LINCOLNWOOD
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Doorway to the World

Serving Since 1978

Strategic Plan

July 1, 2013 – June 30, 2016

Approved by the Lincolnwood Public Library District Board of Trustees on January 17, 2013

Contents

Introduction

Strategic planning is the systematic process of envisioning a desired future, and translating that vision into broadly defined goals and a sequence of steps to achieve them.

Over the past ten years, there have been changes in the local community, in the library profession, and in the world at large that have made it essential for the Lincolnwood Public Library District (LPLD) to seriously evaluate if the needs of the community are being met. Some of these changes include the shifting demographic composition of Lincolnwood as well as the dramatic advances in technology over the past five years.

This strategic plan is meant to be used as a roadmap for meaningful change. The ultimate goal of the plan is to transform LPLD into a modern, thriving, essential part of the Lincolnwood community.

Background

The library last completed a full strategic planning process in 2004. That plan, effective from July 1, 2004 through June 30, 2008, was reviewed and extended through June 30, 2011. Upon the hire of a new library director in early 2012, a new strategic planning process was begun.

Donna E. Fletcher Consulting, Inc., a professional strategic planning facilitator, was hired. Ms. Fletcher specializes in creating data-based strategic plans for libraries. The planning process was kicked off in July 2012, and was officially approved by the library board in January 2013. This plan will be effective from July 1, 2013 through June 30, 2016 (FY14 – FY16).

Approach to Planning

To ensure a thorough and positive planning experience, the library engaged in a collaborative, in-depth data gathering process with the community, library board, and library staff. These activities included:

- Review of 2010 Census data and comparison to 2000 Census data.
- Fifteen in-library interviews with both patrons and non-patrons to understand their usage of the library and its strengths and weaknesses.
- Community Stakeholders focus group to create a SWOT analysis, identify community needs, and determine how the library might meet these needs.
- Community Forum meeting for residents to discuss the strengths and weaknesses of the library and their vision of the ideal library for Lincolnwood.
- Board of Trustees input session to gain their perspective on the community's strengths and weaknesses and how they envision the ideal library for Lincolnwood.
- All-staff meeting to create a SWOT analysis, identify potential service responses, generate ideas for the ideal Lincolnwood library, review the Mission Statement, and discuss Core Values.
- Survey mailed to all Lincolnwood households to determine the community's usage and perceptions of the library and its interest in potential new services. Completed survey sample was 548 residents, 13% of households.
- Nine 15-minute phone interviews conducted among survey respondents who were non-patrons and/or living in homes where a foreign language is spoken.

Community Profile

Lincolnwood's total population as measured by the U.S. Census Bureau increased slightly from 12,359 in 2000 to 12,590 in 2010 (+2%).

Lincolnwood Residents by Age

- The median age of Lincolnwood residents is 45.4 years, which is unchanged from the 2000 Census. The age distribution shows little change vs. 2000.
- Lincolnwood residents are highly educated. Among adults 25+, 88% completed high school and 47% have a bachelor's degree or higher.
- 29% of households have a child(ren) under 18, a one percentage point drop from the 2000 Census.

Lincolnwood Residents by Age
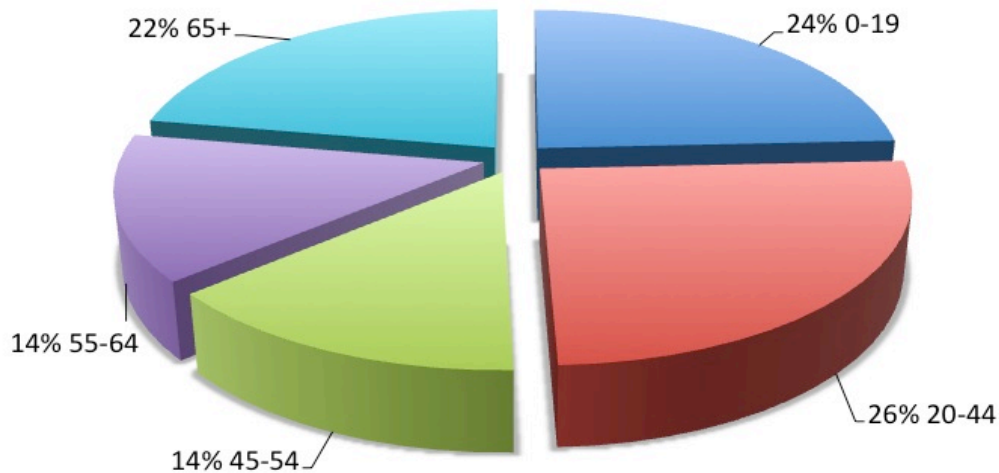
Lincolnwood's Diverse Population

A very diverse population resides in Lincolnwood:

- 38% of Lincolnwood residents are foreign born.
- 53% live in a household in which a language other than English is spoken.
- There is a large Asian population (27% of residents) compared to Illinois as whole (5%).
- The village's Asian population increased 29% vs. 2000.
- The largest segment of Asians is Asian Indian (8%), followed by Filipino (4%) and Korean (4%).
- The Hispanic population is relatively low at 7% vs. 16% in Illinois.
- Among Hispanics, 6% are white, 1% are 2 or more races.

