, etc.) in order to provide these mobile services. Making an effort to provide services to the schools, the migrant worker population, local indigenous tribes, and those out in the townships was mentioned often. People suggested the Library investigate if volunteers might be able to assist with

outreach efforts. Another idea is to provide a way for people to return Library materials throughout the community by providing Library return drop boxes or by partnering with organizations so people can return materials closer to home. The townships outside of Elk Rapids Village and Township want to feel like the Library is for them, as well, and want to see an effort, especially initially, that the Library is meeting them where they are rather than expecting people to always come to the Library building.

People also shared that they want to see the Library participating in local events and in local groups. Library staff could help serve on planning groups for local events, partner with others to provide local events, or serve on local planning groups or committees. People want to see the

Library participating in local festivals and events by providing a Library booth/tent/table with activities, information, and resources.

Be creative and flexible to provide up-to-date and innovative services

Most people understood that there are limitations to the services the Library can offer because of limited facilities and resources, but shared they want the library to be creative and flexible in providing up-to-date and innovative services. Some specifically suggested partnering with other libraries in the region and local organizations and businesses to bring more services and opportunities to the area. Other thoughts were to look for creative funding ideas, such as grants, that could provide supplemental funding, or to partner with the Friends group to facilitate fundraising events (for example, a costume party.)

People want to see the Library prioritize collaborating with the school district. Some shared the schools are staffed with volunteers only; is there a way the Library could provide services to students and teachers to help fill that gap? Another suggestion is to investigate if it would be beneficial for the Library to be a school drop-off or pick-up location for students.

Other suggestions from the community around services include providing opportunities, events, and information that support local needs or causes (for example, bringing yarn and making hats for people who need them); providing increased access to eResources such as digital magazines, newspapers, and business databases; and providing resources and information to residents who are new to the area (like a "welcome to the community" packet.) People also want to see updated technology at the Library including access to more computers or devices, access to maker equipment such as a 3D printer, up-to-date digital services that

include the ability to view and register for events online, and a Library catalog that is more user-friendly.

Create more awareness for the Library and services offered

People shared they want to be aware of what is happening at the Library and what resources are available to them. As shared in the Aspirations/Concerns section, people find and receive their news from multiple sources, and people want the Library to publicize events and services widely and across many different sources. Many shared that it feels like information is still mostly shared by "word of mouth" and they would like to see other publicity efforts being made. They also want communication far enough ahead of time that people can adequately plan to participate. Another suggestion was to share the information frequently and multiple times; if information is only shared once, many people miss it. It was suggested to make sure to go beyond social media as many people don't utilize social media platforms to get news. The Library could include "Did you know?" articles and information about what the Friends of the Library is doing in the Library's newsletter and other local publications. They want the Library to be consistent in their publicity about events and resources.

People also suggested the Library get creative in publicizing information, including creating flyers with QR codes that lead to the Library's eNewsletter sign-up page that can be shared in the building and throughout the community. Other suggestions include placing flyers for children's events in the adult section as well as the youth section, so parents see them both places.

Opportunities to engage and for lifelong learning

People also feel that the Library has a role in creating opportunities for the community to engage and for learning throughout all stages of life, and feels this is one of the main roles the Library should have in the community. People want the Library to reach out to local residents, business owners, and members of local organizations to invite them to share about specific topics or issues as a way to give back to the community and increase the knowledge-sharing.

Because the ideas shared were specific, they are shared here in list format:
- Resources and support for people looking to start a small business or current small business owners
- Highlight local business owners
- Events that allow people a chance to engage with each other and "meet your neighbors"
- Programs that promote diversity and highlight different viewpoints (such as a Human Library program)
- Programs for seniors, especially on technology and how to use digital or virtual services
- Multigenerational programming where all ages can participate together

- Provide space for teenagers to gather and space for them to work collaboratively in small groups (with technology)
- More programs and opportunities for youth
    - Crafts
    - STEM
    - Reading challenges
    - Cooking and healthy cooking
    - Study programs (especially SAT & AP test preparation)
    - Career assessment or programs that explore various career options (especially for teenagers)
    - Techniques or activities to help manage anxiety (especially for teenagers)
    - Collaborate with the schools to offer field trip opportunities to the Library or visit the schools to share resources and information with students
    - After school activities, such as Chess Club
    - Interactive virtual college visits at the Library (partner with universities)
- Civic education programs, resources, and information, including "How to register to vote" programs
- Opportunities for younger parents and professionals to engage
- Opportunities for parents to engage after school drop-off time or later in the evening
    - A mom's group
- Youth programs and adult programs simultaneously so adults can engage with others while the youth are in a program
- Proactive information around how people can access other libraries in the area, especially how to access genealogical, historical, and archival collections
    - Partner with regional genealogists, archivists, or historians for programs
- Other specific program ideas:
    - Watercolor painting/other art classes
    - Travel planning
    - Hobbies
    - Community gift wrapping night (bring your gifts and wrap together)
    - Chamber music group
    - Classical guitarist
    - Shakespeare on the lawn
    - Author events
    - Job fair
    - Community organization fair
    - Shared art/art exhibits
    - Gardening

- o Reading groups at various times so more people can participate
- o Nature (partner with parks and recreation, nature centers, etc.)
- o Cooking/food
- o Financial literacy
- o Outdoor concerts
- o Outdoor movies
- o Miniature golf in the Library
- Programs that promote engagement and people coming together
  - o Community forums
  - o Community dialog/conversations
- Opportunities that support homeschooled youth and families
- Hobby clubs or groups (such as knitting or other crafts)
- Tutoring programs
- Resources that promote information literacy
- Resources, materials, and programs that highlight diversity and promote inclusion

Space for people to gather and meet

One of the most talked about aspirations and concerns for the community was the need for community meeting and collaborative spaces. People want access to meeting spaces equipped with up-to-date technology for both large and small groups. People also shared a need for space that supports remote workers, including private space for virtual workshops or meetings, that incorporates updated technology. People would like to see a larger children's area and more space for teens. They want a place where youth can be noisy, "hang out," and work together, as well as space for parents and families to be together. People want to encourage the Library to continue to use outdoor space for events and programs.

Specific to the current library building/location

It is important to note that many shared thoughts or ideas around the Library's current building or location. It is recognized that the status of the current Library building is still not determined; however, the ideas, thoughts, and concerns from the community regarding the current building and location are captured here as part of the report:

- Many shared they want to leave the Library at its current location and keep it as it is.
- Many want to honor what the community has in the current Library building and location but want more options and opportunities than what is available with current limitations.

- Many feel that if the Library is able/going to move forward with building renovations, new plans aren't necessarily needed, but they do need to continue to build relationships, communicate, and gather input.
- Many shared that if the Library were to leave the current building/location they want to see the space repurposed for the community.
- Residents of the townships are finding the conflict and conversations about the Library difficult because the focus is mainly on the Village of Elk Rapids. Those in the townships feel they aren't getting as much benefit from Library services.
- Accessibility limitations at the Library make the current building and location difficult for many people. The basement is difficult for people to access. The building in general is difficult for older people to access.
- Some feel the stairs up to the building are a hazard and need to be repaired. Others pointed out that the building is getting older and needs attention, specifically issues with the plumbing, constant moisture in the basement, issues in the restrooms, and holes in the foundation.
- To be a true gathering place, more parking is needed.

APPENDIX B: Community Survey

Four hundred sixty community members took the Elk Rapids District Library Public Survey either online or on paper copies. Paper copies were entered into the online survey and all results have been compiled and will be shared in this report. The first four questions (#1-4) and the final fourteen questions (#11-24) were presented to everyone who took the survey. Questions #5-10 were only presented to those who answered that they had visited ERDL, checked out or downloaded any ERDL materials, and/or accessed any ERDL online resources or databases as noted in Question #4. Seventy-one respondents or 15.43% of those who took the survey checked "None of these" for Question #4 indicating they had not visited or accessed resources from the library.

Q1: I consider ERDL to be an important resource.
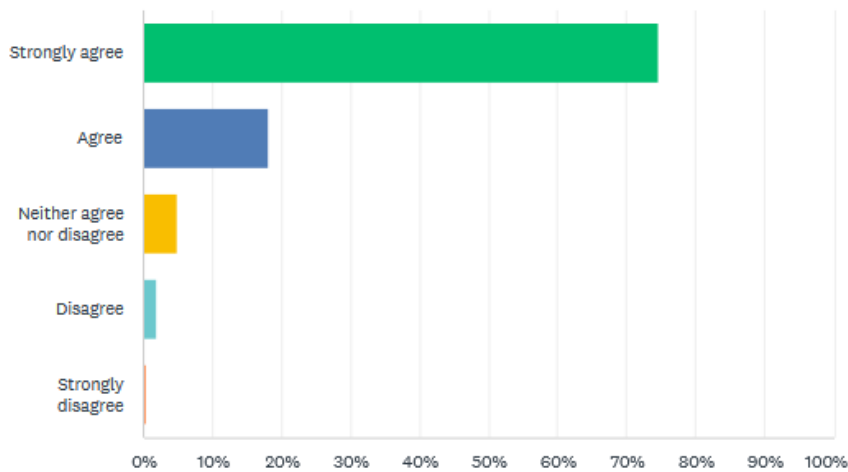
ANSWER CHOICES	RESPONSES	
Strongly agree	74.56%	340
Agree	18.20%	83
Neither agree nor disagree	4.82%	22
Disagree	1.97%	9
Strongly disagree	0.44%	2
TOTAL		456

The largest percentage of survey respondents, 74.56%, Strongly Agree that they consider ERDL to be an important resource.

Why or why not? (146 responses)

ERDL is an Important Resource
- a community without a great public library has no soul
- A library is an equal opportunity resource for everyone
- A library plays a major role as anchor to a Village!
- A library should be a mainstay of a community.
- All libraries are import!
- An accepted and beautiful gathering place for public. A source of help for those w/ o access to high-speed internet, etc. A multi-generational asset in an historic setting and building!
- Answers to so many questions
- Any economically and socially vibrant community needs a center for people of all ages equipped with necessary resources.
- As a community center, children's center
- Because having access to free books should exist in every town
- Center of our community
- Central location, charming building - just needs expansion and renovation
- Centrally located in town, I consider it the heart of this community
- A brick & mortar library is enhanced by digital resources but also offers human/community connection that online library tools cannot replace.
- Community gathering and education space
- Access to learning, to technology, to resources.
- A library is a center of knowledge of any community, whether print or digital
- Community hub
- Books encourage learning and entertainment
- Books!
- ERDL is a vital resource for low-income children and families, many of whom do not have access to the internet or computers at home.
- Every community needs a library. Reading is crucial to a civil community.
- Every community needs a quality library, and ERDL is the only one within reasonable distance.
- Everyone deserves to have access to free sources of literacy.
- Fills a gap in www and intra-library resource connectivity for many families in the community who do not have access to expanded learning resources at home
- A place of resource for students to get reading material
- Easily accessible for all. An important institution that can be used by all.
- For a small library you have great selections.
- For my younger kids to visit and get books yes.
- I love the usual quiet
- Books connect people on many levels.
- Access to written information (in book form) is critical to being a well-informed citizen

- Agree if they can stay within the island house and get creative
- For resources and historical beauty.
- Fosters a sense of community and provides cultural resources
- Free and affordable services, a center of community engagement
- Easy access to resources for enjoyment and information. Pleasant place to enjoy literature. Excellent programs for all ages in the community
- Free internet access. Important for those who can't afford internet at home.
- Free libraries are essential to civilization
- Good resource for families and older folks. Free to public makes it a valuable resource in the community.
- Having a library is important
- I frequently check out books
- I have always loved the library!!
- Friendly service and wonderful location!
- I have young children who feel safe and comfortable at the ERDL, it is an amazing resource in our community
- I love to read. I love to browse the new materials shelf. I value the assistance I receive. I am reading more with Libby these days, but still love libraries!
- Having local access to books, computer access and various other media the library provides
- Provides access to information to community in many forms: programming, internet access, diverse books, etc.
- Located in the heart of the Elk Rapids community, the library is easily accessible to all members of the surrounding community
- I read more when I don't have to buy books from $30 and up
- It enriches the community with knowledge, especially for children
- Public libraries are for all. I don't buy books anymore so I depend on libraries for my reading.
- It has a wide variety of materials, very helpful staff, and is open when people need to use it
- It is a beautiful, unique space that radiates positive bibliophile vibes! The book sales are always fun, too.
- It is a great resource for those without easy internet access
- It is an important resource for me because I am within walking distance of ERDL. I enjoy reading and spending time in the environment created by both the library's location and the availability of a variety of reading materials. The library's offering of materials and books for children is also important to me. I also use the library's access to the statewide inventory of titles.
- It is essential for our village community!! A true gem.
- Literacy matters
- They are the corner stone to a community
- Literacy, community gathering

- Open to everyone
- Location and atmosphere
- Luv it on rainy days while in the harbor
- It's close. It has a wide variety of materials.
- More opportunities for the public to educate themselves and a place to gather
- It's a stabilizer/resource for the entire community
- Necessary for learning. Without learning there is no humanity
- Provides additional ways for students to acquire books
- Resource for all ages
- Our library is key for literacy and life-long education.
- Resource in rural environment.
- The library is a historical backbone of the community. It is a valuable resource especially for children and the elderly.
- Provides resources and gathering place for the community
- In addition to public schools it is a learning center.
- Resources and people
- It seems to be the center of the community.
- Summers, we use many resources; books, mags, WiFi etc.
- The community is strengthened
- It offers so much from internet to a place to sit and enjoy the bay.
- It's a free education center.
- Provides information literature and community connections
- We love keeping fresh books in the house without needing to buy new ones all the time.
- We need repositories of knowledge, information … and a quiet place to explore the world.
- Its location is central to the community; activities for all
- Libraries are important.
- The library offers so many resources that are vital for learning and growing along with activities our family enjoys just for fun.
- The library provides for all reading and research tastes
- WiFi service
- It is the only place I can go inside with my daughter where I don't feel like I have to spend money. It's a wonderful resource.
- The library represents life-long learning.
- Libraries are a cornerstone to thriving communities
- It's our 1st graders favorite " special"
- Important to serve local community
- I use it often and see community members of every age using it.
- To make sure that all community members, regardless of economic status, can find/ask about resources.
- Programs and reading with young kids is very important! It can also be used as a resource for adults!

