

The Warren-Newport Public Library consists of a dedicated group of library staff, trustees, and volunteers. Each of us has a unique role in providing programs and services at our physical location, online, in the community, and through other programs that bring library services to our diverse district.

Mission

To enrich, empower, and enlighten the people of the Warren-Newport Public Library District.

Staff Values

- **Service:** Staff are committed to the highest level of service. Everyone who connects with us, whether in-person or online, gets excellent service. We give more than is expected.
- **Innovation:** Staff continually seek new and better ways to serve our communities. We anticipate change and respond quickly.
- **Community Engagement:** Staff are an integral part of the communities we serve. We seek to develop partnerships and build relationships to move our communities forward.
- **Equitable and Inclusive Access:** The library is free and open to all. WNPL provides programs, services, and resources that represent diverse viewpoints and ensure equitable access to everyone.
- **Staff Talent:** WNPL recognizes our staff as our greatest resource. We are passionate about our work, have fun, and work together as a team. Staff trust each other and respect diverse ideas.

Board Philosophy

The WNPL Board of Trustees is committed to governance that provides a foundation for the success of WNPLD's mission and strategic plan. In keeping with that commitment, the Board will consider the interests of WNPLD residents and stakeholders, make fiscally responsible budgetary decisions, and set thoughtful policies that are supportive of the established goals.

Strategic Priorities

Based on community feedback, six Strategic Priorities have been identified to better serve our community.

I. Communication

The Library will establish consistent methods to engage the Spanish-speaking community, formalize WNPL's marketing plan, and redesign the Library's website.

II. Programs

WNPL will develop a comprehensive approach to planning programs to address a variety of areas, collaborate with partners to expand program offerings, and increase the number of programs for adults.

III. Services

WNPL will expand efforts to take the Library into community, evaluate ways to eliminate barriers to library card access, and strengthen services by partnering with local organizations.

IV. Collections

WNPL will balance electronic and print collections to meet evolving demand, continually evaluate our collections, and enhance collections for distinct population groups. New collections and formats, such as Library of Things, will be developed to serve unique needs.

V. Spaces

WNPL will create a more welcoming environment, enhance our public spaces, and improve the security of the building.

VI. Organizational Health

WNPL will improve internal communication, provide increased opportunities for staff teambuilding, and create a comprehensive training program for staff.

Appendix A – Strategic Plan Goal Setting

Strategic Priority: Communication (A)

Goal	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
A1) Formalize our Strategic Marketing Plan, including an evaluation of current communication and marketing methods (newsletter, email blasts, social media, partnership communications and word-of-mouth opportunities, etc.) to plan for and envision the most effective and efficient methods to reach targeted audiences (Spanish-speaking community, seniors, etc.)	<p>Review and request information from Management Team, Committees and Task Forces for any relative projects that require marketing and/or promotion to the public over the term of the strategic plan.</p> <p>Gather data from Management Team, including attendance, programming, collection, and online resource stats.</p> <p>Conduct patron survey and analyze results.</p> <p>Define target audiences.</p> <p>Set realistic and measurable goals, which include access to data in step three above.</p> <p>Determine budget needs.</p>	WNPL Leadership Team, Communications Department / Sandy Beda	Start: Winter 2024 End: Fall 2024	Completion of Strategic Marketing Plan prior to Fall 2024

Goal	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	<p>Decide on components of the marketing mix.</p> <p>Consider specific tools for evaluation.</p> <p>Create schedule for implementation.</p> <p>Communicate responsibilities and timelines from the plan to WNPL Leadership Team, Committees and Task Forces that are involved with implementation.</p>			
A2) Create a task force to gain user feedback, investigate improvements to current website, and plan for possible website redesign.	<p>Establish a task force of staff who manage and contribute content to the current website.</p> <p>Survey staff and patrons for feedback about current website and receive suggestions for improvements.</p>	Website task force / Amy Blanchard	Start: Winter 2023 End: Fall 2024	New user-friendly WNPL website launched by October 2024

Goal	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	<p>Task force identifies potential website enhancements to improve current user experience and prepare for possible website redesign.</p> <p>Develop a needs analysis for website redesign including user experience, backend management, flexibility, costs for management, and accessibility.</p> <p>Planning phase, including budgeting, design, testing and secondary surveys before launch</p> <p>Strategize day to day management internally of site, including assignments of responsibility on an ongoing basis.</p> <p>Launch</p>			