Lincolnwood Residents by Ethnicity
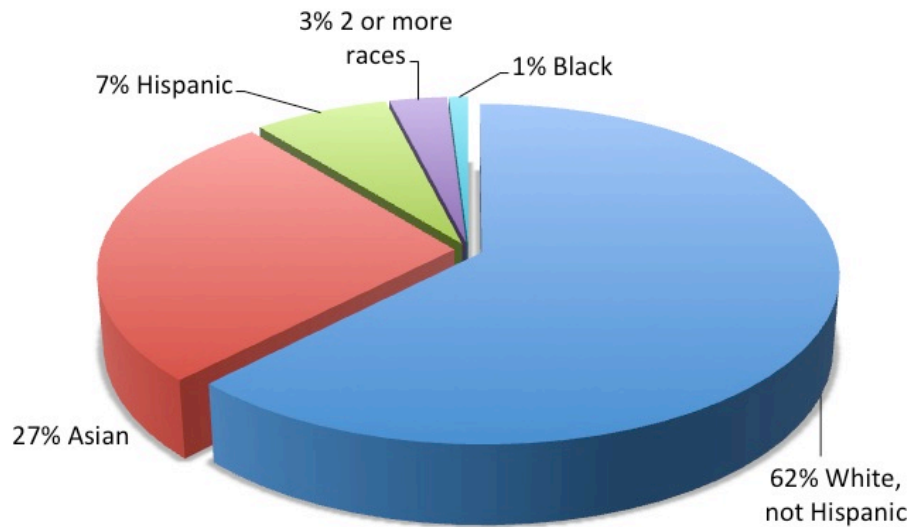
Assessment of the Library

The community's overall opinion of the library is split. Users of the library tend to have positive feelings about the library, while non-users are less positive.

The reported strengths of the library are its children's services, staff assistance, and interlibrary loan.

The presence of children is a major driver in usage of LPLD – 90% of patrons visit the library with a child. However, about 1/3 of these adults rarely or never use the library for themselves. This may stem, in part, due to limited comfort with the English language - 57% live in a household where a foreign language is spoken.

Non-users are not completely satisfied or are dissatisfied with the library's limited collections (particularly books for adults, DVDs, audiobooks, foreign language books and eBooks). The limited space in the library is also a major issue among this segment.

The library's weaknesses and the village's proximity to libraries in nearby communities have led many Lincolnwood residents to visit other libraries: 81% of all patrons and 54% of non-patrons visit other libraries.

In regard to future services at the library, there is broad interest in services supporting early literacy and helping children succeed in school. In addition, younger adults (under 45) and adults living in a home where a foreign language is spoken express strong interest in the library emphasizing computer and technology literacy, comfortable spaces and viewing/reading for pleasure and knowledge.

Budget and Revenue

The library's fiscal year runs from July 1 through June 30. The FY2012 – 2013 budgeted operating expenses are $2,373,600. Local property taxes account for approximately 97% of the budget. The balance comes from grants, gifts (especially from the Friends of the Library), and income generated by fines, copy machines, and bank interest. Although overwhelmingly dependent on local property taxes for its fiscal well being, the library is responsible for only a small percentage of residents' annual property tax bills.

Mission Statement

The library's current mission statement was reviewed at the all-staff meeting to determine if any changes were necessary, or if a completely new mission statement should be created. Staff agreed that the current mission statement, which was created during the 2004 strategic planning process, is still relevant. Therefore, the statement was not changed during this planning process. It should be noted that this mission statement was originally created to be a combined Vision/Mission statement.

> *The library seeks to enhance the quality of life in Lincolnwood by creating and sustaining a sense of place for residents; bringing the community together in order to celebrate its diversity; offering individuals a welcoming gateway to knowledge and discovery; and fulfilling residents' desire for cultural and recreational activities.*

Core Values

Core values define the culture and character of the library, and guide how we behave and make decisions. Because the library did not already have a list of core values, they were created collaboratively during the all-staff meeting.

The Lincolnwood Public Library District values:

- Friendly, efficient, and knowledgeable customer service
- Initiatives that look to the future and improve the library for the community
- Staff interactions that are respectful, open-minded, and team-oriented
- A welcoming environment for all members of the community
- Support of intellectual freedom
- Protection of privacy of its patrons

Initiatives, Goals, Activities, and Targets

The strategic initiatives, goals, activities and targets are the outcome of the data-gathering process, and comprise the core of the strategic plan.

