

WNPL Strategic Plan Initiatives

March 2018 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: 4th quarter, 2017 Status: Complete Assessment: Formation of WNPLD Development Council completed	(1) Fundraising/revenue	N/A	Yes
Establish projects with amounts for fundraising priorities	Ryan Livergood	High	Admin	Target completion date: Annually in the 3 rd 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 45 th anniversary in 2018 to help fund both			Yes for 2018, No for beyond

				projects. 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: 2nd quarter, 2018 Assessment: Benchmark document completed by Development Council and Executive Director, Council sets goals for the next three years			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, 2018 Assessment: Procedures are established for these programs; brochure explaining these programs is available for the public			No
Create a planned giving program	Ryan Livergood	Medium	Admin	Target completion date: 2nd quarter, 2018 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 Assessment: Executive Director examines and discusses viability of alternative revenue options quarterly with Management Team			Ongoing

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
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: 2 nd quarter 2018 Status: In progress, in process of reviewing trial results with Head of Youth Services now.		Ongoing
Succession planning and staff retention: cultivate leaders from within by 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	Ryan Livergood	High	All	Target Completion Date: ongoing; 2 nd quarter, 2018 Status: Draft plan has been created, will review with Management Team at the Management Team retreat in FY 2017-18; discussed with Management Association the cost of a staff engagement survey. Their cost is \$5,000. I want to discuss this with the Board during the FY 2018/2019 budget planning process Assessment: completion of succession plan by Executive		No

				Director in collaboration with the Management Team; 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: In progress, 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
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 for FY2017-2018 occurred during the budget prep process; occurring again for FY 2018-19 budget prep process. Noreen and I have met separately recently to discuss this issue Assessment: Management Team conducts annual planning session during budget preparation process			Ongoing
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	(1) Safety and security		

				Managers Assessment: Executive Director will review quarterly with both the Security Monitor and Department Managers the effectiveness of this communication			
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: 3 rd quarter, 2018 Status: Security Monitor will research and propose hardware/software solutions to accomplish this action item. Executive Director will present to the Board as part of the FY 2018-19 budget prep process Assessment: Successful implementation of device/software that can be used to alert security of problem issues or situations			No
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: 3 rd quarter, 2018 Status: in process of exploring and assessing our options Assessment: Additional of a device that can be used to track bookmobile along with a sign addition			No
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: 2 nd quarter, 2018 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-			Ongoing

				Charge (PIC) retraining; identifying key policies for staff or specific departments to review on a regular schedule Assessment: annual acknowledgement from staff that they have reviewed and understand policies relevant to their position		
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 Communications to promote these opportunities to the public	(1) Volunteer development	Ongoing
Increase awareness of volunteer opportunities at WNPL	Noreen Reese	High	Admin	Target Completion Date: ongoing Status: We took advantage of the Village of Gurnee's Volunteer Fair in February 2017 and attracted four new volunteers. We also allowed a CLC student to do a practicum at WNPL and she contributed 107 hours to the library Assessment: review number of applications quarterly		Ongoing

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 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: 4 th quarter, 2018 Status: In process of reaching out to community leaders that represent these groups Assessment: review information collected at focus groups with Management Team and create recommendation in response to needs			No
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: 1st quarter, 2018 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.			No

				Assessment: Management Team will make recommendation regarding the production of a virtual tour of the library			
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: 2nd quarter, 2018 Status: Almost complete. Current welcome brochure updated with current board members. Assessment: New resident kits will be available for distribution to every new cardholder			No
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	Sandy Beda/Kathie Fifer with Admin	High	Adult Services, Youth Services, IT & Facilities	Target Completion Date: 3rd quarter, 2018 (Done in phases, exploratory phase started 1 st quarter of 2017) Status: Adult Services' staff explored options internally in department. Next steps are to discuss with Management Team and also visit other local library spaces for further concept			No

				development. Fundraising in progress for space. Necessary to develop final concept in early 2018 Assessment: Implement change to the computer lab to optimize its use			
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 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?")	Jan Marsh	Medium	Admin	Target Completion Date: 3 rd quarter, 2018 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.	(2) Increase brand awareness		No
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: 3 rd quarter, 2018 Assessment: Conduct an internal study of the terminology commonly used by WNPL; use the study to develop user-			No

				friendly terminology and test the new terminology with the public			
Develop branding guidelines and communicate to staff	Jan Marsh	Medium	Admin	Target Completion Date: 3rd quarter, 2018 Status: Samples from other libraries in hand Assessment: create a style guide including graphics guidelines			No
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 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
Explore the possibility of adding new signage or other promotional opportunities throughout the library district	Ryan Livergood	Medium	Admin	Target Completion Date: ongoing Status: Several ideas identified to budget for in FY 2018-2019 (e.g. yard signs, window clings). Soliciting 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			Ongoing
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			Yes

				<p>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 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</p> <p>Assessment: Complete analysis of this project and a recommendation for action</p>			
<p>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</p>	<p>Amy Meyer/ Meg Schmaus</p>	<p>High</p>	<p>Admin, IT & Facilities</p>	<p>Target Completion Date: Complete</p> <p>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.</p> <p>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</p>			<p>First phase: Yes Second phase: Yes</p>

Conduct public awareness campaign to position WNPL in the minds of residents as the destination for transformation (align with themes such as Libraries Transform and #MTJB – more than just books)	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 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	(3) Coordinate Advocacy efforts		Ongoing
Recruit, train, and deploy patron ambassadors to spread library messages (through word of mouth, social media, etc.)	Jan Marsh	Medium	Admin	Target Completion Date: 4 th quarter, 2018 Status: Decided with Department Managers to simplify the program. Will start recruitment in late 2018 Assessment: The Head of Communications working in conjunction with the Volunteer Coordinator to launch this program in late 2018			No
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: 2019 or later Status: Implementation delayed as project would require resources allocated to other projects this year Assessment: Analyze the number of new users versus the number of current users when the campaign started			No

shared/management team/strategic planning process/2018/strategic plan initiatives progress report March 2018 final