- We all need free access to information, enlightenment & amusement.
- It promotes equity. Anyone can take out a book, promotes literacy, safe place to go for kids and adults and especially teens, non-discriminatory,
- We use it as our source of books and information
- I use it all the time
- It provides information for all.
- I'm a reader.
- Immeasurable positive offerings
- The inventory, accessibility, atmosphere, and the staff.
- It is one of the last free places to read and discover.
- My family values the resources the library provides for the community
- Lynch pin of the community offering more than just books
- it should be a key resource for all
- Libraries are the heart of the community
- It's part of the community and who we are.
- Our family utilizes the library for an array of different purposes almost weekly
- It's important for everyone to have access to books, computers, internet connection, technology instruction and other educational and entertainment resources. These resources need to be available for all ages, regardless of income, ethnicity, etc.
- It's our local library
- Libraries offer multiple resources and children activities regardless of income.
- Its location is great - both convenient & beautiful place to pick up books, videos, audios, etc. plus use computers. Also an opportunity for folks to gather for meetings, book studies and general socializing.
- Libraries are the one true asset for any community and are more important than ever I this age of technology.
- It provides resources to many who do not have them.
- A thousand reasons

ERDL is not an Important Resource
- I have never used it. (4 responses)
    - I think some find it helpful and others don't use it at all. I personally haven't used it much.
- Internet / googling / amazon
- My older kids don't use it much anymore because they have school libraries and iPads to look info up on.
- Currently lacking in many areas
- Good service but terrible location
- I think it can and should be, but it's currently lacking in what it provides.
- Director was mean/very unfriendly and the board toxic - an embarrassment to the community and themselves
- It could be more important with additional services being offered

- Lack of relevant/new books, lack of technology. It does not meet the needs of students. The layout is not conducive to being an actual library, there is a lack of new/relevant authors and materials. There is also a lack of cozy spaces/nooks to read/research/write/get comfortable.
- It is important, but limited in offerings.
- No longer needed.
- It NEEDS to be an important resource for a sustainable community. Lifelong habits need to be formed with the youth of the community to make the library a go to spot for all sorts of individual growth and learning. Currently is it marginal at best.
- Physical libraries seem to be outdated - most info is available online free or at minimal cost.
- Library use is in major decline. We don't need a library. The entire concept has to be updated.
- Not at the moment. Kid area is too small and limited.
- Life today is digital and does not require a physical location for obtaining books, connecting to the internet, or doing research.
- Limited access, hours, size, resources.
- Not enough inventory

Other
- I have not utilized the library for school yet. I plan to in the future seeing that the library at the high school doesn't have many books.

Q2: Where do you live? (please choose only one answer)
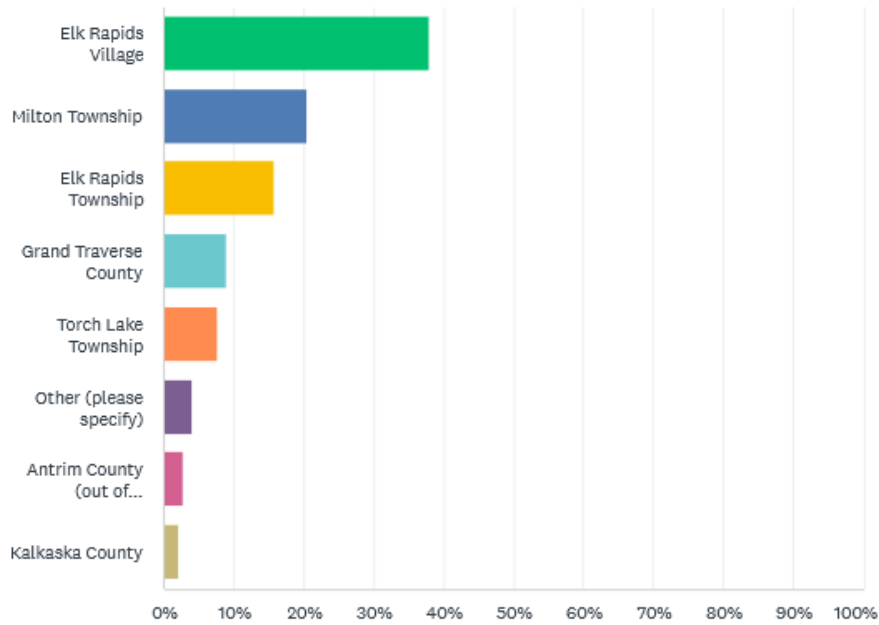
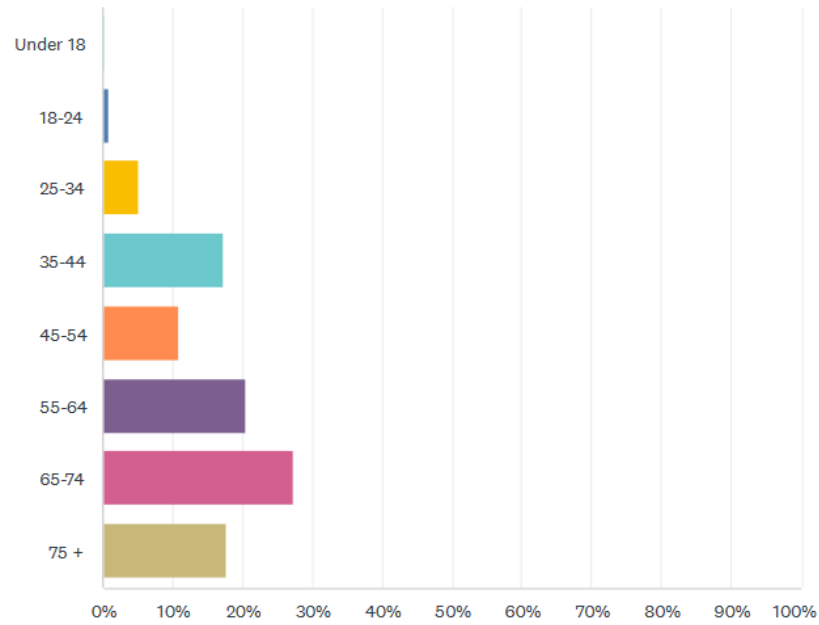| ANSWER CHOICES		RESPONSES	
▼ Elk Rapids Village		38.04%	175
▼ Milton Township		20.43%	94
▼ Elk Rapids Township		15.87%	73
▼ Grand Traverse County		8.91%	41
▼ Torch Lake Township		7.61%	35
▼ Other (please specify)	Responses	4.13%	19
▼ Antrim County (out of district)		2.83%	13
▼ Kalkaska County		2.17%	10
Total Respondents: 460			

Elk Rapids Village represented about 1/3 of survey respondents while the 3 townships combined represented over 40%.

Other (19 responses)

- Central Lake
- Dearborn, MI
- Illinois (2)
- Kewadin
- Kewadin for the Summer - Toledo, OH the rest of the year.
- Metro Detroit suburb

- Milton Township – half year other (2 responses)
- Rapid City
- Summer resident the past 5 years, relocating full time this summer
- Elk Rapids for the Summer - Texas the rest of the year.
- Elk Rapids Township - Used to live there
- Kalamazoo or France but Elk Rapids is home
- Whitewater Township (3 responses)
- Williamsburg
- Williamsburg - Out of town but own property

Q3: What is your age?

ANSWER CHOICES	RESPONSES	
Under 18	0.22%	1
18-24	0.88%	4
25-34	5.03%	23
35-44	17.29%	79
45-54	10.94%	50
55-64	20.57%	94
65-74	27.35%	125
75 +	17.72%	81
TOTAL		457

The age range with the highest number of survey respondents was the 65-74 age range with 27.35%. The lowest percentage age range at .22% was those under age 18 and .88% for the 18-24 years age range.

Q4: Please choose any that apply. In the last year, have you…
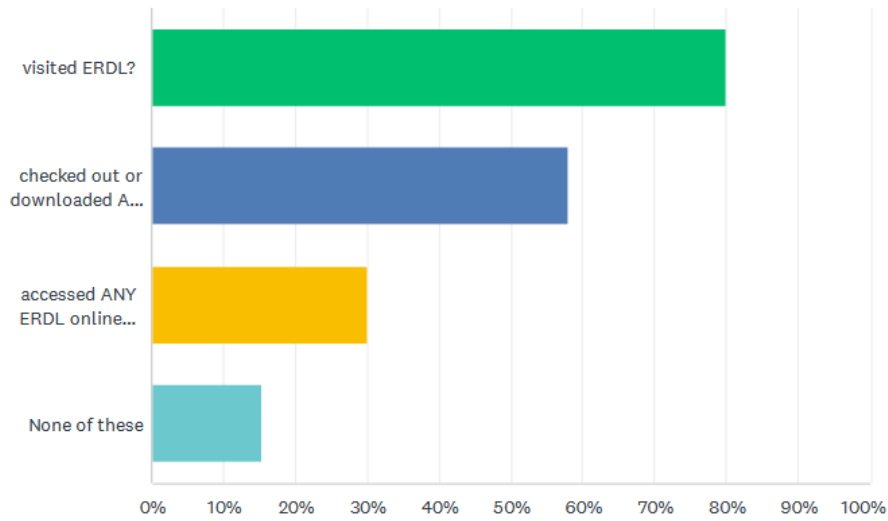
ANSWER CHOICES	RESPONSES	
visited ERDL?	80.00%	368
checked out or downloaded ANY ERDL materials?	58.04%	267
accessed ANY ERDL online resources or databases?	30.00%	138
None of these	15.43%	71
Total Respondents: 460		

The majority of respondents have visited ERDL with 80.00% in that category. The next largest category was those who checked out or downloaded ERDL materials at 58.04%. 30.00% accessed online resources or databases while 15.43% had not visited, checked out, or accessed items. Those who responded "None of these" were skipped to question #11.

Q5: How often do you typically visit the Library?
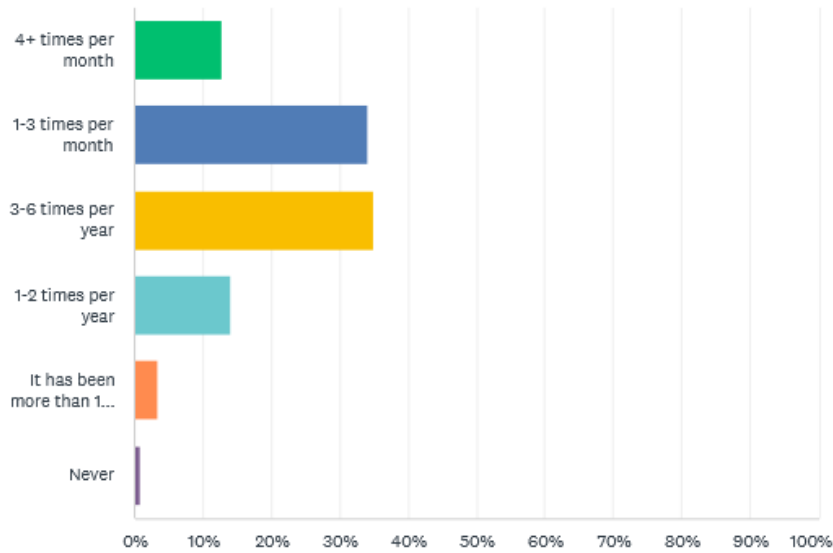
ANSWER CHOICES	RESPONSES	
4+ times per month	12.70%	47
1-3 times per month	34.05%	126
3-6 times per year	34.86%	129
1-2 times per year	14.05%	52
It has been more than 1 year since I visited	3.51%	13
Never	0.81%	3
TOTAL		370

About 1/3 of those who answered this question visit the library 1-3 times per month and 1/3 visit 3-6 times per year.

If you answered never, please share more about why you don't visit (24 responses)

- Covid (8 responses)
- New to area
- Part-time residents – use more than 6 times
- Part-time residents, now full-time – will visit more
- Use library care to access online materials (3 responses)
  - Use Libby app (2 responses)
  - Purchased a Kindle and started using digital products (1 response)
  - Will use my library card to access online materials until the library "finds itself" (1 response)
- Lack of services/offerings (3 Reponses)

- o I am disappointed in the current offerings and lack of engagement with community.
  - o I usually go to Alden Library, more services.
  - o There's not a lot IN the library that I need.
- I did take my children to library time regularly, but the room was so overcrowded
- Unwelcoming (6 responses)
  - o I usually go to Alden Library, much friendlier
  - o Library Director has been a most unpleasant person. I don't go to the library much so I don't have to interact with her.
  - o Not a friendly place when director present
  - o Only when Nannette was not there, she was negative and non-helpful at the front desk.
  - o When I do visit the staff is not welcoming. A cold vibe.
  - o Will probably go more now that director has retired.
- Limited visits d/t seasonal residency but now living in the area full time so will be visiting frequently
- Moved. We don't live here anyone.
- Internet
- Will be stopping in more often now that most people are vaccinated.