Strategic Initiatives

The strategic initiatives guide our actions in allocating financial resources and staff time. They do not eliminate efforts in other areas, but they receive the most focused attention of all the activities we undertake for the next three years. These initiatives are based on the data gathered through the focus groups, input sessions, and community survey.

A. Visit a comfortable space: physical space
B. Connect with the digital world: computer and technology literacy
C. Visit a connected place: virtual space
D. Stimulate imagination: reading, viewing and listening for pleasure and knowledge

Goals

Goals are designed to focus on what the community receives, and not on the resources the library needs to deliver the service. Goals include the identity of the target user, and how that user will benefit from the services identified.

Potential Activities

Potential activities are meant to illustrate possible actions the library will complete in order to meet the goals of the plan. These potential activities are not intended to be absolute or inclusive, but rather realistic suggestions that reflect the current library environment. As the environment changes, and more information is discovered during the research phase of each activity, changes are possible. The aim of the activities is to meet the identified goals.

Targets

Targets are the way the library will measure its progress toward reaching goals.

Strategic Initiative A: Visit a comfortable space: physical space

Goal A1: Provide residents with a modern, comfortable, and inviting library that offers a choice of public and private spaces for reading, studying, working, playing, talking, and engaging with one another collaboratively.

Potential Activities:
A. Implement an architect-created full space reutilization plan that incorporates flexible, multi-purpose design elements.
B. Furnish the library with modern, comfortable, practical, and flexible furniture and fixtures.

Targets:
- Patron counts will increase by 20% by June 30, 2016, as measured against patron counts for the fiscal year ending June 30, 2015.
- Patrons rating the spaciousness of the library as a 9 or 10 will rise to 41% by June 30, 2016 as measured against 35% in the 2012 community survey.
- Patrons rating the comfortable areas in the library as a 9 or 10 will rise to 54% by June 30, 2016 as measured against 47% in the 2012 community survey.

Strategic Initiative B: Connect with the digital world: computer and technology literacy

Goal B1: Help residents increase their knowledge of the digital world by providing fundamental technology information through a variety of sources.

Potential Activities:
A. Provide a broad selection of print/eBook materials to encourage independent learning.
B. Purchase a selection of popular devices for hands-on staff practice and one-on-one resident instruction.
C. Purchase a selection of popular devices for circulation to residents.
D. Provide technology-centered programming, one-on-one training, and tutorials for adult and youth residents about the Internet, email, popular software, and downloading library materials to personal devices.

Targets:
1. Circulation of computer/technology print or eBook materials will increase by 20% by June 30, 2015 as measured against the fiscal year ending June 30, 2014.
2. Circulation of downloadable eBooks and eAudiobooks will increase by 20% by June 30, 2015 as measured against the fiscal year ending June 30, 2014.
3. By June 30, 2015, 60 residents will have attended one of the technology-centered events held before June 30, 2015.
4. By June 30, 2015, 80% of residents surveyed who have sought technology assistance from library staff will respond that library staff members are at least "knowledgeable" about technology.

Goal B2: Provide up-to-date computer equipment and technology infrastructure for residents and support the use of patron-owned computing devices in the library.

Potential Activities:
A. Increase the library's internet bandwidth.
B. Evaluate the current computers provided to residents and non-residents in order to identify the appropriate number to maintain.
C. Increase the number and location of electrical outlets throughout the library.
D. Purchase a selection of tablet computers or other personal devices for residents to use within the library.

Targets:
1. 80% of public computer and WiFi users will respond that they are at least "satisfied" with the speed of the library's internet connection by June 30, 2014.
2. Reduce the amount of unused public computer time by 50% by June 30, 2016 as measured against the fiscal year ending June 30, 2013.

Strategic Initiative C: Visit a connected place: virtual space

Goal C1: Residents will be able to connect with the library 24/7 to obtain information and materials through up-to-date, user-friendly virtual services that are accessible via traditional computers and mobile devices.

Potential Activities:
A. Redesign and rebuild a website that is current, easy to navigate, easy to maintain, and provides relevant information for residents and staff.
B. Implement an application that offers virtual services and information that is specifically designed for mobile devices.
C. Implement text reminders and notifications for patrons.
D. Implement a program event calendar application that provides an RSS feed for integrating event information automatically to the website, mobile app, and social media tools.
E. Implement a regular email list for residents with information about upcoming events and that highlights library services.