Goal	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	Conduct post-launch survey.			
A3) Create a task force (or bring in a consultant) to evaluate signage throughout the Library.	<p>Connects to strategic marketing plan goal above – not sure if this should automatically be folded into that goal, but then more time is needed to fold in a space and signage audit.</p> <p>Review and request information from Management Team, Committees and Task Forces for any relative projects that require marketing and/or promotion to the target audience over the term of the strategic plan.</p> <p>Gather data from Management Team, including attendance, programming, collection, and online resource stats that target specific audience.</p>	Signage Task Force/Sandy Beda	Start: Fall 2024 End: Summer 2025	Modify/replace signage at WNPL by Summer 2025

Goal	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	<p>Conduct patron survey and analyze results.</p> <p>Conduct signage audit.</p> <p>Set realistic and measurable goals, which include access to data in step three above.</p> <p>Determine budget needs and how this complements the overall strategic marketing plan.</p>			

Strategic priority: Programs (B)

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
B1) Establish Programming Committee consisting of staff members from Adult Services, Youth	Collaborate internally so that WNPL programs (for all ages) are geared equally towards the following areas:	Programming Committee/Jessica Stalker	Start: Summer 2023 End: Ongoing	Establish consistent and balanced programming offerings by Summer 2025

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
Services, Mobile Services, Community Engagement, and Communications to ensure library-wide specific programming initiatives are met	<p>Education, Enrichment, Innovation, Connection, Health/Wellness, and Entertainment.</p> <p>Collaborate externally with community partners so that our community is well-represented.</p> <p>Meet regularly as a group to discuss current initiatives and to evaluate program successes and deficiencies through statistics and community feedback.</p> <p>Continually adjust programming strategy accordingly within each category and age group.</p>			

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
B2) Utilize Communico to collect attendance statistics to have a consistent capture method across departments.	Ensure all programmers have training to utilize Communico for attendance record keeping. Ensure all managers have training to utilize Communico for attendance reporting.	Programming Committee / Jessica Stalker	Start: Summer 2023 End: Ongoing	Implement process for utilizing Communico to gather data for organizational use
B3) Establish method within Communico to collect "how did you hear about us" data for use in evaluative marketing.	Establish template for use by programmers in entering programs into Communico. Ensure all programmers have training to utilize Communico templates and custom questions.	Programming Committee / Jessica Stalker	Start: Fall 2023 - Ongoing	Implement process for utilizing Communico to gather data for organizational use and pass to Communications to adjust the marketing plan accordingly.

Strategic Priority: Services (C)

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
C1) Outreach and Community Engagement committee will work with Mobile Services, Youth Services, and Adult Services to find and nurture connections and/or partnerships within the community.	<p>Assess current collaborations and establish whether they are a connection or a true partner with Warren Newport Public Library and how that impacts programming with groups we are trying to engage/reach in the community.</p> <p>Evaluate existing formal/informal partnerships and collaborations to identify success of said partnerships and collaborations based on library goals and overall data on the individual programs. Adjust the needs and the ability to support each partnership and/or collaboration through the results found.</p> <p>Develop a program of potential recognition and impact statements for library and partnership advocacy.</p>	Outreach and Community Engagement Committee / Scott Krinninger and Maria Nava	Start: Summer 2023 End: Ongoing	Identification of all collaborations with partners in the community and establishment of a process for an ongoing assessment of these collaborations which determines if they are in line with WNPL goals

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
C2) Mobile Services partners with local intergovernmental agencies and businesses to form community stops, early literacy visits, lobby stops, and other initiatives.	<p>Mobile Services Department will establish relationships with local intergovernmental agencies and businesses.</p> <p>Mobile Services will evaluate existing formal/informal partnerships and collaborations to identify success of said partnerships and collaborations based on library goals and overall data on the individual programs. Adjust the needs and the ability to support each partnership and/or collaboration through the results found.</p> <p>Develop a program of potential recognition and impact statements for library and partnership advocacy.</p>	Scott Krinninger	Start: Summer 2023 End: Ongoing	Identification of all collaborations with local intergovernmental agencies and businesses in the community and establishment of a process for an ongoing assessment of these collaborations which determines if they are in line with WNPL goals
C3) Mobile Services will provide library services and materials throughout	Mobile Services Department will analyze community data to adjust community stops, early literacy visits, lobby stops, and other	Scott K	Start: Summer 2023 End: Ongoing	Identify the top 3 demographic groups and provide direct library services

