WNPL Strategic Plan Initiatives
January 2019 Quarterly Progress Report

Strategic Themes

1. WNPL must continuously innovate in order to thrive and to deliver to the community what it wants and needs.
2. WNPL is committed to providing the highest level of service to our constantly evolving and diverse community.
3. We will take WNPL out to the community.

Guide to highlights: Green = Complete, Blue = Partially Complete, Yellow = In Progress and/or Not Started

Project	Owner	Priority	Departments Impacted	Status / Timeline / Assessment	Strategic Theme	Funding Source	Complete?
Create a fundraising board with a nominating committee	Ryan Livergood	High	Admin	Target completion date: TBD Status: Starting over Assessment: Formation of WNPLD Development Council completed	(1) Fundraising/ revenue	N/A	Starting over
Establish projects with amounts for fundraising priorities	Ryan Livergood	High	Admin	Target completion date: Annually in the 3rd quarter Status: Two projects identified for 2018, front of library beautification and reimagining of computer lab. Will utilize annual appeal and fundraising projects surrounding our 45th anniversary in 2018 to help fund both projects. For 2019, identified			Yes for 2018 and 2019

				raising money for furniture replacement and other updates to adult spaces. Assessment: Executive Director reviews with WNPLD Development Council and Management Team			
Benchmark the current giving and set realistic giving goals for the next three years	Ryan Livergood	High	Admin	Target completion date: TBD Assessment: TBD			No
Revamp the memorial and tribute giving program and include the dedication of books in the collection	Ryan Livergood	Medium	Admin	Target completion date: 2nd quarter, 2019 Status: Creation of brochure is a goal for 2019 in conjunction with starting a planned giving program Assessment: Procedures are established for these programs; brochure explaining these programs is available for the public.			No
Create a planned giving program	Ryan Livergood	High	Admin	Target completion date: 4th quarter, 2018 Status: Highest fundraising priority for 2019, planning for program underway Assessment: Planning giving program is created and brochure explaining program is available for the public			No
Research alternative revenue options	Ryan Livergood	Medium	Admin	Target completion date: ongoing Status: Informal discussions with members of the Management Team have taken place. Formal discussion will be done at Management Team retreat on April 18 in FY 2017-2018			Ongoing and part of of our workflow

				Assessment: Executive Director examines and discusses viability of alternative revenue options quarterly with Management Team			
Data-driven planning: make better use of data to plan programs and services; redesign program evaluation form	Noreen Reese	High	Admin, Adult Services, Youth Services	Target completion date: Ongoing Status: In progress Assessment: Annual review during budget process; We have updated program stats sheet to include resources used to develop and deliver program; plan to redesign program evaluation form after our review of outcome-based assessment is complete. This will be approved by the Deputy Director and Executive Director	**(1)** Organizational development		Ongoing and part of our workflow
Outcome-based assessment: conduct a trial of Project Outcome in Youth Services Department followed by an evaluation of its effectiveness and its applicability to the entire library	Diana Sills	High	Youth Services	Target Completion Date: 4th quarter 2018 Status: Complete. While the aims of this program are excellent, we found through our trials that it was extremely staff intensive to participate in Project Outcome and not something we can sustain either at an individual department or organization level. We have implemented elements into our program assessment and use this information to help us with planning and assessing library programs.			Complete and some elements incorporated into our workflow
Succession planning and staff retention: cultivate leaders from within by	Ryan Livergood	High	All	Target Completion: Ongoing, 4th quarter 2018 Status: Implemented a process			Ongoing

identifying potential leaders and giving those individuals an opportunity to grow and to develop skills; examine reasons for staff turnover and develop a strategy for retaining staff				where Managers collaborate with Administration in identifying future organizational leaders; Staff engagement survey done by outside firm cost prohibitive. Will explore the possibility of doing this survey on our own in house. Assessment: Executive Director and Deputy Director will annually identify members of staff that have leadership potential and do what they can to provide these individuals opportunities to develop their leadership skills; completion and analysis of staff engagement survey			
Staff development : invest in staff by encouraging and providing opportunities for staff development (e.g., training, conferences)	Ryan Livergood	High	All	Target Completion Date: ongoing Status: Ongoing, managers are focusing on how to provide these opportunities with staff while staying within the means of the budget Assessment: managers collect feedback from staff regarding staff development opportunities during annual review process; annually analyze the budget to ensure staff development is supported at adequate levels			Ongoing and part of our workflow
Long-range staffing plan: analyze the library's existing and future staffing needs to determine whether staffing is balanced across departments and if any changes or additions are needed	Ryan Livergood	High	All	Target Completion Date: ongoing Status: Discussions occur during the budget prep process and when vacancies occur. Assessment: Management Team conducts annual planning session during budget preparation process			Ongoing and part of our workflow