**Q6: How do you use the Library's services? (please check all that apply)**
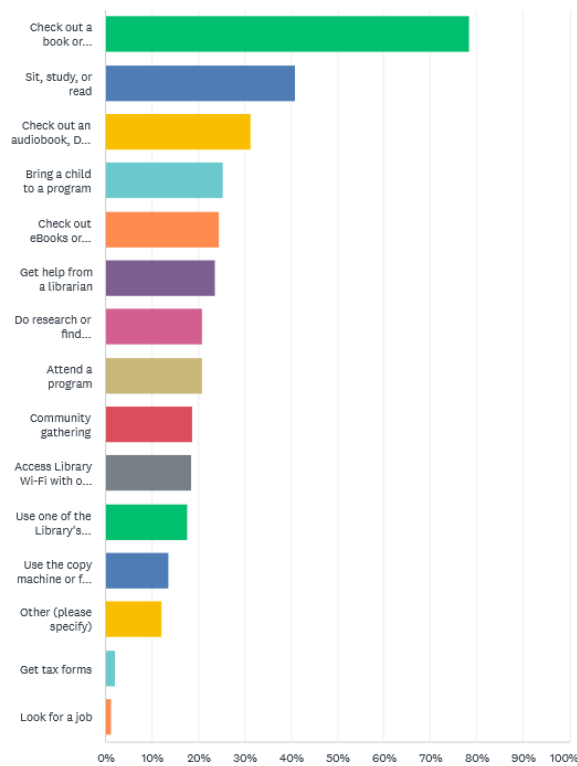
ANSWER CHOICES		RESPONSES	
▼ Check out a book or magazine		78.53%	289
▼ Sit, study, or read		41.03%	151
▼ Check out an audiobook, DVD, or CD		31.25%	115
▼ Bring a child to a program		25.27%	93
▼ Check out eBooks or eAudiobooks		24.46%	90
▼ Get help from a librarian		23.64%	87
▼ Do research or find information		20.92%	77
▼ Attend a program		20.92%	77
▼ Community gathering		18.75%	69
▼ Access Library Wi-Fi with own device (including free Wi-Fi in the parking lot or on the island)		18.48%	68
▼ Use one of the Library's computers		17.66%	65
▼ Use the copy machine or fax a document		13.59%	50
▼ Other (please specify)	Responses	12.23%	45
▼ Get tax forms		2.17%	8
▼ Look for a job		1.36%	5
Total Respondents: 368			

Over 75% responded that checking out a book is at least one way they use Library services. About 25% listed "Bring a child to a program" and/or "Check out eBooks or eAudiobooks" for how Library services are used.

Other (45 responses)
- As a place to work remotely
- Attempt to check out books, have had trouble finding what I need in the past
- Attended programs, before Covid
- Checkout Book Cellar/basement books/book sale/give books to Friends/Book Cellar Volunteer/Buy or pick up free books (22 responses)
- Puzzles (2 responses)
- Book Club (3 responses)
- Check out STEM Kits
- Check out wireless hotspots (2 responses)
- Play with my children even if there is no program
- Enjoyment of the porch
- Get help on the computer
- I don't
  - I can get anything online that the library offers
  - Live now in North Carolina
- I use the library printers to print things
- I would attend programs and community gatherings if they were offered
- Just wanted to see it to understand what was there and what all the fuss was about needing new facilities
- Meetings with others
- MeLCat book requests
- My children are beyond the age of the library programs for children, but we used to participate in weekly story times.
- Picked up books and magazines to read
- Teach my son chess
- We won't be permanent residents until we retire, but we visit the library every chance we get

**Q7: Did you visit the Library with children (12 years or younger) within the last year, whether your own children, your grandchildren, or other children?**
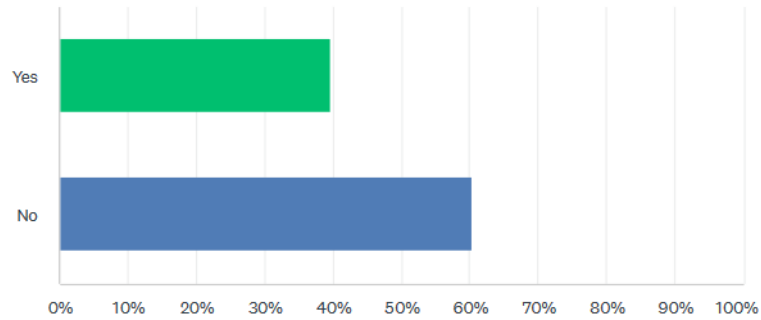
ANSWER CHOICES	RESPONSES	
Yes	39.62%	145
No	60.38%	221
TOTAL		366

40% of those who answered this question listed brining children 12 years or younger to the library and 60% did not bring children within the last year.

Q8: If you are a parent or guardian, what times work best for your school-age child to attend programs?
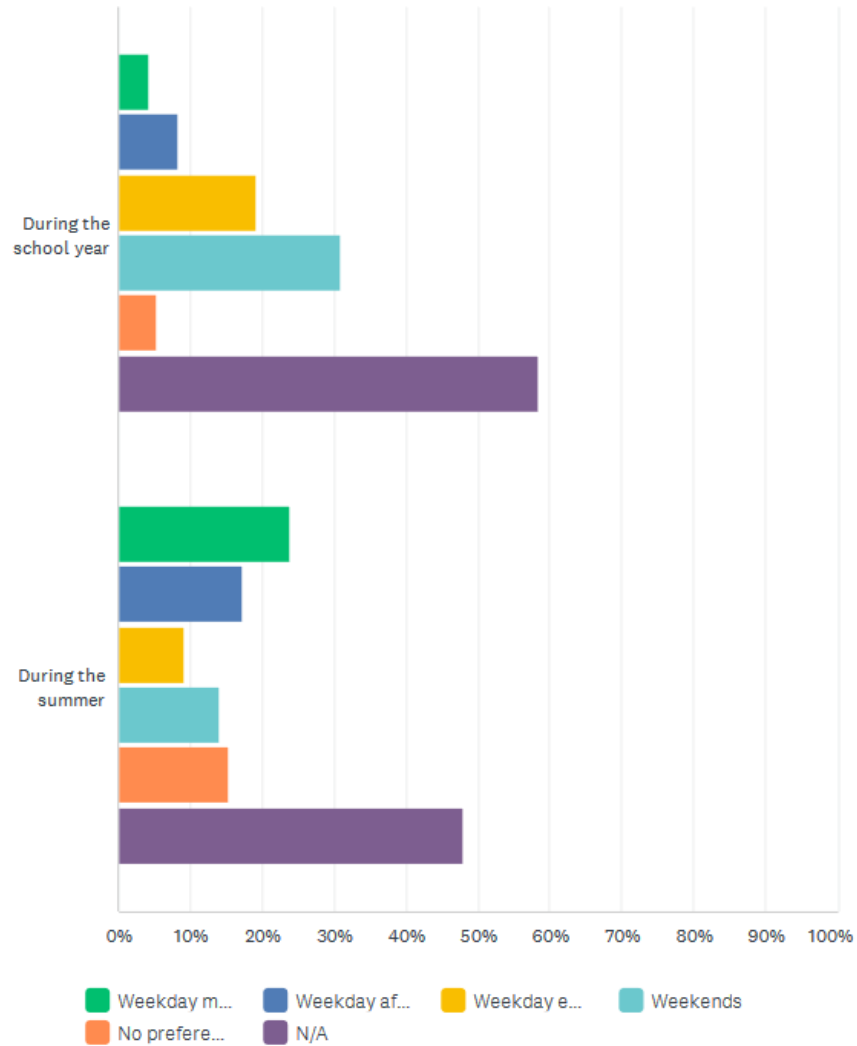
	WEEKDAY MORNINGS	WEEKDAY AFTERNOONS	WEEKDAY EVENINGS	WEEKENDS	NO PREFERENCE	N/A	TOTAL RESPONDENTS
During the school year	4.17% 10	8.33% 20	19.17% 46	30.83% 74	5.42% 13	58.33% 140	240
During the summer	23.79% 59	17.34% 43	9.27% 23	14.11% 35	15.32% 38	47.98% 119	248

During the school year, the most selected time for children's programs (30.83%) was the weekend while weekday mornings were selected as the top pick by 23.79% during the summer.

Other (6 responses)

- Doesn't apply/NA/not sure (3 responses)
- Grandparent
- I picked Weekday Mornings/Afternoons during the school year because the schools and library should work together to get kids from the school to the library for programs. As a working parent I can't visit during working hours, and don't get my kids until after 5pm every day.
- Visiting children

Q9: What times work best for you to attend programs?
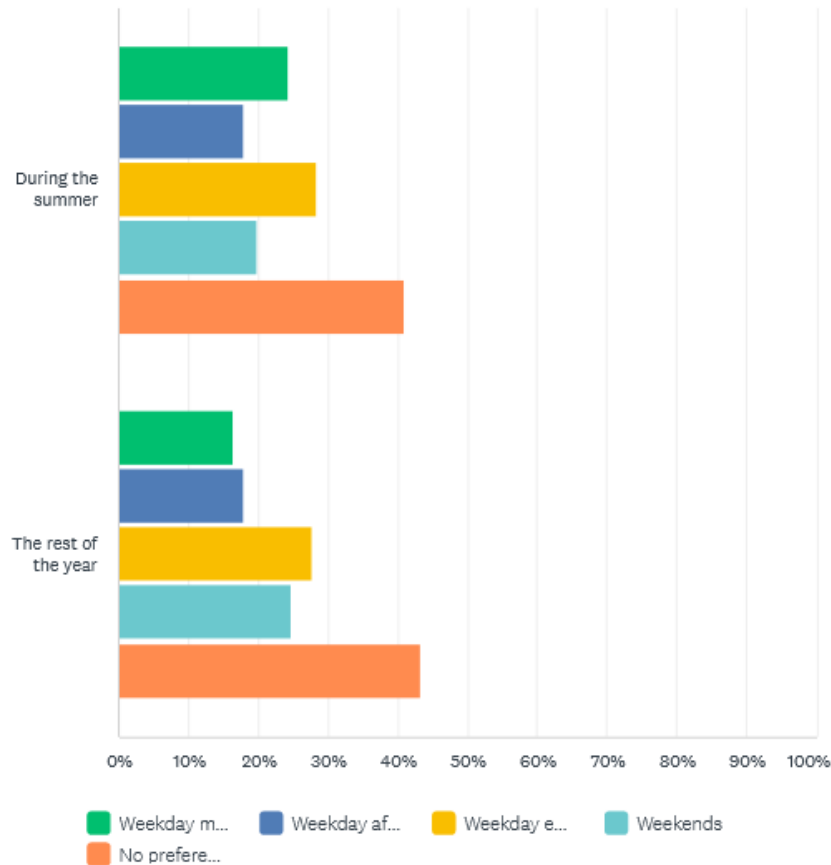
	WEEKDAY MORNINGS	WEEKDAY AFTERNOONS	WEEKDAY EVENINGS	WEEKENDS	NO PREFERENCE	TOTAL RESPONDENTS
During the summer	24.29% 77	17.98% 57	28.39% 90	19.87% 63	41.01% 130	317
The rest of the year	16.33% 49	18.00% 54	27.67% 83	24.67% 74	43.33% 130	300

Whether during the summer or the rest of the year, 41-43% stated No Preference for the best time for them to attend programs. The next highest response whether for summer or the rest of the year was weekday evenings for 27-28% of respondents.

Other (12 responses)
- Grand children visits are about 4-5 a year
- I haven't attended a program at the library since covid. Prior to covid 19, I would attend an evening/weekend program because I work during the day.
- Mornings before 8am, evenings after 6pm. Weekends are sacred. :)
- NA/none/not here (3 responses)
- Only in the area June – October/gone during winter/summer resident only (3 responses)
- Retired - flexible schedule (2 responses)
- Summers are already busy; I'm more likely to participate in fall/winter/spring events.

Q10: We have many forms of technology available at the Library. Which do you use? (please check all that apply)
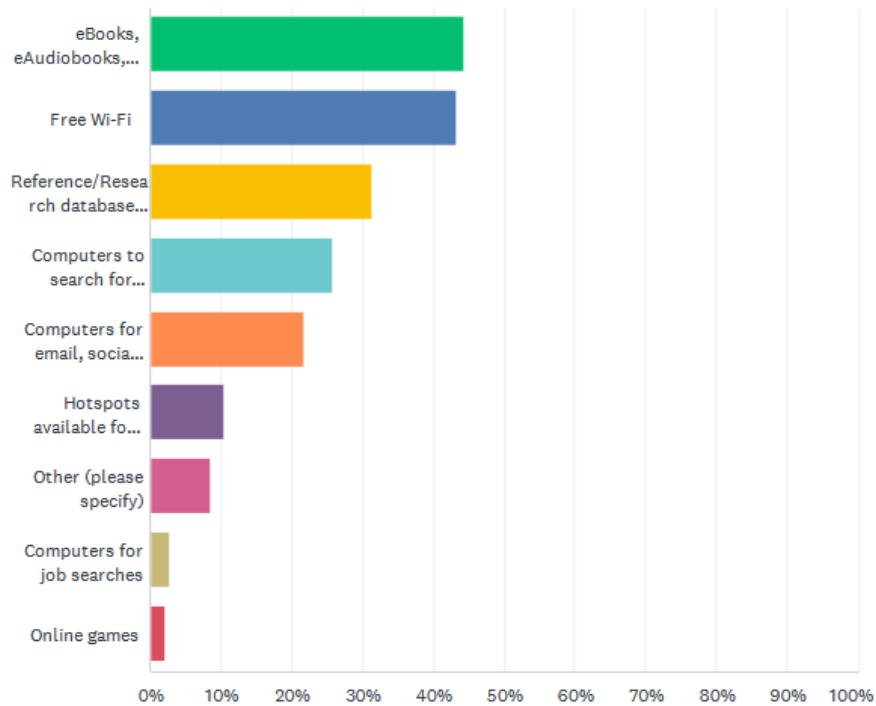
ANSWER CHOICES	RESPONSES	
eBooks, eAudiobooks, eMagazines	44.29%	124
Free Wi-Fi	43.21%	121
Reference/Research databases (e.g. Consumer Reports, Auto Repair, Learning Express, etc.)	31.43%	88
Computers to search for library materials	25.71%	72
Computers for email, social media, word processing, etc.	21.79%	61
Hotspots available for checkout	10.36%	29
Other (please specify)	8.57%	24
Computers for job searches	2.86%	8
Online games	2.14%	6
Total Respondents: 280		

The most chosen use of technology by respondents, with 44.29%, was for eBooks, eAudiobooks, and eMagazines. The least chosen was online games at 2.14%.