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
the community to under-resourced areas through community stops, early literacy visits, and other initiatives.	<p>initiatives based on quantifying data. This process includes the use of census data to highlight popular demographic groups within our community.</p> <p>Discover where demographic groups tend to live or congregate in the library district, in addition to establishing whether they utilize the library and in what capacity.</p> <p>Mobile Services will look to develop and implement new services and service access to under-resourced areas including but not limited to little free libraries and Summer Reading Program initiatives.</p>			through community stops and/or programming to these distinct groups.
C4) Evaluate ways to eliminate barriers to Library card access by utilizing the Public	Explore different types of limited access cards to allow those who wouldn't otherwise qualify for a traditional library card to gain access	Public Services Task Force / Cathy Sokley	Start: Fall 2023 End: Winter 2025	Double digit percentage increase in new library card signups by FY 2024-

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Services task force to pinpoint which policies need change to increase card access.	<p>to materials. Develop a procedure to help those who have barriers that cannot be overcome, such as homelessness, but need library access.</p> <p>Develop joint ventures with neighboring libraries to improve ease of access to library cards for communities bordering district lines</p>			<p>2025 compared to previous year.</p> <p>Establish MOUs with at least two neighboring libraries by the Spring of 2025.</p>

Strategic Priority: Collections (D)

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
D1) Establish the Collection Committee consisting of staff representatives from Public Services and Technical Services to	Use district population data to determine priority population groups for library collections and services (i.e.: ethnic groups,	Collection Committee / Kathie Fifer	Start: Fall 2023 End: Winter 2024	Establishment of a process that uses data to determine collection needs for distinct district population groups

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
determine the collection needs of the entire community	languages spoken, socioeconomic groups, etc.) Develop parameters to determine collection needs for distinct district population groups.			
D2) Review existing formats and evaluate trending formats on feasibility to add to collection (cost, relevance to our community, space issues, etc.)	Use circulation data to determine the budget needs for all collection formats, including print, electronic, AV and Library of Things Develop a reasonable timeline to eliminate formats that are no longer circulating or are obsolete.	Collection Committee / Kathie Fifer	Start: Fall 2023 End: Ongoing	Establishment of a process that uses data to determine budget needs for all collection formats

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
D3) Continue to budget and evaluate Library of Things Collection	<p>Annually assess our current Library of Things collection</p> <p>Annually assess what items to add or move from our Library of Things collection.</p> <p>Create a process to gather community input about our Library of Things collection to enhance the collection and address community wants/needs</p>	Collection Committee / Kathie Fifer	Start: Fall 2023 End: Ongoing	Library of Things collection that meets most community wants/needs by the Summer of 2025 measured by community feedback

Strategic Priority: Spaces (E)

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
E1) The Executive Director will work with key staff including the Deputy Director, Facilities Manager, and Security Supervisor to upgrade and enhance security throughout the building and on Library grounds.	<p>The Library will hire a Site Security consultant to perform site assessment, speak with both staff and local law enforcement, and provide the Library with recommendations for enhancements.</p> <p>Install new security system after receiving recommendations from consultant.</p> <p>Implement additional security enhancements.</p>	WNPL Leadership Team / Ryan	<p>Start: Summer 2023 End: Fall 2023</p>	Completion of security assessment with phased plan to make improvements as the budget allows
E2) The Executive Director will work with Public Service Managers to address the	<p>Study Rooms:</p> <p>FY2023/24 - Use proceeds from the 2023 Annual Appeal to upgrade study rooms</p>	WNPL Leadership Team / Miguel / Rebekah / Ryan	<p>Study Rooms Start: Fall 2023 End: Summer 2024</p> <p>Lobby Start: Winter 2024</p>	Completion of the study room and lobby projects by early 2025 at the latest