Examining the communication of policy and security-related matters from both security to staff and staff to security.	Ryan Livergood, Eddie Kristan	High	All	Target completion date: ongoing Status: Since staff development day in 2017, the Security Team presents reports at every All Staff meeting; Security Supervisor sends regular e-mails to all staff; Security Monitor regularly liaisons with Department Managers Assessment: Executive Director will review quarterly with both the Security Monitor and Department Managers the effectiveness of this communication	**(1)** Safety and security		Ongoing and part of our workflow
Exploring the addition of a device or software for staff that work in public areas that can be used to alert security of problem issues or situations.	Ryan Livergood, Eddie Kristan	High	All	Target completion date: 2nd quarter, 2019 Status: Security Monitor has researched and proposed hardware/software solutions to accomplish this action item. Executive Director presented to the Board as part of the FY 2018-19 budget prep process. While this item was approved in the budget by the Board, implementation timeline has shifted back due to losing personnel in the IT department. Now that the IT department is back to full strength, our goal is to have this system implemented but the end of the fiscal year. Assessment: Successful implementation of device/software that can be used to alert security of problem issues or situations			In progress

Description	Person	Priority	Department	Details			Status
Taking steps to ensure bookmobile safety, such as adding a GPS device to the bookmobile and a sign for the outside that indicates no cash is on board.	Kevin Getty, Angela Clarke	High	Outreach	Target completion date: 3rd quarter, 2018 Status: Complete Assessment: Additional of a device that can be used to track bookmobile along with a sign addition			Complete
Retraining staff to make sure everyone is consistently enforcing policy and following the same safety procedures (i.e., unattended child policy, closing procedures)	Ryan Livergood	High	All	Target completion date: Ongoing Status: Informing staff about important policies and/or policy changes/additions at All Staff meetings; Roleplaying how policies apply in different situations with staff; Person-In-Charge (PIC) retraining; identifying key policies for staff or specific departments to review on a regular schedule which will be monitored via Paylocity Assessment: annual acknowledgement from staff that they have reviewed and understand policies relevant to their position			Ongoing and part of our workflow
Explore creating new volunteer opportunities or programs at WNPL	Noreen Reese	High	All	Target Completion Date: ongoing Status: In progress. Assessment: Executive Director will consult with Volunteer Coordinator and Management Team annually to discuss new volunteer opportunities; the Volunteer Coordinator will work with library departments to implement new volunteer opportunities and coordinate with the Head of	(1) Volunteer development		Ongoing and part of our workflow

				Communications to promote these opportunities to the public			
Increase awareness of volunteer opportunities at WNPL	Noreen Reese	High	Admin	Target Completion Date: ongoing Status: We have started actively attending volunteer fairs to promote volunteer opportunities, in addition to promoting them on social media and in the *Inside Angle* when relevant Assessment: review number of applications quarterly			Ongoing and part of our workflow
Use community partnerships to reach out to Latinos, African-Americans, and residents with limited or no English	Ryan Livergood / Noreen Reese	Medium	Admin	Target Completion Date: ongoing Status: In the process of documenting the relationships that individual staff have with community partners in one place so we can clearly see the breadth and depth of our relationships. Also, Executive Director has a personal goal of reaching out to leaders that represent these groups to establish new relationships Assessment: Healthy relationships are established that allow a facilitation of focus groups (see below)	**(2)** Engage under-represented and underserved groups		Ongoing
Conduct focus groups with Latinos, African-Americans, and residents with limited or no English	Ryan Livergood / Noreen Reese	Medium	Admin	Target Completion Date: 4th quarter, 2018 Status: In process of reaching out to community leaders that represent these groups. We have identified the need to establish these relationships first and plan to discuss doing focus groups as			Will revisit as part of the next strategic planning process