Targets:
1. By June 30, 2014, usage of the website will increase to 61% of patrons vs. 55% as measured against the 2012 community survey.
2. The mobile app will be downloaded 100 times by June 30, 2014; 200 by June 30, 2015; and 300 by June 30, 2016.
3. 500 residents will opt to receive the email newsletter/update by June 30, 2014, 700 by June 30, 2015; and 900 by June 30, 2016.

Goal C2: Residents will discover and use the many online resources (databases) the library provides for information, education, and recreation.

Potential Activities:
A. Carefully evaluate the library's online resources and revise our offerings based on community needs.
B. Integrate online resources with the mobile app.
C. Provide programming, one-on-one training, and tutorials for adult and youth residents about our online resources.
D. Partner with local school districts to provide student and teacher training about our online resources and help design assignments that utilize what they have learned.
E. Provide in-depth online resource training to all staff members who interact with patrons.

Targets:
1. Usage of databases by patrons will increase to 11% by June 30, 2015 from 7% as measured against the 2012 community survey.
2. By June 30, 2015, 50 residents will have participated in online resource training or events.
3. By June 30, 2015, all staff members who interact with patrons will be able to present/explain and/or recommend online resources to patrons.

Strategic Initiative D: Stimulate imagination: reading, viewing and listening for pleasure and knowledge

Goal D1: Residents will find the materials they want, when they want, in the library for reading, viewing, and listening for pleasure and knowledge.

Potential Activities:
A. Redesign the adult collection to focus on popular print and AV materials, while continuing to provide high quality Interlibrary Loan services.
B. Evaluate the current Reader's Advisory services for possible expansion and improvement.
C. Restructure the adult collection development and cataloging procedures to ensure popular materials are available to patrons in a timely manner.
D. Integrate the teen and adult music CD collection.
E. Investigate providing downloadable music and video services to residents.
F. Purchase a selection of popular eReader devices for circulation to residents, pre-loaded with popular foreign-language titles.
G. Investigate all vendors and methods for providing downloadable eBooks and eAudiobooks in order to meet resident demand.

Targets:
1. Patrons rating the popular book collection a 9 or 10 will rise to 38% by June 2016 from 31% as measured by the 2012 community survey.
2. Increase circulation of adult materials by 20% by June 30, 2016, as measured against the fiscal year ending June 30, 2013.
3. All regular collection materials will be catalogued, processed, and on shelf within fourteen days of arrival by June 30, 2015.

Organizational Competencies

Even the best-run libraries may have problems in certain operational areas, and these problems can make it difficult to provide services regardless of the library's priorities. Organizational competencies are what the library must do in order to improve the ability to provide the desired services articulated in the goals, and are meant to increase the library's effectiveness and efficiency. Several organizational competencies were selected for inclusion in the plan based on the strategic goals identified and management's understanding of the current library environment.

Marketing/Public Relations

1. LPLD will promote library services through a variety of print, electronic, media, and in-person opportunities.
    a. By December 31, 2013, develop and distribute a Marketing Plan that supports the library in its efforts to deliver services.
    b. By June 30, 2014, evaluate the current staffing support for marketing/PR, and determine whether additional support is needed, either through library staff or professional consultants.

Organizational Structure

1. LPLD will establish and maintain an organizational structure that supports its service priorities.
    a. By June 30, 2014, review the organizational structure and revise to support the goals and objectives as identified in the strategic plan.
    b. By December 31, 2014, revise all job descriptions so that they accurately reflect the knowledge, skills, abilities, and representative job duties of each position.

Training and Staff Development

1. LPLD will recruit, hire, train, and deploy staff that provides the highest quality customer service for all library users.
    a. By December 31, 2013, implement a New Employee Orientation program.
    b. By June 30, 2014, create a Staff Development Plan that identifies the training that will be needed to support the goals in the strategic plan.

Partnerships

1. LPLD will create partnerships with community organizations that focus on/provide services for the diverse ethnic population in Lincolnwood.
    a. By June 30, 2014, develop a list of potential organizations and contacts and meet with the leaders of these organizations.
    b. By December 31, 2014, partner with at least one organization to create relevant programs or services to attract their constituency to the LPLD. By December 31, 2015, partner with one additional organization, and by June 30, 2016, partner with one additional organization.

Evaluation Process

This plan is designed to be flexible and responsive to changes in the economic, demographic or political climate. The strategic initiatives and goals are broad enough to allow for necessary modifications to the activities that are carried out. All of the activities are defined as "potential" in order to allow changes to the plan as needed. Library management will work closely with the Board of Trustees prior to finalizing and implementing all activities over the next three years.

Reporting progress toward meeting the goals and targets should be a regular part of library board meetings. In order to aid this progress, an implementation plan will be utilized. The implementation plan is the document that will be regularly updated to allow for changes in the potential activities and timeline.