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
immediate space needs of our community.	<p>with new white boards, charging stations, and acoustic tiles for noise reduction.</p> <p>FY2023/24 -Add smart technology to Study Room #3 and #6. These rooms each have a capacity of ten (10) people. After installation of technology, rebrand these larger study spaces as meeting rooms and allow patrons to book them via our website.</p> <p>FY2024/25 - Install an access control system to study room doors to allow patrons to book these spaces via the website.</p> <p>Lobby</p>		End: Fall 2024	

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	<p>FY2023/24 – Based on feedback from community survey, we will investigate options available for adding enhanced coffee service for patrons. Implement in the first quarter of 2024.</p> <p>FY2023/24 -Research potential options to relocate vending machines to help alleviate noise and crowding near front door.</p> <p>FY2024/25 - Add Welcome Desk or similar service point to main lobby to readily assist patrons. Consider various staffing options available before implementing.</p>			

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
E3) The Executive Director will work with Public Service Managers to provide opportunities as appropriate for the display of local community artwork and small exhibitions.	Identify space within the Library feasible for public displays of art Creation of a policy/revision of existing policies that provide guidelines for the display of public art	WNPL Leadership Team / Miguel / Rebekah / Ryan	Start: Fall 2024 End: Ongoing	Establishment of a process to allow the display of local community artwork and small exhibitions.
E4) Executive Director will work with Public Services Managers to strategically plan for enhancing our spaces to reflect the changing needs of our community hire a consultant to help with long-range space planning.	Hire a consultant to evaluate WNPL and create a long-range strategic space plan Make initial changes based on recommendations from space consultant budget permitting. Budget for	Public Services Managers / Miguel / Rebekah / Ryan	Start: Winter 2024 End: Spring 2024	Development of a long-range strategic space plan, with changes implemented as budgeting allows

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	<p>additional changes in FY 2024-2025</p> <p>Complete additional enhancements indicated in long range-space plan.</p>			
<p>E5) The Outreach and Community Engagement Committee will research potential flags to include in our Flag Policy. The Library will implement the Flag Policy beginning January 2024.</p>	<p>When considering flags, the Committee will use the following criteria:</p> <p>Whether the United States or the State of Illinois has recognized the flag or cause through statute or proclamation or other official communication, e.g., National Heritage Months or National Awareness Months.</p> <p>Whether the flag represents a national, state, or local interest and is consistent with the library's mission,</p>	<p>Outreach and Community Engagement Committee</p>	<p>Start: Fall 2023 End: Fall 2023</p>	<p>Report to the Board recommending potential flags to include in our Flag Policy, including justification for these flags.</p>

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	<p>vision, values, or official sentiments.</p> <p>Whether the flag represents a positive interest or value worthy of public recognition and is consistent with the library's mission, vision, values, or official sentiments.</p>			

Strategic Priority: Organizational Health (F)

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
F1) Communication: Promote staff commitment to the Library's mission and	<p>Implement Communications ticket system to improve processes.</p> <p>Head of Communications meets with Head of IT to discuss changes</p>	Internal Communications Committee	Start: Fall 2023 End: Spring 2024	Implementation of Communications ticketing system

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
shared values with effective communication throughout the organization.	<p>and edits to form updates and permissions.</p> <p>Based upon the above meeting, Communications staff works with Head of IT to make changes.</p> <p>Ticket system is discussed and tested with Internal Communications Committee and Communications staff.</p> <p>Changes and edits are made based upon feedback from initial test, and determination is made as to whether additional testing is needed.</p> <p>If no further changes are needed, rollout begins.</p> <p>Improvements are made based upon rollout, if necessary.</p> <p>Develop and execute a comprehensive staff communication plan.</p>			<p>Creation of comprehensive staff communication plan</p> <p>Establishment of a regular staff survey evaluating internal communication</p>

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	<p>Summarize current conditions via the Internal Communications Committee and Communications staff.</p> <p>Determine goals and intended outcome of an internal communications plan.</p> <p>Look to Committees and Task Forces for other components that relate to internal communications and request information to be included in plan and responsibility assignment– training, ambassador programs, onboarding.</p> <p>Define audiences and needs.</p> <p>Determine channels and strategy – define what constitutes emergencies versus general communications.</p> <p>Measure progress already accomplished.</p>			