				part of the next strategic planning process. Assessment: review information collected at focus groups with Management Team and create recommendation in response to needs			
Conduct periodic walking tours for new residents	Diana Sills / Meg Schmaus	Medium	Youth Services, Circulation	Project Completion Date: 2nd quarter, 2017 Status: Complete, began offering over the summer Assessment: Begin offering walking tours at the start of the next fiscal year; explore use of volunteers in this role	(2) Create new patron orientation experience		Yes
Explore production of a virtual tour of the library	Jan Marsh	Medium	Admin	Target Completion Date: 2nd quarter, 2019 Status: Youth area virtual tour used in school visit May 2017. Full virtual tour in production. Plans being made to create Spanish-language version as well. Assessment: Management Team will make recommendation regarding the production of a virtual tour of the library			In progress
Update our new resident kit, which includes a list of services we offer, a floorplan of the library, and a current newsletter, and distribute one every new cardholder	Jan Marsh / Meg Schmaus	Medium	Admin, Circulation	Target Completion Date: 3rd quarter, 2018 Status: New short version including updates with fine-free information complete. Current welcome brochure updated with current board members. Assessment: New resident kits will be available for distribution to every new cardholder			Yes

Provide users with more access to charging stations for electronic devices, starting with a portable charger pilot project	TBD	Medium	Circulation, IT & Facilities	Target Completion Date: 2018 (if funded) Status/Assessment: Upon examination of providing portable charger pilot project, realized that this wouldn't adequately meet patrons needs. There are several solutions we could explore to address but currently no funding. We plan to request a change to the capital plan to move up funding for this project so we can implement sooner.	(2) Reimagine space, create innovative learning experiences		Yes
Computer lab re-imagination: for a multi-use room, investigate adaptation of computer lab into more flexible user space, including addition of technologies/training space	Ryan Livergood	High	Adult Services, Youth Services, IT & Facilities	Target Completion Date: 2nd quarter, 2019 Status: Developing final budget and plans to present to the Board in the 1st quarter of 2019 Assessment: Implement change to the computer lab to optimize its use			In progress
Explore the possibility of adding interactive displays, experiences, and space	Ryan Livergood /Diana Sills	Medium	Admin, Adult Services, Circulation, IT & Facilities, Youth Services	Target Completion Date: ongoing, 2018 (for Coco's Cove) Status: Installation was done in January 2018 to create new interactive space in Coco's Cove Assessment: Executive Director will consult with Management Team twice a year to discuss the feasibility of additional interactive displays and spaces	(2) Reimagine library space and create innovative learning experiences		Complete
Complete an audit of signage across building and	Jan Marsh	Medium	Admin	Target Completion Date: 2nd quarter, 2019	(2) Increase		No

property to ensure that service area labeling is also user friendly (e.g., Despite the new mural, staff continues to be asked, "Where is the Youth Services department?")				Status: Exterior audit phase one underway. Second phase of internal signage audit underway Assessment: Conduct an internal study of our signage; use the study to develop user-friendly signage/labeling and test the new signage with the public; create visual cues using paint, carpet, signage, etc. (completion ties into the style guide discussed below)	brand awareness		
Establish user-friendly terminology that can be clearly communicated (e.g., Is it the circulation desk or checkout desk?)	Jan Marsh	Medium	All	Target Completion Date: 2nd quarter, 2019 Assessment: Conduct an internal study of the terminology commonly used by WNPL; use the study to develop user-friendly terminology and test the new terminology with the public (ties into style guide discussed below)			In progress
Develop branding guidelines and communicate to staff	Jan Marsh	Medium	Admin	Target Completion Date: 2nd quarter, 2018 Status: Samples from other libraries in hand Assessment: create a style guide including graphics guidelines (final draft of style guide complete and being reviewed byt Executive Director and Head of Communications)			In progress
Add remote book drop in the densely populated western part of the district	Noreen Reese	High	Admin, IT & Facilities, Circulation	Project Completion Date: 3rd quarter, 2016 Status: Complete	(3) Increase awareness and engagement		Yes

