

PROPOSED BALDWIN PUBLIC LIBRARY ACTION PLAN FOR FY 2020-21

September 15, 2020

Mission Statement

The Baldwin Public Library enriches Birmingham and participating communities by providing opportunities and resources for individuals of all ages and backgrounds to learn, connect, and discover.

Long-Term Vision

The Baldwin Public Library will be an essential resource for the community and its first choice for accessing the world's knowledge.

Strategic Goals and Objectives

I. Goal: Diversity and Inclusion—Establish a staff Diversity and Inclusion Committee, which will make recommendations to the Administration and Library Board. The Committee's goals are the following, some of which would require action by Administration and the Library Board.

- A. Improve Baldwin's collections and programs with the following. Establish benchmarks in all cases.
 - a. Audit existing collections to make sure that they are all-encompassing and represent minority viewpoints.
 - b. Re-work catalog records to make titles representing minority viewpoints more easily findable.
 - c. Offer more inclusive programs and materials.
 - d. Market these programs and materials in the Library's newsletters and social media posts.
- B. Re-consider procedures and practices that staff has identified as potentially problematic, such as overdue fines, allowing non-residents to place holds, and providing resident status to non-residents who are students in the schools of our service area. Recommend changes.

- C. Establish a methodology for developing a diversity statement that also addresses staff diversity, and then draft such a diversity statement.
- D. Identify which Library policies need to be re-examined and set a timeline for the review.
- E. Identify proactive community groups and professional organizations, including those that support underrepresented communities, and develop closer relationships with them so that they and the Library can leverage support for each other.
- F. Research various kinds of cultural diversity training and implement such training in 2021.
- G. Review and evaluate the Library's strategic plan, including its mission statement, value statement, and core values. If warranted, suggest immediate changes to elements of the plan, like core values. [A complete re-do of the strategic plan might be warranted in FY 2021-22 or FY 2022-23.]
- H. Include a new section in the monthly Library Report. In that section, identify steps that have been taken to further the goal of inclusion and diversity.

II. Goal: Services and Programs—Focus on fresh, dynamic services and programs that meet Library users' changing needs.

- A. Make sure that adequate funding is available for each physical and digital collection and that materials of use and interest to our communities are purchased. Examine statistics to determine the best areas in which to increase budget allocations and purchasing quantities.
- B. Meet collection withdrawal goals.
- C. Move some financial resources from physical materials to the purchase of more electronic resources, which are experiencing the highest rate of circulation increase.
- D. Evaluate subscription databases and online services for usage, and determine also whether they are representative of the entire community. Recommend retention, elimination, and addition, as necessary.
- E. Evaluate programs, both virtual and in-person, for effectiveness, and determine whether the range of programs offered serves the entire community. Recommend the retention and elimination of programs, as well as the development of new ones.
- F. Improve Baldwin's collections and programs with the following. Establish benchmarks in all cases.
 - a. Audit existing collections to make sure that they are all-encompassing and represent minority viewpoints.
 - b. Re-work catalog records to make titles representing minority viewpoints more easily findable.

- c. Offer more inclusive programs and materials.
- d. Market these programs and materials in the Library's newsletters and social media posts.
- G. Investigate adding STEM/maker kits to the Youth circulating collection safely.
- H. Explore possibility of Adult Services circulating technology collections: chromebooks, wi-fi hotspots, etc.
- I. Develop new virtual computer and Idea Lab classes.

III. Goal: Marketing and Public Relations—Improve marketing tools to ensure that the community is more aware of what the Baldwin Library has to offer and comes to view the Library as its first choice for accessing the world’s knowledge.

- A. Continue to work with the graphic designer to create marketing materials to promote the Library and its services. Make sure that the marketing is representative and inclusive of the entire community.
- B. Explore innovative strategies to encourage non-library-users, including those from underrepresented communities, to use the Library.
- C. Market the programs and materials recommended by the Diversity and Inclusion Committee in the Library's newsletters and social media posts.
- D. Evaluate the Library’s website to make sure it is serving all of Baldwin’s communities, including the deaf community.
- E. Keep the public informed of steps taken by the Library in the face of the coronavirus pandemic.

IV. Goal: Financial Stability—Develop and implement a solid financial plan that maximizes existing resources and actively pursues cost efficiencies and additional revenue streams.

- A. Maintain a balanced operating budget even in the midst of the coronavirus pandemic, which has an impact on revenues and expenses.
- B. Explore grants, and apply for them when feasible.
- C. Continue working with the Michigan Architectural Foundation (MAF), which has provided funds to the Library.
- D. Allocate sufficient funds to implement inclusivity initiatives.