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	<p>Determine schedule of regular communications to staff based upon goals.</p> <p>Assign responsibility for internal communications within Internal Communications Committee and beyond.</p> <p>Conduct periodic surveys to assess the effectiveness of internal communication.</p> <p>Evaluate data from previous staff surveys, along with recent improvements or changes made to internal communications.</p> <p>Discuss data and potential questions with Internal Communications Committee</p> <p>Create survey and issue internally.</p> <p>Discuss results with Internal Communications Committee and develop schedule for future surveys.</p>			

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	Repeat process as needed.			
F2) Provide ongoing training to all staff to ensure staff at all levels are equipped to be successful at WNPL.	<p>Create a comprehensive training program for all staff, with a focus on providing excellent service to patrons, serving diverse and multi-cultural patrons, and technology skills.</p> <p>Create a comprehensive training program for managers, with a focus on HR law, the recruitment process, and Paylocity.</p> <p>Encourage staff to take advantage of professional development opportunities.</p>	Continuing Education Committee/Administration	Start: Fall 2023 End: Ongoing	<p>All staff will complete training in the areas of excellent service to patrons, serving diverse and multi-cultural patrons, and technology skills by the Summer of 2025</p> <p>Managers will complete training in the areas of HR law, the recruitment process, and Paylocity.</p> <p>The Continuing Education Committee will inform staff of professional development opportunities and encourage staff to pursue these opportunities on a quarterly basis.</p>

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
F3) Reinforce the message that WNPL values service, innovation, community engagement, and equitable and inclusive access by recognizing efforts and celebrating success.	<p>Survey staff on how they would like to be recognized.</p> <p>Implement formal recognition program led by the Recruitment and Retention Committee.</p>	Recruitment and Retention Committee	<p>Start: Summer 2023</p> <p>End: Fall 2023</p>	Implementation of formal recognition program
F4) Review and enhance our onboarding process	<p>Review our existing onboarding processes,</p> <p>Identify gaps.</p> <p>Revise onboarding process to eliminate gaps</p>	Onboarding Committee	<p>Start: Summer 2023</p> <p>End: Fall 2023</p>	Complete revision of onboarding process

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
F5) Encourage initiative and innovation.	<p>Provide training for leadership team to evaluate risk vs. reward in decision making.</p> <p>The Leadership Team will work with the Recruitment and Retention Committee to identify various avenues for staff to share ideas and suggestions with decision makers.</p> <p>Establish a formal process for assessing innovation and communicating lessons of both successful and failed innovations.</p> <p>The Leadership Team will work with the Programming Committee to identify opportunities for developing distinctive programming based on staff competencies.</p>	WNPL Leadership Team	Start: Summer 2024 End: Fall 2024	Completion of a process for encouraging initiative and innovation
F6) Increase engagement and ownership	Create an avenue to share committee responsibilities,	Rebekah	Start: Summer 2023 End: Ongoing	Measure the increase in engagement and ownership of Library

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
of Library initiatives.	<p>membership, and committee activity with all staff.</p> <p>Solicit feedback from committee members to adjust charge documents, membership, and roles as needed.</p> <p>Work with the Recruitment and Retention Committee to promote active participation of staff at all levels by identifying trends and soliciting staff feedback through biannual staff surveys.</p>			initiatives through biannual staff surveys
F7) Renew our culture of fun at WNPL through teambuilding activities that increase opportunities for interaction among all staff.	<p>Annually, the Admin Team will organize and host a celebration for staff during National Library Week</p> <p>Recruitment and Retention Committee will quarterly organize voluntary staff off-site events (e.g., summer family picnic, minor</p>	Administration / Recruitment and Retention Committee	Start: Fall 2023 End: Ongoing	Measure staff satisfaction, engagement, and participation in team building activities through periodic surveys

Goals	Activities required to achieve the goal	Committee/staff responsible for the activities	Timeframe/deadline	Successful outcome
	<p>league baseball game, softball league through park district)</p> <p>Recruitment and Retention Committee will create the parameters to allow the formation of staff clubs (e.g., the breakfast club, lunchtime walking club, language clubs)</p> <p>Conduct periodic surveys to assess staff satisfaction.</p>			