

# WNPL Strategic Plan Initiatives

## December 2017 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.

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 <sup>rd</sup> 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 <sup>th</sup> 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: 1 <sup>st</sup> 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: 1 <sup>st</sup> 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 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; redesign of program evaluation form completed and approved by the Deputy Director and Executive Director	<b>(1)</b> 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: 1 <sup>st</sup> quarter 2018 Status: In progress, plan to review trial results with Head of Youth Services at winter Managers meeting Assessment: Head of Youth Services presents project report to Management Team with recommendations			No
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 <sup>nd</sup> 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 Director in collaboration with the Management Team; completion and analysis of staff engagement			No

				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; will occur 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
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	<b>(1)</b> Volunteer development		Ongoing

				opportunities and coordinate with the Head of 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 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
Conduct focus groups with Latinos, African-Americans, and residents with limited or no English	Ryan Livergood / Noreen Reese	Medium	Admin	Target Completion Date: 1 <sup>st</sup> 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	(2) Engage under-represented and underserved groups		No
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 Assessment: document and evaluate outreach to and feedback from groups (e.g., schools, churches, sororities, Latino Coalition)			Ongoing
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	(2) Create new patron orientation		Yes

				Assessment: Begin offering walking tours at the start of the next fiscal year; explore use of volunteers in this role	experience		
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 Assessment: Management Team will make recommendation regarding the production of a virtual tour of the library			No
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: Partially complete, waiting until a few circulation policies get updated in early 2018. Gathering examples of other library welcome packets. Nearly complete other than floorplan. 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	(2) Reimagine space, create innovative learning experiences		Yes

				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.			
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/Kath ie Fifer with Admin	High	Adult Services, Youth Services, IT & Facilities	Target Completion Date: 3rd quarter, 2018 (Done in phases, exploratory phase started 1 <sup>st</sup> 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 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			No
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 scheduled 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	<b>(2)</b> Reimagine library space and create innovative learning experiences		Ongoing
Complete an audit of signage across building and property to ensure that	Jan Marsh	Medium	Admin	Target Completion Date: 1st quarter, 2017 Status: Exterior audit phase one	<b>(2)</b> Increase brand		No

service area labeling is also user friendly (e.g., Despite the new mural, staff continues to be asked, "Where is the Youth Services department?")				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.	awareness		
Establish user-friendly terminology that can be clearly communicated (e.g., Is it the circulation desk or checkout desk?)	TBD	Medium	All	Target Completion Date: 2nd quarter, 2018 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			No
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			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			Yes



				seem to exist. Better project for a library in a more urban setting Assessment: Completed analysis of "Pop-up library" and recommendation for action			
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	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	Ryan Livergood	Medium	Admin	Project Completion Date: 1st quarter, 2017	(3) Enhance		Yes

<p>roundtables to discuss community issues and foster intergovernmental sharing</p>				<p>Status: Complete, consensus is that our existing quarterly dinner meetings foster intergovernmental sharing</p> <p>Assessment: Contact intergovernmental partners to gauge their interest in this project; if interest is adequate, annually host intergovernmental roundtable events</p>	Partnerships		
<p>Explore the feasibility of collaborating with schools to launch an experimental trial hotspot lending program</p>	<p>Ryan Livergood</p>	High	Admin, IT & Facilities	<p>Project Completion Date: 3rd quarter, 2017</p> <p>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 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>			Yes
<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</p>	<p>Amy Meyer/ Meg Schmaus</p>	High	Admin, IT & Facilities	<p>Target Completion Date: 3rd quarter, 2017 (First phase); 3rd quarter, 2018 (Second phase)</p> <p>Status: Launched the trial library card sign-up program with District 56 in May; District 50 is very eager to work with us on</p>			<p>First phase: Yes</p> <p>Second phase: No</p>

lists				<p>this after our trial with District 56. 891 sent in the first year of the initiative. As of November 2017 we have been in contact with District 50 to implement the program for their 2018 registration process. We await word from District 50 once their admin team has met to discuss the project.</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>			
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	<p>Target Completion Date: Ongoing</p> <p>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</p> <p>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</p>	<b>(3)</b> Coordinate Advocacy efforts		Ongoing
Recruit, train, and deploy patron ambassadors to spread library messages (through word of mouth,	Jan Marsh	Medium	Admin	<p>Target Completion Date: 2<sup>nd</sup> quarter, 2018</p> <p>Status: Initial meetings indicate we want to take elements of</p>			No

social media, etc.)				<p>some of the things we are already doing and expand them to a patron ambassadors program</p> <p>Assessment: The Head of Communications working in conjunction with the Volunteer Coordinator will have completed the recruiting, training, and deployment of the first class of patron ambassadors</p>			
Collaborate with existing partners and local businesses to mount a major library card sign-up drive and increase users	TDB	High	All	<p>Target Completion Date: 3rd quarter, 2018</p> <p>Status: Implementation delayed as project would take away needed resources from school library card project</p> <p>Assessment: Analyze the number of new users versus the number of current users when the campaign started</p>			No

12/19/2017 shared/management team/strategic planning process/2017/strategic plan initiatives progress report December 2017 final