Other (24 responses)
- Buy used books
- Child area computers/kids educational games (2 responses)
- Don't use the available technology (2 responses)
- Encyclopedia software on a computer
- I buy books
- I have a computer at home (3 responses)
- Kid games but the ones there were not user friendly
- Melcat
- Need to use theses
- None (5 responses)
    - Anybody who uses the library is living in the past
    - Now I live in North Carolina
- Printer (2 responses)
- Rooms to meet
- Take recycled magazines
- Travel info
- Value Line

Q11: If you have not visited the Library within the last year, please indicate why you have not visited. (please check all that apply)
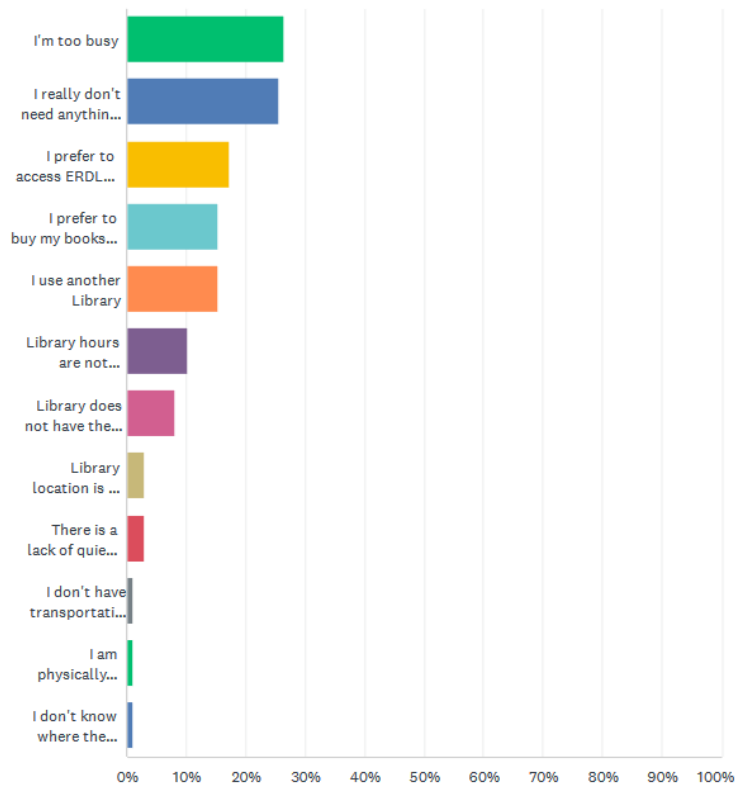
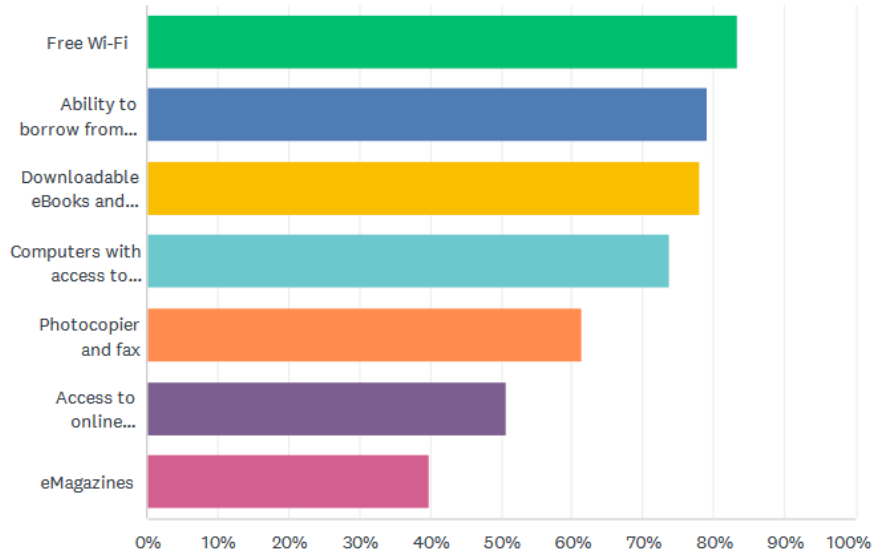| ANSWER CHOICES	RESPONSES	
I'm too busy	26.53%	26
I really don't need anything from the Library	25.51%	25
I prefer to access ERDL virtually	17.35%	17
I prefer to buy my books or other materials	15.31%	15
I use another Library	15.31%	15
Library hours are not convenient	10.20%	10
Library does not have the materials I want	8.16%	8
Library location is not convenient	3.06%	3
There is a lack of quiet space	3.06%	3
I don't have transportation to the Library	1.02%	1
I am physically unable to visit	1.02%	1
I don't know where the Library is	1.02%	1
Total Respondents: 98		

Only 98, or 21% of overall survey respondents, indicated a reason why they had not visited the Library in the last year. For those who responded to this question, the most selected answer was "I'm too busy" for 26.53% and then not really needing anything from the Library for 25.51%.

What other issues keep you from visiting the Library? (65 responses)
- Covid (22 responses)
    - Covid's limitations on hours not knowing if open at times
    - The library was closed for too long due to covid and issues
    - The library was closed for so long during the pandemic that I got out of the habit of going there
- Use another Library (4 responses)
    - I go to Central Lake Library
    - I typically utilize TADL as they seem to have more eBook options available.
    - I use the library that is close to my home in Traverse City.
    - I work and teach out of town and so generally get books from the library in my school.
- Don't use the Library (8 responses)
    - I have come once in the past year
    - I just have never stopped by the library
    - I wasn't aware of this library and what it has to offer
    - Just not in my routine yet
    - Now I live in North Carolina. Used to live in Elk Rapids which I loved
    - We are in Michigan only four months a year
    - NA (2 responses)
- Internal Issues (11 responses)
    - Also because I have been very disappointed/discouraged that the library director and board have not been in alignment regarding strategic initiatives or focused on improving services and programs for the public. Or collaborating with other community entities. Too much time and energy on internal struggles. I think it's good the library director has retired and I think the library board members should resign as recommended by 13 Ways Consultant. A fresh start with a focus on collaborating with the schools and other community orgs. and innovative programs would be great.
    - I supported the Library improvement project and when it became contentious between the board, staff and campaign, I stopped visiting the Library.
    - Not friendly
    - Controversy
    - Once when visited the Book Cellar I was told I could only be down there for 15 min, although there was nobody else in the library. "Covid rules to not keep others waiting". I love your library but you need friendlier staff.
    - Persistent calls from staff regarding overdue items....
    - Previous director was not pleasant to interact with
    - Snobby attitudes
    - The previous director.
    - The Staff
    - The workers there are not friendly
- Building (3 responses)
    - It is in desperate need of renovation and updates

- o Absence of a pleasant community room for meetings
- o The facilities don't have what would be useful to me.
- Collection/Programming/Resources (4 responses)
  - o Lack of relevant, new/contemporary books & mags.
  - o The library rarely has the books available that my children attempt to check out, but the inter library loan system has been very helpful (and prompt) in providing the books my children would like to check out.
  - o There are no children's programs anymore
  - o Would like genealogy computer access
- I do not reside in the Elk Rapids area/district (2 responses)
- Home internet availability/ can download everything I need off the internet (2 responses)
- Parking is difficult at times
- Use of Kindle for books
- Working too much
- Access books in other ways (2 responses)
  - o I get more books than I can read from my book club every month, and I buy books.
  - o started accessing my books electronically or purchasing them.
- Time (4 responses)
  - o We most often visit for kids' programming or when there is downtime. During school year there is not much opportunity for that.
  - o Working too much
  - o No time to read except summer
  - o I am only there in the Summer
- Often visit/visited/plan to visit more (3 responses)
  - o I do visit often
  - o Seasonal resident and only in residence 3 weeks per year but now living full-time so will be visiting frequently
  - o We LOVED the library when we owned a home on Elk Lake. I used the library often and appreciated the service they provided.

Q12: Are you aware of these services currently offered by the Library? (please check all that apply)

ANSWER CHOICES	RESPONSES	
Free Wi-Fi	83.42%	312
Ability to borrow from libraries statewide or nationwide	79.14%	296
Downloadable eBooks and eAudiobooks	78.07%	292
Computers with access to printers and scanners	73.80%	276
Photocopier and fax	61.50%	230
Access to online resources (e.g. consumer advice, investment research, car repair, learning a language, and tutoring)	50.80%	190
eMagazines	39.84%	149
Total Respondents: 374		

Respondents showed the least awareness of eMagazines (with 39.84% being aware) and Access to online resources (with 50.80% being aware). Free Wi-Fi (with 83.42% being aware) and the ability to borrow from libraries statewide or nationwide (with 79.14% being aware) were the most known services. 86, or 18.70% of overall survey respondents, skipped this question.

Q13: If the Library were to offer services or a program on the following topics, which would you be interested in attending? (please check all that apply)
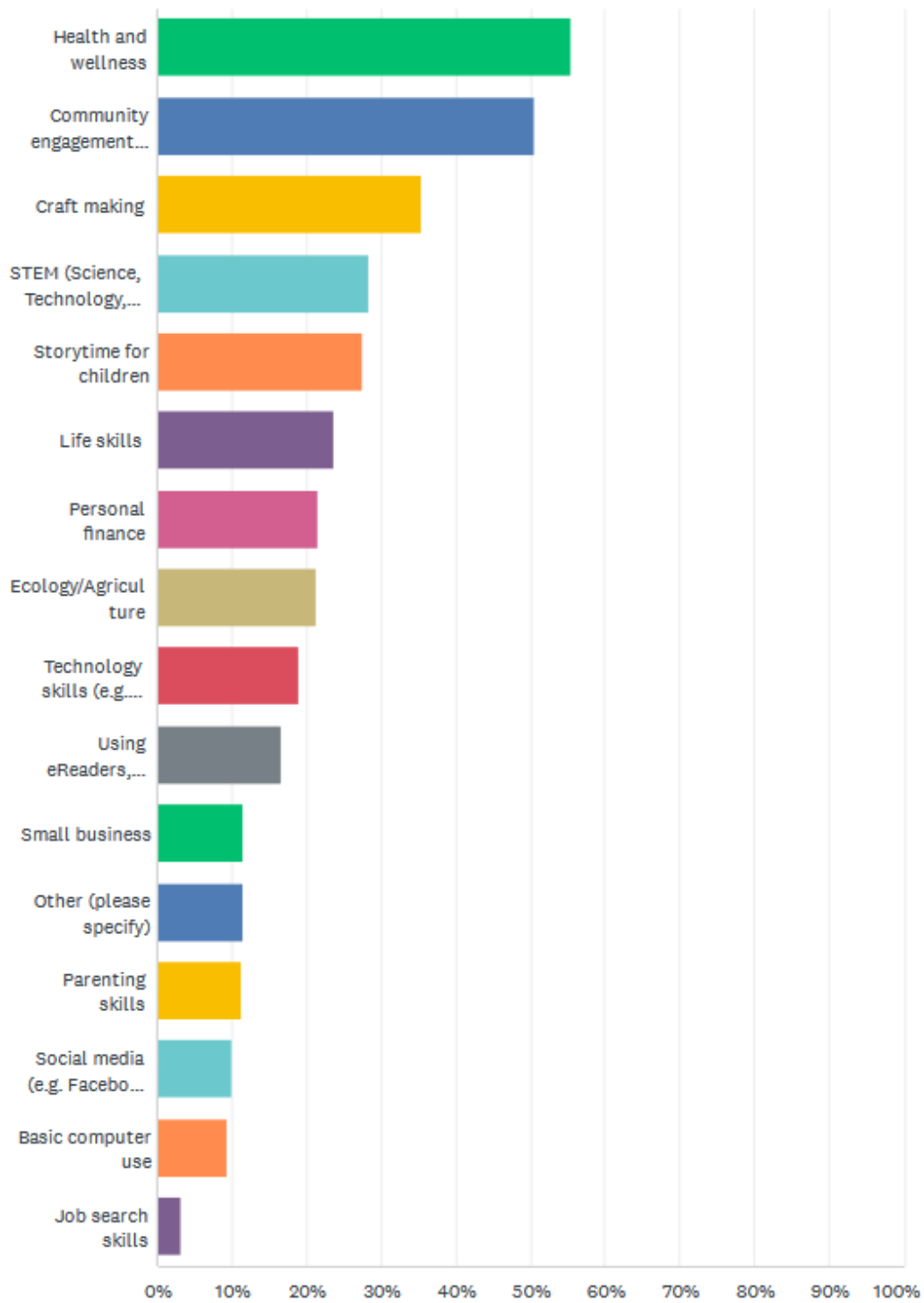
ANSWER CHOICES	RESPONSES	
Health and wellness	55.46%	193
Community engagement opportunities (e.g. networking or social events)	50.57%	176
Craft making	35.34%	123
STEM (Science, Technology, Engineering, Mathematics) classes/presentations	28.45%	99
Storytime for children	27.59%	96
Life skills	23.56%	82
Personal finance	21.55%	75
Ecology/Agriculture	21.26%	74
Technology skills (e.g. networking, coding, hardware, etc.)	18.97%	66
Using eReaders, tablets, or other devices	16.67%	58
Small business	11.49%	40
Other (please specify)	11.49%	40
Parenting skills	11.21%	39
Social media (e.g. Facebook, etc.)	10.06%	35
Basic computer use	9.48%	33
Job search skills	3.16%	11
Total Respondents: 348		

For those who responded to this question, 55.46% chose Health and wellness as a topic of interest for a service or program offered by the Library that they would be interested in attending. The next highest topic of interest for those who responded was Community engagement opportunities such as networking or social events which was selected by 50.57% of respondents.