V. Goal: Personnel and Organization—Provide the most effective governing framework, and maintain a flexible, efficiently organized management structure staffed by multi-talented professionals with active support from well-trained volunteers.

- A. Develop appropriate and flexible policies and procedures to keep staff safe during the coronavirus pandemic, even while providing the greatest feasible number of services to the public. This includes offering the option of staff working from home, when feasible.
- B. Use best practices to ensure diversity and inclusion in all personnel practices, especially the hiring of new staff. Encourage staff retention and develop paths for promotion.
- C. Explore opportunities with local universities, including offering internships.
- D. Assist the Library Board in updating Library policies, especially policies highlighted for review by the Diversity and Inclusion Committee.
- E. Continuously evaluate and update internal procedures as necessary.
- F. Encourage staff at all levels to attend relevant virtual conferences and workshops.
- G. Encourage staff at all levels to take advantage of training via webinars and online courses.
- H. Provide opportunities for staff to present findings at departmental, all-staff, and Library Board meetings.
- I. Hold regular all-staff meetings.
- J. Hold virtual educational events for staff on important topics.
- K. Explore full- and part-time staffing and make adjustments as deemed advisable.
- L. Explore salary increases for FY 2020-21.
- M. Consider carrying out a formal compensation audit.
- N. Investigate ways to engage volunteers virtually.

VI. Goal: Community Relationships and Partnerships—Strengthen relationships with stakeholders and expand partnership opportunities with community organizations for everyone’s mutual benefit.

- A. Develop and maintain partnerships with all parts of our communities and minimize any overlaps in programs and services with them.
 - a. Maintain the current good relationships with the Friends of the Baldwin Public Library, Birmingham City government, Baldwin’s contract communities (Beverly Hills, Bingham Farms, and the City of Bloomfield Hills), public and private schools in the area—preschool through college-level, The Community House, Next, The Birmingham Museum, Birmingham Bloomfield Chamber of

Commerce, Birmingham Shopping District, YMCA, Rotary Club and other service organizations, senior living facilities, Storytellers Guild, Michigan Architectural Foundation (MAF).

- b. Develop positive relationships with other organizations, including, potentially, Oakland Literacy Council, Oakland Family Services, religious organizations, prisons, and organizations for people with disabilities.
- c. Consider ways by which Library volunteers could assist these organizations virtually.

VII. Goal: Facilities and Technology—Adapt the existing facility for more flexible use and employ technology more effectively in order to improve internal operating efficiency and better serve Library patrons.

- A. Finish the Youth Room expansion and renovation.
- B. Keep the building clean and sanitized during the coronavirus pandemic.
- C. Add hands-free door openers to the four restrooms that lack them. Consider hands-free door openers for other rooms in the building.
- D. Install a hands-free drinking fountain with a water-bottle filling station.
- E. Consider ways to make the building a more flexible and welcoming space for all patrons, including, but not limited to, those with sensory sensitivities.
- F. Monitor the City as it carries out building maintenance and improvement.
- G. Monitor the Library's cleaning company to ensure that the facility is thoroughly cleaned and sanitized for daily use.
- H. Make sure that City and Library staff keep the outside of the building clean and beautiful.
- I. Continue to maintain and improve technology for staff and the public.
- J. Upgrade audiovisual technology in the Jeanne Lloyd and Delos Board Rooms.
- K. Reorganize the IT area to be more functional
- L. Explore upgrading our virtual server appliance to keep up with the computing demands of the library.

VIII. Goal: Keep Baldwin proactive

- A. Keep up-to-date on the Governor's executive orders and all best practices related to the coronavirus pandemic, and make appropriate decisions on whether to keep the Library building open or closed, which services to offer in the building, and what safety measures to require of staff and visitors.

- B. When the Library building is closed or available for only limited services, plan and effectively carry out online Library services that fulfill patrons' needs and wants.
- C. Commit to a culture and mindset that promotes proactivity, inclusivity, and diversity. Integrate this culture and mindset into all Library and Board procedures and operations.
- D. Identify and measure the wants and needs of potential users throughout Baldwin's service area.
- E. Investigate new products, programs, and services, and implement them when feasible.
- F. Evaluate the effectiveness of existing services, both qualitatively and quantitatively, and keep, modify, or discontinue the services, as appropriate.
- G. Adjust the budget and, when possible, the building to accommodate constantly changing services and technology.
- H. Inform the Library Board and Friends of the Library Board of important developments and trends in the library field.

APPROVED