Analyze the cost and staffing needs of establishing a WNPL "Pop-up library"	TDB	Medium	TDB	Project Completion Date: 3rd quarter, 2017 Status: Complete, not moving forward with project. Assessment indicated that it would be difficult to establish a formal "Pop-up library" with current resources. Demand does not seem to exist. Better project for a library in a more urban setting Assessment: Completed analysis of "Pop-up library" and recommendation for action			Yes
Work with our community partners to explore the possibility of community wi-fi spots	TDB	Medium	TDB	Project Completion Date: 3rd quarter, 2017 Status: Complete. Not a priority among community partners to explore this project at this time Assessment: Complete analysis of this project and a recommendation for action			Yes
Conduct non-user surveys at community locations (e.g., Jewel-Osco, FitNation, Hunt Club Community Center)	Ryan Livergood, Jan Marsh	High	Admin	Target Completion Date: ongoing Status: First 2019 non-user surveys event will occur in January, in the process of planning second event Assessment: Engage non-users twice a year at locations throughout the community and implement their feedback to attract new users in a cost-effective manner	(3) Engage nonusers		Ongoing and part of our workflow
Explore the possibility of adding new signage or other promotional opportunities	Ryan Livergood	Medium	Admin	Target Completion Date: ongoing Status: Several ideas identified to propose in the budget for in FY			Ongoing

throughout the library district				2019-2020 (e.g. yard signs, window clings). Solicited ideas from staff using our "Thinking Outside of the Box" Idea Board in Staff Lounge Assessment: Executive Director will consult with Management Team twice a year to discuss the new signage and other promotional opportunities throughout the library district			
Explore the feasibility of hosting intergovernmental roundtables to discuss community issues and foster intergovernmental sharing	Ryan Livergood	Medium	Admin	Project Completion Date: 1st quarter, 2017 Status: Complete, consensus is that our existing quarterly dinner meetings foster intergovernmental sharing Assessment: Contact intergovernmental partners to gauge their interest in this project; if interest is adequate, annually host intergovernmental roundtable events	(3) Enhance Partnerships		Yes
Explore the feasibility of collaborating with schools to launch an experimental trial hotspot lending program	Ryan Livergood	High	Admin, IT & Facilities	Project Completion Date: 3rd quarter, 2017 Status: Complete. After meeting with representatives from District 56 over the summer regarding their hotspot lending program, the takeaway is that while their program is a success, there is not an insatiable demand for these hotspots. I recommend re-examining the feasibility of this project in the future, but due to the cost involved and the fact			Yes

				that this doesn't appear to be as large a need as we initially anticipated, we should not proceed any further on our own at this time Assessment: Complete analysis of this project and a recommendation for action			
Partner with local schools to ensure every student has a library card through efforts such as library card sign-up during school registration and library cards being included on school supply lists	Amy Meyer/ Meg Schmaus	High	Admin, IT & Facilities	Target Completion Date: Complete Status: Launched the trial library card sign-up program with District 56 in May; District 50 was very eager to work with us on this after our trial with District 56. 891 sent in the first year of the initiative; we implemented this program with District 50 for their 2018 Kindergarten registration process on March 10. We are continuing to contact District 56 & 50 for the 2018 lists. Assessment: Annually review percentage of students in each school district we serve to assess how well we are doing getting students registered with library cards; annually review the percentage of active student library card users			First phase: Yes Second phase: Yes
Conduct public awareness campaign to position WNPL in the minds of residents as the destination for transformation (align with themes such as Libraries	Jan Marsh	Medium	Admin	Target Completion Date: Ongoing Status: Word of Mouth marketing team has focused on themes to maximize exposure. Several successful completed advocacy efforts, including "Dill Pickle for	(3) Coordinate Advocacy efforts		Ongoing and part of our workflow

Transform and #MTJB – more than just books)				President" and "Treasure Your Library", among others Assessment: During quarterly engagement of non-users, ask both self-identified library users and non-users if they had heard or were aware of our public awareness campaign			
Recruit, train, and deploy patron ambassadors to spread library messages (through word of mouth, social media, etc.)	Jan Marsh	Medium	Admin	Target Completion Date: Complete Status: Used local celebrities to promote the Sapphire Cards Assessment: Review the effectiveness of patron ambassadors and evaluate whether or not to try this for other initiatives			Yes
Collaborate with existing partners and local businesses to mount a major library card sign-up drive and increase users	TDB	High	All	Target Completion Date: 2nd quarter, 2019 Status: Modified action item to turn this into a program promoting the library to small businesses and their employees versus a major coordinated advocacy campaign. Will work with Gurnee's Economic Development Coordinator, the Gurnee Chamber of Commerce, and the Lake County Chamber of Commerce to develop this program Assessment: Analyze the number of new users versus the number of current users when the campaign started			No

shared/management team/strategic planning process/2019/strategic plan initiatives progress report January 2019 Final