Other (40 responses)
- Meeting room (2 responses)
  - A place for community groups to meet.
  - Meeting room equipped with technology
- Technology (5 responses)
  - Zoom education, Microsoft Teams and other Microsoft Teams for MAC
  - Technology to scan photos and old slides to convert to digital.
  - Have a MACBOOK PRO... Would love to attend training sessions to enhance my use of laptop
  - I would love classes on how to use Excel, Adobe Photoshop taught by NMC students.
  - intro to use of i phones; intro to eReaders
  - computer lessons
- Genealogy (2 responses)
- Author visits/programs/events (3 responses)
- Cooking demos/classes (2 responses)

- None (2 responses)
- Book club/discussions (5 responses)
    - Adult Book Group - Evening Meeting Time
- Art
- Writing (4 responses)
    - book
    - personal/family history, etc.
    - creative writing workshops
    - How to write a memoir
- Arts and Crafts
- Astronomy
- Aging issues (2 responses)
    - Retirement planning (when to apply for Social Security)
- History (3 responses)
    - Speakers about the history of the area
- Current events (3 responses)
- Community resources being offered
- International affairs forum
- Speakers on a variety of topics (4 responses)
    - Knowledgeable speakers
    - Programs given by experts such as professors from NMC
    - Educational seminars or informational gatherings
- Community events
- Diversity and inclusion (on topics of race, gender identity, sexuality, etc.)
- Sex and relationship education
- Climate
- Healthy life/diet
- Energy
- Landscaping
- Gardening
- Sustainability
- Events more age appropriate and geared towards Millennials
- Events/resources more age appropriate and geared towards kids k-12 (3 responses)
    - Story time for older kids
- Would love coffee/tea service and a nice place to read a book. What is currently in place is outdated and unattractive
- Mysteries
- Religion
- Travel
- Science
- Protecting our natural resources
- Sustainable landscaping

- Water management
- Not interested/don't attend programs (3 responses)
    - Since I'm forced to answer this question to proceed with the survey, I have to say I prefer to learn at home, at my own pace. None of these programs would interest me.
    - We used to attend and even host programs there, but we don't tend to go to them anymore.
    - I'm not currently interested, but I feel these services are important to offer.

Q14: Please indicate which of the following possible improvements to the services offered by the Library would be important to you. (please check all that apply)
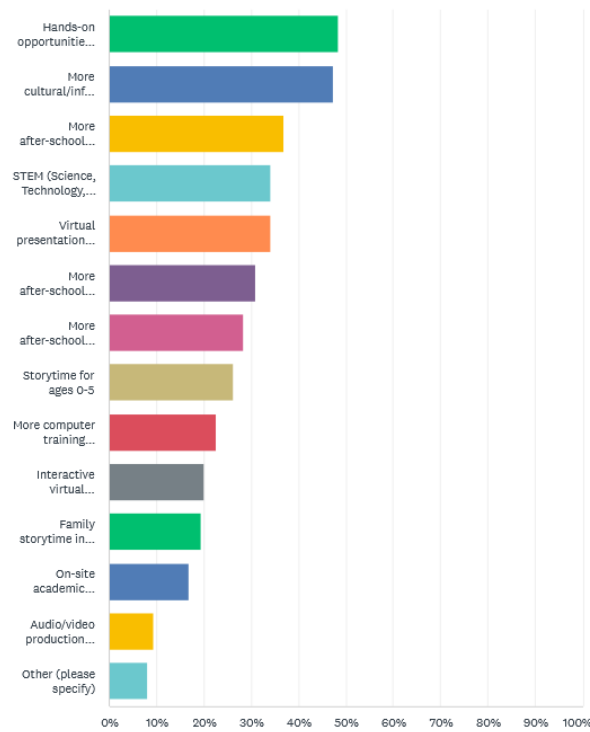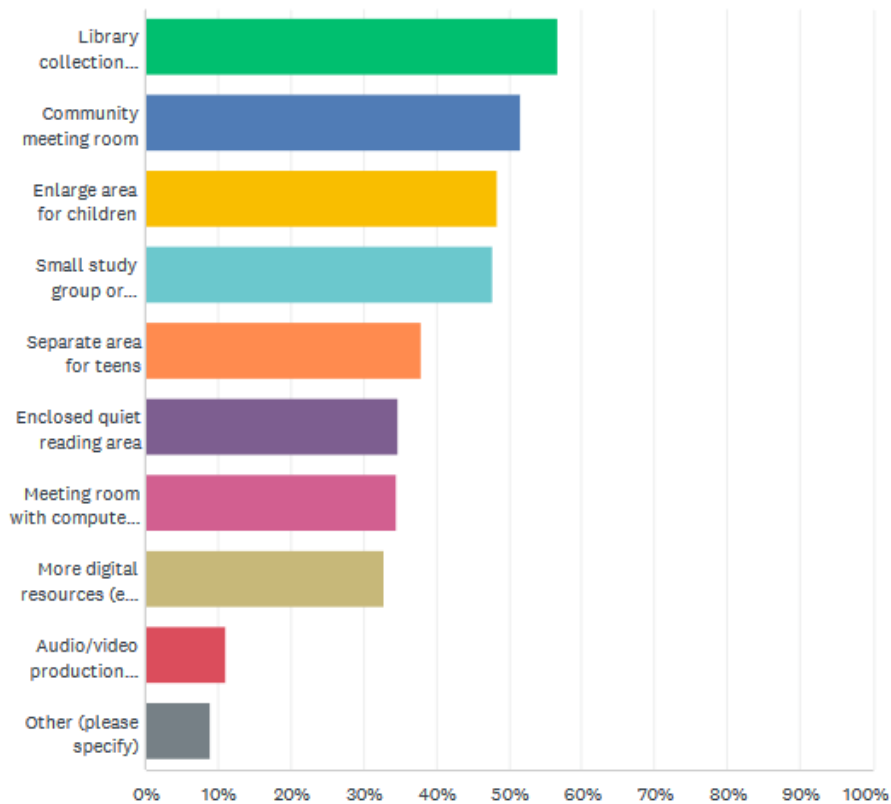

ANSWER CHOICES		RESPONSES	
▼	Hands-on opportunities to learn things (e.g. coding, robotics, 3D printing, cooking, sewing, etc.)	48.34%	160
▼	More cultural/informational programs for adults	47.43%	157
▼	More after-school activities for elementary age children	36.86%	122
▼	STEM (Science, Technology, Engineering, Mathematics) programs for children	34.14%	113
▼	Virtual presentations and speakers	34.14%	113
▼	More after-school activities for middle school age children	30.82%	102
▼	More after-school activities for teens	28.40%	94
▼	Storytime for ages 0-5	26.28%	87
▼	More computer training classes	22.66%	75
▼	Interactive virtual programs/events	19.94%	66
▼	Family storytime in the evenings	19.34%	64
▼	On-site academic resources for homeschool students	16.92%	56
▼	Audio/video production training	9.37%	31
▼	Other (please specify) Responses	8.16%	27
Total Respondents: 331			

For the 331 survey respondents who answered this question, 48.34% chose "Hands-on opportunities to learn things" as a possible improvement to services offered by the Library that would be important to them. This was the most selected response with "More cultural/informational programs for adults" being the 2nd most selected response with 47.43%.

Other (27 responses)

- Anything that attracts young people to reading and the facility.
- As much as possible - a library for all
- Community events
- Does this library have automatic renewals for both regular & MelCat items?
- More after-school activities for high school aged students
- Help train groups for the churches
- Programs for families, children and teens
- Help with ancestry search
- Humanities vs STEM
- Meeting space equipped with technology
- More contemporary books on fly-fishing
- Storytime for grandson on occasional visits
- My main use of the library is for entertainment (fiction books/movies) and learning (non-fiction). I don't feel I would use these services at this point, perhaps in the future.
- Mystery novels
- Storybook trail
- Separate area for teens
- None (2 responses)
- One on one computer training and computer classes
- Sell the building to be used as a restaurant. Make Elk Rapids a hot spot.
- Summer programs for kids
- Training on security for our devices
- Visiting artists, interviews with authors (2 responses)
- Wider selection of current eBooks
- Don't use the library/attend programs (5 responses)
    - When my children were younger we would have done events if we had known of them
    - While I don't personally use the library at this point, I am certain that many in the community would use all of the above.
    - Since we don't use the library, nor plan to, none of these possible improvements interest me or meet the needs/desires of my family.
    - I think programs are very important, but I would not partake personally.
    - My main use of the library is for entertainment (fiction books/movies) and learning (non-fiction). I don't feel I would use these services at this point, perhaps in the future.

Q15: Please consider which of the following possible improvements to the Library's resources or space would be important to you. (please check all that apply)

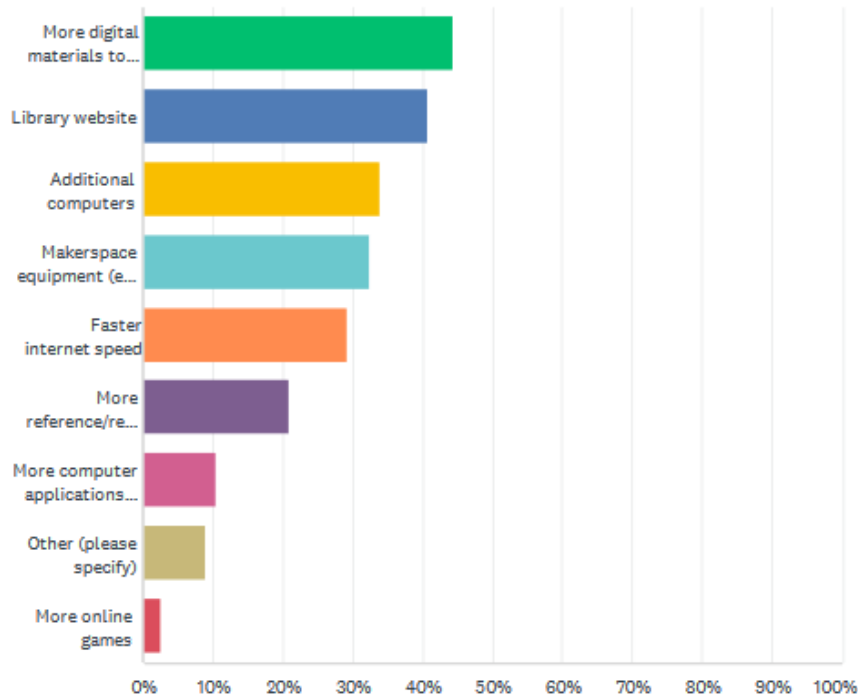| ANSWER CHOICES	RESPONSES	
Library collection (e.g. books, movies, music)	56.67%	204
Community meeting room	51.67%	186
Enlarge area for children	48.33%	174
Small study group or meeting room(s)	47.78%	172
Separate area for teens	38.06%	137
Enclosed quiet reading area	34.72%	125
Meeting room with computer projection and audio/video conferencing equipment	34.44%	124
More digital resources (e.g. eBooks, eAudiobooks, music, or movies)	32.78%	118
Audio/video production equipment	11.11%	40
Other (please specify)	8.89%	32
Total Respondents: 360		

Of the 360 who responded to this question, 56.67% noted that the Library collection was a possible area of improvement for the Library. Improvement regarding a Community meeting room was noted by 51.67% of those who answered this question.

61

Other (32 responses)
- Business Area (2 responses)
    - A better small business resource area
    - Business start-up incubator space

- Collection/Resources (6 responses)
    - A larger number of eAudiobooks
    - Better online catalog
    - Books for 1 year old
    - Legos for 6 year old
    - Suttons Bay Library loans out telescopes
    - I wish we could expand what is offered for online research. TADL has rich menu of online services but we can't take advantage of that here. I'd like to see the online resources beefed up.
- Use of space - Indoor
    - A nice restaurant
    - Areas for tutoring students
    - Children's area really needs enlargement
    - Coffee bar (2 responses)
    - I love the "porch" with its rocking chairs & tables big enough for jigsaw puzzles & games to be shared as well as room for individual projects that need to be spread out on a surface
    - Improvements to the building-mold eradication and up to code
    - Kitchen
    - Maker Space for children, teens, community use
    - More space. (2 responses) Any time I visit there isn't a place for me to be so I end up in the basement. The layout is confusing and not conducive to what humans need in the space. We need a new, state of the art library. Keep that building as a community space or transform it into an event space.
    - Room for more books
    - Quiet at the front desk and porch- this is not a coffee shop
- Use of Space -Outdoor
    - Outdoor seating area such as a deck overlooking Lake Michigan
    - Gardens
    - More parking
    - Poor location no parking for groups
- All would be great
- Programming
    - Book clubs
    - Local book clubs that meet in the evenings or on weekends
- Friendlier staff
- Meeting Room Space
    - Gathering room for group exercise
    - Improve the meeting room

- - Large meeting room for 80 people
  - Meeting rooms need to be free - no charges as we already support with taxes
  - Obviously meeting rooms can be combined.
- Outreach
  - Liaison with high school groups and library, liaison with elementary and middle school for programming or meet ups
- Since we don't use the library, nor plan to, none of these possible improvements interest me or meet the needs/desires of my family.
- Upgrade computers.

Q16: What technology or technology services would you like to see improved at the Library? (please check all that apply)

ANSWER CHOICES	RESPONSES	
More digital materials to borrow (e.g. eBooks, eAudiobooks, etc.)	44.24%	123
Library website	40.65%	113
Additional computers	33.81%	94
Makerspace equipment (e.g. computers, 3D printer, sewing machine, soldering equipment, hand tools, etc.)	32.37%	90
Faster internet speed	29.14%	81
More reference/research databases and online resources	20.86%	58
More computer applications/software	10.43%	29
Other (please specify)	8.99%	25
More online games	2.52%	7
Total Respondents: 278		

Of the 278 respondents who answered this question, 44.24% noted they would like to see more digital materials to borrow (e.g. eBooks, eAudiobooks, etc.) as a technology service they would like to see improved. 40.65% desired an improvement to the Library Website.

Other (25 responses)

- Space/layout/building (6 responses)
  - Bigger workspace around the computers
  - More distance spaced computers for better privacy
  - More space
  - Meeting rooms with state-of-the-art projection tech
  - Quiet, separate space to use computer
- Classes (3 responses)
  - Computer, cell phones ,tablet skills for seniors or beginners
  - more specific help to learn higher levels of computer usage
  - tech classes
- Specific software (1 response)
  - Adobe Creative Suite
  - design/development programs for hands-on learning
- Cooking/brewing equipment
- How you might consider the above [technology/technology services] to attract more students.
- I don't know what is needed
- I like it as it is (2 responses)
- I would like more readily available info online about how to use resources
- Keep doing what your doing
- Laptop computers to take to various parts of the library, inside and out
- More access to children's programs in the children's room
- None/NA (5 responses)
- So often I look to borrow a digital book and titles are not available or the wait time is very long. It's very frustrating.
- There should be a process for determining best technology practices including prioritizing and implementing. What are other libraries doing around the world and how can we replicate? (2 responses)

Q17: How do you prefer to read or view materials? (please check all that apply)
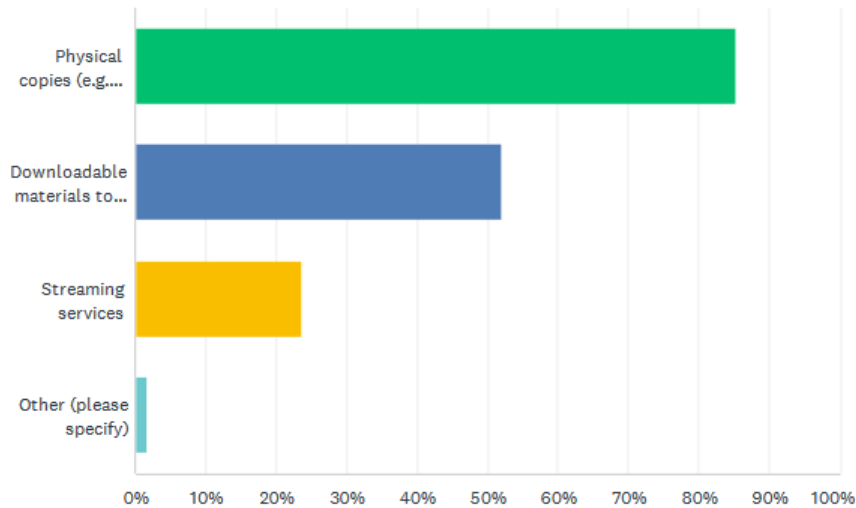
ANSWER CHOICES	RESPONSES	
Physical copies (e.g. books, magazines, DVDs, CDs, etc.)	85.27%	330
Downloadable materials to eReaders, tablets, or other devices	51.94%	201
Streaming services	23.77%	92
Other (please specify)	1.81%	7
Total Respondents: 387		

Of the 387 respondents who answered this question, 85.27% noted that they preferred physical copies for reading or viewing materials. 51.94% preferred downloadable materials while 23.77% preferred streaming services.

Other (7 responses)
- Audiobooks (2 responses)
- Digitally on my phone
- I intend to do more eBooks
- I need education on using the downloadable materials!
- N/A
- Tablets

Q18: What type of device do you use most frequently to access the internet?
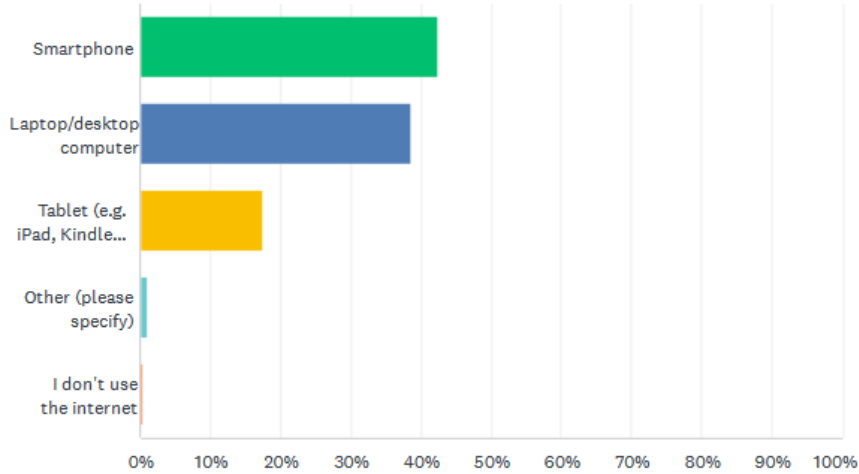
ANSWER CHOICES	RESPONSES	
Smartphone	42.42%	168
Laptop/desktop computer	38.64%	153
Tablet (e.g. iPad, Kindle Fire, etc.)	17.42%	69
Other (please specify)	1.01%	4
I don't use the internet	0.51%	2
TOTAL		396

Of the 396 who responded to this question, 42.42% accessed the internet on their smartphone. 38.64% used their laptop/desktop computer, while 17.42% used their tablet. 2 respondents, or .51%, did not use the internet.

Other (4 responses)
- A combination of my laptop and smartphone/iPhone (2 responses)
- I use all three
- N/A

Q19: Where do you access the internet? (please check all that apply)
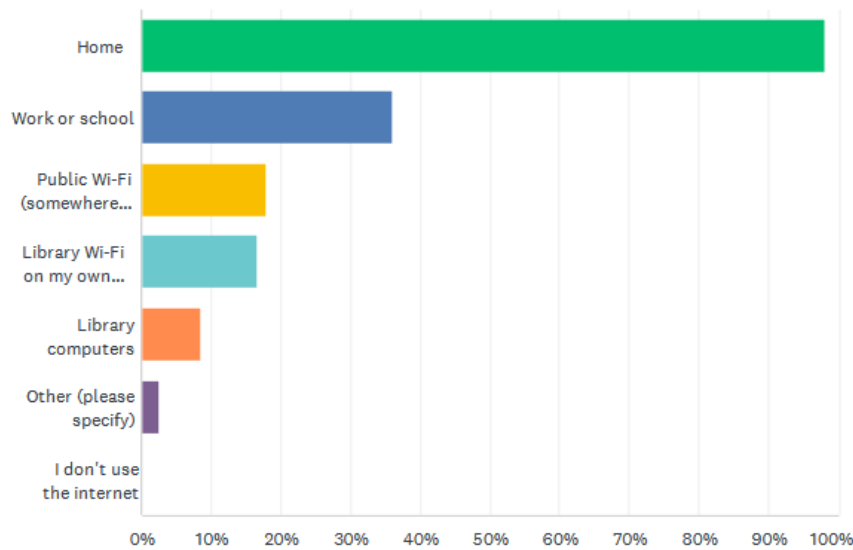
ANSWER CHOICES	RESPONSES	
Home	98.01%	394
Work or school	36.07%	145
Public Wi-Fi (somewhere other than the Library)	17.91%	72
Library Wi-Fi on my own device	16.67%	67
Library computers	8.46%	34
Other (please specify)	2.49%	10
I don't use the internet	0.25%	1
Total Respondents: 402		

Of the 402 who responded to this question, 98.01% access their internet at home. 36.07% access the internet at work or school. 17.91% utilize public Wi-Fi somewhere other than the Library while 16.67% utilize Library Wi-Fi on their own device. 8.46% use Library Computers for the internet and 1 respondent did not use the internet.

Other (10 responses)
- Hot spots
- I use the library computers to access printers when needed
- Literally everywhere/anywhere (3 responses)
- Personal hotspot
- Smartphone/cellular network/data plan (4 responses)

Q20: How do you find out about Library services and programs? (please check all that apply)
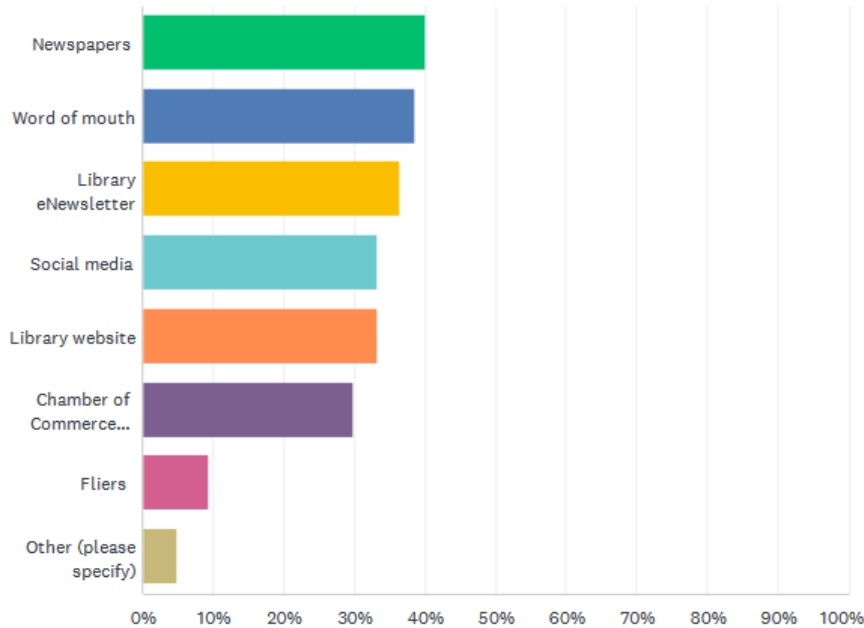
ANSWER CHOICES	RESPONSES	
Newspapers	40.05%	157
Word of mouth	38.52%	151
Library eNewsletter	36.48%	143
Social media	33.16%	130
Library website	33.16%	130
Chamber of Commerce newsletter	29.85%	117
Fliers	9.44%	37
Other (please specify)	4.85%	19
Total Respondents: 392		

Of the 392 who responded to this question, 40.05% selected Newspapers as a way they find out about Library services or programs. 38.52% selected Word of mouth while 36.48% found out through the Library eNewsletter. 33.16% found out through Social Media and the Library website. The Chamber of Commerce newsletter was selected by 29.85% of respondents. Fliers helped 9.44% of respondents find out about Library services and programs.

Other (19 responses)

- Email (2 responses)
- I don't (2 responses)
  - It doesn't have the services I need.
- Physically visiting the Library (9 responses)
  - Entry way notices
  - I find out when I go to the library but will checkout the library website in the future
  - Library bulletin board
  - Roaming around the library itself
- Events - like a table at Weds night street nights
- IPR News Radio, Interlochen
- Library personnel (2 responses)
  - Ask the library staff
- Friends of the Library
- This survey
- School

APPENDIX C:
Strategic Planning Retreat - SOAR Analysis

<u>STRENGTHS</u>

What about the Elk Rapids District Library makes you proud? How does that reflect our greatest strengths? When the Library is operating at its best, what are the core strengths that give LIFE to the Library?

- Welcoming staff
- Responsiveness
- Ambience
- Location (porch)
- Kid friendly
- Helpful not necessarily quiet
- Staff willing to learn and evolve and are friendly
- Physical surroundings - incorporates the past and the future
- Staff treats patrons well, and visitors too
- Diverse services d- kids, seniors, knitters
- Historical value
- Opportunity is for pleasure/education
- Outreach, tech support - collaboration
- Breadth and depth of products and services
- Solution orientated
- We make it work
- Experiential depth of staff, board
- Local access to Library services
- Staff and board - capable, committed, competent
- Collaboration with schools
- Staff willingness to embrace change, progress
- Emphasis on service regardless of location
- Match/Emphasize Service to community needs
- Strong Leadership – Board-Director-Staff
- Support vulnerable populations
- Collaboration with school, township
- Service oriented staff
- Community (district) center
- Appropriate policy-effective operations
- Small enough to be accommodating
- Support in community – friends, rotary, 100 women
- Friendly, welcoming

- Establish the culture
- Support for new services
- Community center for the district
- Services to community needs

TOP STRENGTHS

- Strong leadership is defined as recognition of roles, collaboration, and communication, both up and down the organization, through all layers Board-Director-Staff
- Collaboration outside the organization:
  - Support: Friends, Rotary, 100 women
  - Service: Schools, Township, etc.
- Service oriented, friendly, welcoming, inclusive
- Community (district) center
- Opportunities – diverse
- Community collaboration
- Staff-friendly and responsive and capable – willing to embrace change, helpful
- Ambiance - all of it
- We make it work
- Local access to Library services
- Staff and Board: capable, competent, committed
- Experiential depth and breadth
- Collaboration with schools
- Staff willingness to embrace change, progress
- Emphasis on service regardless of location
- Match/Emphasize service to community needs
- The people (staff, board, friends)
- Community support of programs with time and funds (Rotary, Schools, Newton's Road, etc.)
- Community ripe for hearing and engaging through the 2022 surveys and interviews
- New collaborations and collections
- Strengths are intertwined: Staff/collection=access to information equal to a much larger library
- Pilot location for introducing STEM Kits into a smaller community library
- Reflects a staff open to trying new things
- Community support (in this case Rotary and ER Schools) and resilience and jumping in to help through unexpected challenges (loss of Programs Director)
- Open to change and being responsive to community needs

ASPIRATIONS

What is going on in this future that demonstrates the ideal Elk Rapids District Library you would be most proud to see? What role are we playing in our community? What are we saying about ourselves? What is our community saying about us?

- Fully interdependent with the community
- Fully connected to regional wants and needs
- Fully capable to deliver deep and broad range community services
- More connected to regional community
- Bus stop – place for kids to hand – get services to outlying areas
- Recreation Center – Sledding hill, kids roll down in the summer
- Zipline on the perimeter
- Larger space
- Multiple learning and gathering spaces
- Dependable place – access for what people want/need
- Responsive, Innovative, Helpful
- Vital to community growth
- Moderate growth – wants to stay at location
- Redefine "Library" to include diverse and multiple services
- Island house - children's resources and activities Library
- Main Library – near schools – with meeting rooms, entertainment, S.O.A., technology, middle and high school and adult resources and life learning resources and enrichment
- Architectural Marvel!!
- Tall ceilings.
- Lots of space community center to hold conversations
- Balance of well-known passive services and active programs
- Technology center
- Model for intentional evolution, showing how to evolve Elk Rapids
- Trusted source neutral – "Go to the Library"
- Support, free services for vulnerable population
- ERDL is a valued, visible center of our greater community with programs offered across the District for children, youth/teens, and adults of all ages
- Center for Lifelong learning
- A safe place to engage in meaningful conversations and quiet corners, and to have fun!
- ERDL Role: Collaborator, convener, curator, communicator
- Stable staff and strong board
- The library has become the community's living room, its center for events, large and small
- Collaboration with schools continues to be strong, and children gravitate to the library after school and on weekends to work together on projects or to be tutored
- The library book mobile reaches out to our townships with information and services

- Demand for services will have outgrown the library's space
- There will be strong support for expansion and/or a new building in a new location
- I can bring my full self to any library offering
- I learn something or meet someone new every time I come
- There is something for me offered by our library
- We are responsive, creative problem solvers, vital to our community, work with a wide variety of community partners to make our vision reality
- We are respectful and are respected and excited to come to work, whether at the library or out in the community

VISION STATEMENTS AND IMAGES

A star ⭐ of the community. A magnet for all community members regardless of age, interest, background, politics, ethnicity, and race, to advance enrichment and enlightenment. A Wonder of the World (Austin P.L.) (6 dots)

Community Resource Center!!

Cooking Class

We are a diverse trusted community center and connector that provides a flourishing culture of innovation and support. (4 dots)

Recreation Clubhouse Zipline

Bus Stop

Teen Space

Littles

Old large print section

Maker

Food

Welcoming Entrance

Silent Work Space

Technology

Community Meeting Room

Sledding

Arts & Crafts

Recreation

Staff Area

Zipline

Zoom

Community Garden Greenhouse

Incubator for ideas

We are a trusted, integrated community center meeting the diverse needs of the communities that make up ERDL.

15,000 sqft

Conference Rooms
Community Room Technology
Makers Space
Whiteboard Things
High ceiling 12-16ft
Natural
Children Area
Class room
Teen area
Staff
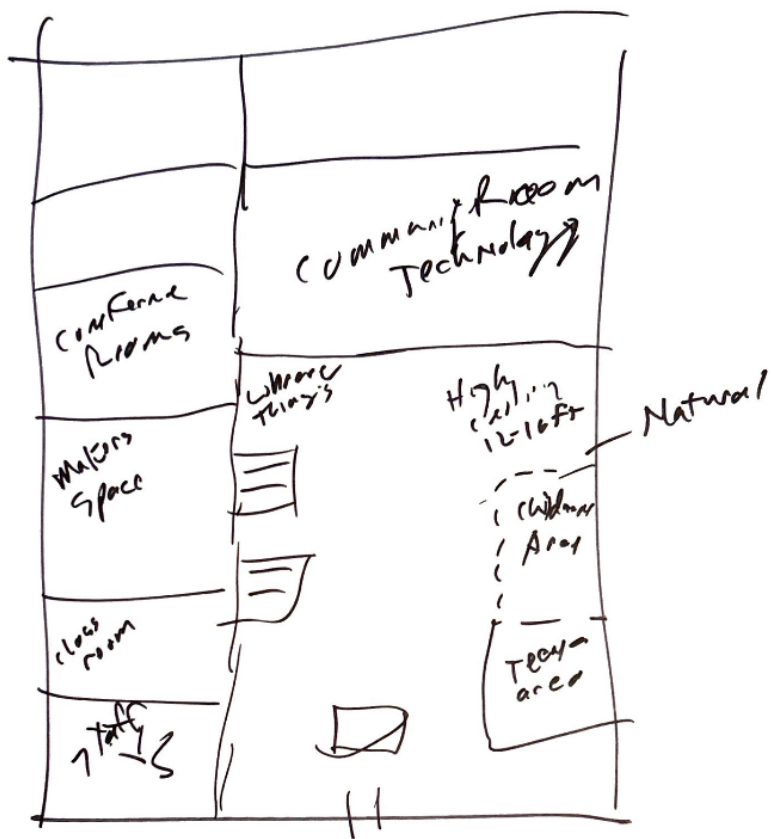
OPPORTUNITIES

What opportunities have the greatest potential to come to life in the next three to five years? What challenges have we faced over the last two years, or are still facing, in the Library or in the community that can be seen as exciting opportunities as we move forward? How do these opportunities support our aspirations and vision?

- It should be noted: Since our survey was conducted, library staff has made significant strides in meeting some of the requests from our community.
- Expand on the leadership role the library has taken to strengthen trust and unify our community.
- Utilize expertise within our community to reach/provide programming to new and broader segments of service population, particularly the adult population.
- Grow in delivering services to people where they reside, thus making the library a meaningful and important element in the lives of those in far corners of our district.
- Continue to strengthen communication with all of our constituents, using all avenues— social media, community events, etc.
- Continue efforts to be open/transparent about library administration and decision-making process.
- Maintain existing services and expand where possible
- Design and Location Conversation - Build a case and get support – Fundraise
- Evaluate current space vs future potential
- Library vs community center
- Marketing – all communities in ERDL, services
- Service
- All townships/village – Mobile Library (Bookmobile)
- Organizational interconnectedness – ERDL model the strategy
- Strategic Plan
- Put the right people on the bus
- Comprehensive programming
- Community model of leadership/organizational strategies
- Involve more people
- Develop processes
- Expand programs
- Community connectiveness
- New technology
- Raise money
- Build it
- Expand on the leadership role the library has taken to strengthen trust and unify our community.
- Utilize expertise within our community to reach/provide programming to new and broader segments of service population, particularly the adult population.

- Grow in delivering services to people where they reside, thus making the library a meaningful and important element in the lives of those in far corners of our district.
- Continue to strengthen communication with all of our constituents, using all avenues—social media, community events, etc.
- ERDL is a model of change for good through cooperation, creative thinking and exploration of new ideas in our community.
- These opportunities support our vision of a safe place that works through challenges through respectful discourse, open-minded to new ideas, and to people from all walks of life.
- Continue efforts to be open/transparent about library administration and decision-making process.

KEY STRATEGIC FOCUS AREAS

The **top opportunities** that you believe would most naturally deliver on ERDL's best potential for serving the community in the next three years.

Connecting with our entire regional community in the Library and out
- Community connectiveness
- Grown in delivering services to people where they reside, thus making the Library meaningful and important element in the lives from the far corners of our district
- Utilize expertise of our community to reach/provide programming to new and broader segment of services population (esp. adults)
- Involve more people
- New technology
- Consider public affairs programming as a means of reaching older constituents
- Providing opportunities for adults to meet (Council of Foreign Affairs discussion group – Human Library)
- Expand on the leadership role the Library has taken to strengthen trust and unity in our community
- Activities that allow the community to connect and build relationships and diffuse differences
- Library as resource for technology info
- Be a model of cooperation, creative thinking, and exploration in our community

Collaboration and Communication – Community Engagement
- Maintain and expand existing services wherever possible
- Increase engagement especially with school age and across district
- Expand program
- Evaluate current space/services vs. needs and future
- Be a model of interconnectedness and collaborative mindset across organizations
- Build on newly established relationships with CMS to provide services to other schools
- Continue to strengthen communications with all of our constituents, using all avenues – social media, community events, etc.
- Collaborate – churches, school, any entity that has space, to deliver a variety of programs to our diverse audience

Looking to the Future
- Design confirmation
- Location confirmation
- Build a case and support it
- Build it!

Strategic/Tactical Thinking
- Develop procedures
- Strategic Plan that unifies the work
- Fundraise
- Build
- Raise $$$

RESULTS

What would we need to see in 6 months to know that we're making progress? In 2 years, what would we need to see to know we've accomplished some of our goals and continue to make progress?

6 months
- Communication Plan for Library in concert with partners in time for summer
- Success stories from new MS program
- Non-conventional resources
- Communicate "we heard you" starting right now if we haven't already!
- Request 3 programs
  (financial planning, estate planning, how to chop an onion, negotiation skills)
- Make the building plan reality, dialogue the plan
- Outreach expansion
- Bookmobile
- Outlying collaboration
- Positive data and charts
- Collaboration with other organizations
- Communication
- A workable strategic plan in place
- Processes documented
- Diversify use of existing buildings/space/environments
- Increase education of survey
- Community support for plan
- More outreach in region/district
- More positivity and unity
- Get creative with existing space
- Basement, door to MI Room, staff room to program room, new furniture, etc.
- Community involvement
- More diverse connections
- More publicity on programs
- Have programs/collections for ALL updated
- Tech classes for all
- Milton Township – bus mobile
- More publicity on programs
- Triple the usage of non-conventional resources (STEM Kits, Library of Things, Tech classes, etc.)
- Triple Middle school age resource checkouts
- 1 activity in each Township we serve (especially outside ER Township)

2 Years

- All youth in district have a library card
- Families know the wide variety of resources and services provided by the library and their partners through newsletters, newspaper, social etc.
- Develop the plan
  - Test the plan
  - Community consensus on the plan
  - Commence fundraising
- Physical presence in the outlying areas
- RFP for building
- Keep a list of changes
- Embrace change
- Working with whole school system and home schoolers
- Direct involvement – involvement with more service areas
- Building plans developed
- More direct involvement from regional groups
- Expansion/site selection/building plans
- Strategic planning for fundraising
- Mobility
- New library plan and fundraising plan for it

APPENDIX D: Operational Retreat

MISSION

Who do we serve?
- *Who do we primarily offer services to?*
- *Where is our primary audience located?*

Who?
- Guests
- School
- Schools
- Folks with limited technology access/knowledge
- Families with little kids
- Patrons
- Children
- Public with technology needs
- Taxpayers
- Children!
- Community
- Teens/people who need quiet workspace
- Adults
- Visitors
- Guests of our community
- Tourists
- Residents of our district
- Businesses

Where?
- Very local and very tourist
- 3 districts - Antrim County
- Elk Rapids Village Township
- Want to: Milton, Torch Lake
- GT Bay Area
- ER schools
- Online
- In District
- Florida (ha!)

What do we do?

- *What services do we offer? What, if we were to stop offering it, would it cause the library to cease to exist?*
- *What do people want, need, or expect from us?*

Services
- Printing/scanning
- <u>Internet</u>
- <u>Books</u> :-)
- eBooks
- Mel Cat
- Books + space (library)
- Books and resources
- A free space to exist
- Community building
- Crafts, activities
- Programming
- Life skills assistance
- Parent assistance
- Safe space
- Tech services
- Printing services
- No judgment
- Free access
- Third space
- Information
- Conversation/connection
- Access to media and information
- DVD's
- Bathroom
- Programming
- Books(print)

Wants/Needs
- Social interaction
- Quiet space
- Tech/faxing/printing
- Working space
- Early literacy resources
- Reading
- Readers Advisory
- Resources - books, DVD's, tax forms
- Public restrooms
- Know everything

- Information resources
- Acceptance
- Space to be
- Friendly space
- Resources and information
- Wi-Fi
- Tech help?
- Forms, government documents, information

Why we do it?

- *Why do we work to meet people's wants, needs, or expectations?*

- People need resources
- We are using tax money
- We care ♥
- Connection and free access to information is important
- We ♥ reading!
- We love what we do!
- Raising awareness
- Public mandate
- We care
- Supports democracy
- Social equalizer
- We like to

STRENGTHS

- *What about the Elk Rapids District Library makes you most proud? What do you value most about ERDL as an organization?*
- *When the Library is operating at its best, what are the core strengths that give LIFE to the Library?*

- Caring
- Respect
- Working together
- Safe space
- Everyone welcome
- Friendly
- Teamwork
- Hardworking
- Reader advisory
- Technology help/updated resources
- Library services
- Beautiful setting
- Problem solvers
- Happy staff/helpful
- Positive patron experience
- Family atmosphere
- Resources for staff to be successful
- Supportive board
- People oriented
- FREE!
- Open to all
- Go the x-tra mile for all patrons
- Serve all demographics for free
- Safe place
- We are resilient!!
- Hub of the community for both established community members as well as newcomers
- Democracy
- Very patron oriented – patrons are welcomed, valued, heard
- Desired contributor and participant in community events/activities
- Employees/staff are cohesive, we rely on each other's strengths
- Care about patrons
  - Willingness to adapt to serve
  - Free access to information
  - Judgement free – privacy - human rights
  - Community connections/building
  - Know "regulars" – small town feel

- Point of Pride of Our Community – grandchildren visiting, locals bring visitors. Being "official" with cards, etc.
- Value literacy and having FUN exploring stories and books
- Everyone wants what's "best"

TOP STRENGTHS

Collaborative
- Community (District) Center
- Community connections/community building
- Community collaboration
- Collaboration with schools
- The people (staff, Board, Friends)
- Community support for programs with time/funds
- Collaborations outside the Library
  Support (Friends, Rotary) Service (Schools, Townships)

Resilience and Adaptability
- Experiential depth and breadth
- Resilience - jumping in to help though unexpected challenges
- Willingness to embrace change
- Responsive
- Willingness to adapt to serve
- Willingness to embrace progress
- Staff open to trying new things
- Staff is resilient and rely cohesively on our respective strengths

Inclusive and Accessible
- New collaborations
- Local access to library services
- Make it work
- Emphasis on service regardless of location
- Problem solvers
- New collections
- Patrons are our primary focus
- Responsive to community needs
- Pilot collaboration for STEM kits
- Staff/collection – access to information = to a much larger library
- Value literacy and having fun exploring stories and books

Impactful

- A free safe place for all members of the public
- Welcoming
- Vital
- Progressive
- Material – Window and a mirror for everyone
- Access
- Low barrier
- Free access to information
- Valued by community, we're a desired contributor to common good
- Respect
- Free
- Inclusive
- Judgement free/privacy/human rights

Culture of Pride (Embrace, experience)

- Point of Pride of Our Community – grandchildren visiting, locals bring visitors. Being "official" with cards, etc.
- Friendly
- Helpful
- Friendly
- Unique feel
- Committed
- Competent
- Capable
- Supportive
- Caring
- Know our regulars and provide custom services
- Beautiful
- Service oriented

REDEFINING LIBRARY SERVICE
Explore and adopt innovative ways to meet needs throughout the Library district.

Goals
What will people experience?
- Easier access
- Increased awareness of services
- Greater access to non-books
- Increased community input/library responsiveness (re services)

How will the community benefit?
- The community will have the Library they want
- Reciprocal/collaborative process creates community buy-in

Potential Activities
- Skill checkout
- Tech/gadget workshops/classes
- Bus stop!
- Crowdsource book selection
- Anything catalog procedures (Library of Things)
- Tech interns
- Book delivery
- Pop-up emergency Wi-Fi stations
- Quiet spaces
- Meeting spaces (small/large)
- Variety of tech
- Mobile libraries/book boat/bike
- Regular automated reporting
- Daily phone/voicemail
- Tech help on the road
- Market Libby
- Kitchen/cooking classes
- Life skill class series (teens/adults/elderly)
- Reach non-English community
- Braille books/connect with TADL/Library for the blind
- Self-checkout (especially for teens)
- Connect with migrant communities/summer program
- Address food scarcity
- Trade skills presentations - highschoolers
- Local history programming

Organizational Competencies

Staffing
- Local experts
- Driver/cyclist
- Utilize volunteers (example: teen tech help, skills classes)
- Teen Advisory Board volunteers

Funding
- Technology grants
- Free Bike!

Staff Development
- Tech training
- Cataloging

Collection
- Tech/Library of Things
- Books for adult literacy
- Playaways and Tonies
- Braille library resources

Facilities
- Class space
- Individual workspaces
- Meeting space
- Zoom room

Policies/Procedures
- Waivers
- Flexible SOP's

Potential Partners
- ACT/BATA/School
- Municipal office
- Volunteer experts
- Commission on Aging
- NMCAA
- Historical Society

Technology
- New phone system
- Mobile Circ station
- Auto-reporting for relevant metrics
- Self-checkout station
- Noise cancelling headphones (Library of Things)

Marketing
- Consistent promotion
- TikTok?
- Dedicated staff member

Indicators of Success

Outputs
- Library of things/Computers/Hotspots increase "x" in 5 years
- New tools to measure increase of non-conventional book checkout
- Increase opportunities for tech help

Outcomes
- Non-tech people report they now can use tech more confidently
- Have access to library materials whenever they were in the district
- Underserved populations had easier access
- More info about library operations
- The patrons have easier access to current/newly released materials

CONNECTING WITH THE COMMUNITY

Increase awareness of the Library and cultivate opportunities for communication and engagement.

Goals

What will people experience?

- They'll know what opportunities are available in the community
- Feel their opinion matters
- Experiences – more variety of library services

How will the community benefit?

- Community connection, growth
- Awareness of services offered throughout the community
- Community members integrate library services into their routines
- Opportunity for personal connection and social supports

Potential Activities

- Increase our presence in schools, Example. Pop in and read, events, Doctor Seuss
- More targeted social media presence - make it creative/fun/engaging (videos, fun book, questions, island/library life videos)
- Advertise our events and resources with flyers in local businesses
- Mobile library card signups
- Homebound program
- Patron requests system/suggestions
- Story walk
- External "annex" space – pop-up libraries
- Pop up tech help
- Engaging book displays - staff picks, another patron recommends
- Book bike (beach reads)
- Live stream of the day
- Expand Tristan Tries (videos, etc.) - build confidence to try new things

Organizational Competencies

Staffing

- More
- Specific job descriptions – prioritized task delegation
- Marketing specialist position

Funding

- Delegate grant applications
- Donations from public - memorials

Staff Development

- Staff information meetings

Collection
- Diversity
- Expand Library of Things donations
- Connect with assisted living or hospital, etc. for book delivery program

Facilities
- Local bike shop/Norte to sponsor book bike

Policies/Procedures
- Legal perspective
- Book bike

Potential Partners
- Prioritize list and make initial contacts with note for each to say procedure for working with them

Technology
- Self-checkout

Marketing
- Time specified away from circ desk to work on marketing goals

Indicators of Success

Outputs
- Event attendance numbers increase
- Increase number of events/programs offered
- Decrease in the number of patrons that express confusion over where they can access information about programming and community resources/events

Outcomes
- Positive patron feedback increases
- Patrons report enjoying or finding connections through Library programs
- Connect with Meals-on-Wheels and reach home bound community members

FOSTERING COLLABORATION
Build and maintain relationships to expand the reach of the Library.

Goals

What will people experience?
- See our presence in schools
- See our presence at community events
- See our presence outside of "Elk Rapids Proper"
- See unconventional partnerships

How will the community benefit?
- Children have access to materials and literary resources
- Awareness of library resources
- The library is involved in the community!
- The Library becomes relevant to all our surrounding communities

Potential Activities

- Middle school books – ONE CARD - expand to elementary, high school
- Partner with schools – train parapro's: MEL, Readers Advisory, collection development
- Early Literacy Initiatives – 1000 Books Before Kindergarten, 500 Books Before 6th Grade, ? Hours Before Graduation
- Reading Boosters for #rd Grade Law – Title 1 Kids – Summer Kids Club, Backpacks 4 checkout
- Summer reading
- Social worker consult times - open office hours
- Adult literacy
- Community Events – Newtons Road, Harbor Days, Farmers Market, Wednesday River Street, Local Festivals (outside of Elk Rapids Proper)
- Genealogy group
- Knitting group/fiber arts
- Beef up archives
- Bring skilled labor in for classes (plumber, chef, CPA, etc.)
- Support groups
- Mentor chat/teen opportunities to ask questions/express worries
- Unconventional Partnerships
  - Book Distribution – Bookmobile, book cart/bike, Meals-on-Wheels, senior center apartments, summer school
  - Nursing homes
  - Food Pantry
  - Coats 4 Kids, etc.
  - Seasonal workers
  - Townships/churches
  - Historical Society

Organizational Competencies

Staffing
- Drivers
- Trainers
- Dedicated outreach staff

Funding
- Grants
- Partners (example: Rotary)
- Sharing costs with schools
- Community cash

Staff Development
- Full staff S.O.P's
- Working with specific ages/styles
- Skills for helping patrons select books

Collection
- More books for distribution
- Used donated books? Paperbacks?
- Books for non-readers

Facilities
- Summer Reading space
- Tents/speakers
- Room for materials
- Program rooms
- "Calm Corner" – Space for patrons to step aside and regulate

Policies/Procedures
- Yes! to all

Potential Partners
- Schools
- Community organizations
- Chamber
- Parks & Rec
- DDA

Technology
- Portable
- Wi-Fi on road
- iPads
- 4G/5G router

Marketing
- All media
- All events
- In person
- Being present around town

Indicators of Success

Outputs
- Requests for more partnerships
- Foot traffic increases
- Kids/Teens circulation increase

Outcomes
- Community has positive things to say about Library
- More resources are needed for partnerships
- Survey at the schools about Library services knowledge

APPENDIX E: Measurement Plan

The Elk Rapids District Library will collect and monitor data at regular intervals in order to find out how it is progressing or developing in terms of the goals identified in the strategic plan. This monitoring will provide the library with the information needed to continually refine and enhance activities to reflect the changing needs and interests of the community.

A target has been established for each strategy in the plan. Targets include both qualitative and quantitative data. Qualitative data will come from surveys and provide information on outcomes, or about how people feel about an activity. Quantitative data will be collected from the library's integrated library system or manual tallies.

Redefine Library Service	How?	When?
First-time Library users will increase.	count	biannually
Homebound service use will increase.	count	annually
Library use by underrepresented areas and underrepresented populations of the district will increase.	count	annually
Patrons report off-site Library access is convenient and meets their needs.	survey	annually
The number of ways patrons engage with the Library will increase.	survey	annually
New materials will increase in circulation.	count	biannually
Patrons will report that the Library is one of the first places they think of when needing information or entertainment.	survey	annually
Patrons will report the Library's technology programs and resources met or exceeded expectations.	survey	annually
Patrons will report their confidence to try new things has increased.	survey	annually
Staff will report that they feel confident in the skills required to do their jobs.	survey	annually
The number of Library materials, resources and services will increase.	count	biannually
Use of new Library resources and services will increase.	count	biannually

Connect with the Community

	How?	When?
Building visits will increase.	count	biannually
Circulation will increase.	count	biannually
Community members will report an increase in Library transparency.	survey	annually
Community members will report an increased awareness of the Library and its collection, programs, and services.	survey	annually
The number of social media comments and interactions will increase.	count	biannually
Meeting room usage will increase.	count	biannually
Patrons will report they feel more connected to the community by participating in Library programming.	survey	annually
Program attendance will increase.	count	biannually

Foster Collaboration

	How?	When?
Existing community partners will report the Library is a willing and active partner.	survey	annually
More grants will be initiated and granted.	count	biannually
School age circulation will increase.	count	biannually
School age Library visits will increase.	count	biannually
Library representation in the community will increase.	count	biannually
More community organizations will seek the Library out as partners.	count	biannually
Partners will promote the Library's programs, services, and resources.	count	biannually
The number of partnerships will increase.	count	biannually
The number of services provided by partners in the Library will increase.	count	annually

APPENDIX F: Supplemental Information

Implementation Plan
- An Implementation Plan will be created in order to turn the Strategic Plan into action and help the library accomplish the Strategic Plan's goals and objectives.
- The plan will outline the potential opportunities, roles and responsibilities, and decisions necessary to turn the strategic plan into reality. Mapping out a strategic plan this way brings the strategy to life and drives success. It also ensures more buy-in from stakeholders, and guidance so that everyone involved knows what, when, and who will be initiating potential projects.
- The Library will review this document each year to incorporate the ever-changing opportunities for the library, and the needs and interests of the community.

Communications Plan
- Long-range plan will be made available on the library's website.
- A social media marketing piece will be created and shared on Facebook and Instagram.
- A print marketing piece which states the values, vision, mission, and key priorities will be distributed at the library and other locations.
- Presentations on the plan will be made to local service organizations.
- An announcement about the new long-range plan will be made in the library's newsletter.

Financial Resources and Sustainability
- Our Operating Fund Budget will be based on available sources of public funding and will not exceed the assessed value growth quotient for the budget year.
- State and Federal grants and grants from other institutions may supplement the budget.
- Funds may be used from the Elk Rapids District Library gift fund.
- Collaboration with other groups in providing programs and services will enable cost-sharing.

Professional Development Plan
- The library director and personnel committee will meet quarterly to assess staff training and discern areas of need.
- All staff will be encouraged to attend pertinent training, webinars, and conferences each year, and to take advantage of learning opportunities.

Collaboration
- We have memberships in ARSAL, MLA, ALA, and Midwest Collaborative for Library Services (MCLS).
- Community partners include the Elk Rapids Schools, Newton's Road, Art and Connection and the Friends of the Elk Rapids Library. We are members of the Northland Library Cooperative and collaborate with the Bellaire Public Library and other surrounding libraries in sponsoring larger programs and community events.

APPENDIX G: Equipment Replacement Schedule

All equipment shall be assessed on an ongoing basis and replaced as needed and as funds allow, using the following replacement chart as a guideline.

Inventory Category	#	Year Added	Replace 2023	2024	2025	2026	2027
AI Kiosk	1	2017					x
AIO Patron Desktop	2	2022					x
AWE Children's Computer	2	2020			x		
Barcode Scanners	5	2017					
Basement Printer	1	2022				x	
Cataloging Workstation	1	2017		x			
Chromebook	5	2022				x	
Circulation Desk Workstation	2	2017		x			
Cyberpower CPS-1215	1	2017		x			
Director Laptop	1	2023					x
Director's Office Printer	1	2023					x
Dymo Printer	2	2017					
ERDL Server	1	2017		x			
Front Desk Printer	1	2020		x			
iPad	1	2023				x	
IT Desktop	1	2017		x			
IT Laptop	1	2022					x
Media Laptop	1	2020			x		
OPAC Kiosk	1	2017					x
Patron Laptop	5	2020			x		
Programming Laptop	1	2022				x	
Receipt printers	3	2014			x		
Square terminal	1	2023					
UniFi AC-LR	5	2021		x			
UniFi Switch 24	2	2017				x	
UniFi UDM-Pro	1	2021					x
Unmanaged switch Netgear	1	2017	x				
Unmanaged switch TP-Link	1	2023					x
Wired Phone	4	2023					
Wireless Phone	2	2023					
Xerox Copier	1	2020				x	