



WARRENVILLE PUBLIC LIBRARY DISTRICT

STRATEGIC PRIORITIES

FY2013 through FY2016

(July 2012 – June 2016)

Adopted 3/21/2012; Revised 3/20/2013; Revised 2/19/2014;
Revised 3/18/2015

OVERVIEW

The original strategic priorities identified within this report were selected by the Board of Trustees following a Board and Management Strategic Planning Meeting. The planning meeting was facilitated by Gail Johnson and Pam Parr of Face to Face Communications and Training. The following information was reviewed as part of the strategic planning process:

- Results from the 2010 Community Survey
- Summary of comments and discussion from 2011 Community Workshop
- Summary of comments and discussion from 2011 Staff Focus Group
- Summary of comments and discussion from 2011 Teen Focus Group

The following pages identify Library District's strategic priorities and a projected calendar of major action steps required to bring them to fruition. Action steps were identified by staff committees assigned to each priority.

In February or March of each year, the Library's Management Team will present a report on the status of the current year's action steps and an updated list of action steps for the coming year.

As part of the budgeting process, the Management Team will review the calendar of action steps and set target dates within the fiscal year. As part of this review, staff will identify specific tasks that will be required to complete each step and any resources necessary to carry out those tasks. The request for any necessary funds will be presented to the Board of Trustees as part of the annual budget review and approval process.

Together with the staff, both the Board and Management Team are committed to accomplishing the strategic priorities with the realization that this is a dynamic plan that must be evaluated annually and adjusted as necessary.

MISSION STATEMENT and ROLES

It is the mission of the Warrenville Public Library District to collect, organize and make available the representative records of humanity's actions, concerns and aspirations. It exists for the common good to support a literate and informed citizenry.

In no particular order, the roles of the Library are:

Satisfy Curiosity: Lifelong learning. Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Create Young Readers: Early literacy. Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Succeed in School: Homework help. Students will have the resources they need to succeed in school.

Stimulate Imagination: Reading, viewing and listening for pleasure. Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing and listening experiences.

Know Your Community: Community resources and services. Residents will have a central source for information about the wide variety of programs, services and activities provided by community agencies and organizations.

Connect to the Online World: Public Internet access. Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Visit a Comfortable Place: Physical and virtual spaces. Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

PRIORITIES

- The Library will embrace **emerging technologies** as a means to provide services and resources to library users.
- In order to meet the needs of our patrons, the Library will provide a **continuous learning environment for library staff** that emphasizes cross-training, adaptability and personal / professional development. (added March 2013)
- The Library will be a **destination** in the community with programs, spaces and collections that appeal to all ages. The Library will be a **comfortable place** with areas for gathering, meeting and studying. (revised February 2014)
- The Library will create a **Library "brand"** by establishing a set of values, vision and mission statements and a formal marketing plan. (added February 2014)

Action Steps for Fiscal Year 2016 (July 2015– June 2016)

For all priorities:

Secure funding for building project. Explore funding options beyond the library's budget. Identify grants, partnerships, sponsorship and borrowing opportunities. (from FY15)

Work with architect to complete construction documents.

Hire owner's representative for construction project.

Begin construction project (target: Spring/Summer 2016)

For Destination/Comfortable Spaces:

Refresh collections; Use CollectionHQ and other resources to prepare collections for new configuration of shelving.

Select location for Little Free Library, recruit volunteers to maintain, then install and promote.

Evaluate ongoing book sale. Establish goals and future allocation of space and resources.

Clean and consolidate storage areas and files.

For Continuous Learning:

Implement new organizational structure and job descriptions.

For Emerging Technologies:

Implement the following Sirsi/Dynix products:

- MobileCirc – Enables an extended reach into the community by enabling staff to use tablet or mobile device to checkout, renew or check in items and register users with a quick driver's license barcode scan.
- BlueCloud PAC – This "next generation" catalog includes cover images, best seller lists, and robust search features including relevance ranked search results.
- eResource Central – Users will discover eResources alongside print resources in the catalog. Users will also be able to check out and download items right from the results page, manage checkouts and holds from the "my account" pages, and more.

Circulate laptops and tablets to patrons for in-library use. (from FY15)

Consider policy restricting computer use in the Youth Services area to youth and/or adults accompanied by youth.

Evaluate media lab components (digital creation and editing) and small business technology tools (collaborative computing, display/monitor, teleconferencing) to implement as part of construction project if funding is available.

Investigate telephone / paging system for implementation as part of remodeling project. (from FY15)

Make available early learning devices (computers and/or tablets with educational, interactive software) in youth services area.

Evaluate options for communicating with patrons (phone, email, text messaging, instant messaging). Evaluate additional options (including texting) for patron management of accounts. (from FY15)

Evaluate options, other than email and telephone, for internal communications (2-way radio, text messaging, instant messaging).

For Library Brand:

Hire part-time marketing specialist.

Develop values, vision and mission statements. (from FY15)

Consider developing a new library logo.

Create style guide.

Develop and implement marketing plan.

Report on Action Steps for Fiscal Year 2015 (July 2014 – June 2015)

For all priorities:

Work with architect to develop schematics and plans for reconfigured spaces. (3/13)

2015 Update: In November 2014, the Board of Trustees selected the firm Product Architecture + Design to develop a masterplan for interior remodeling. The architects expect to complete their work on the masterplan in March 2015. The Board engaged Elara Engineering to prepare a masterplan for the Library's major mechanical, electrical, plumbing and fire protection (MEFPF) systems.

Work with the Smart Energy Design Assistance Center (SEDAC) to complete an energy assessment and prioritize projects eligible for retro-commissioning grants. (2/14)

2015 Update: SEDAC conducted a Level 3 energy assessment in May 2014 and delivered a final report in August 2014 which identified Energy Cost Reduction Measures (ECRMs) that will

be considered for implementation during a future building project. ECRMs included changes to lighting, HVAC and vending that would result in estimated annual energy savings of \$9,027. The estimated capital cost for the improvements is \$32,090. With incentives, the capital cost may be reduced to \$11,259 and result in a cost recovery period of just over 1 year. The Library also participated in STEP, a self-installation program that provides free equipment including automatic sensors for lighting in hallways, closets and offices. In January 2015, SEDAC began a mini retro-commissioning project for the Library's HVAC controls. This project will evaluate set points and scheduling of the HVAC systems with the goal of reducing energy consumption.

For Destination/Comfortable Spaces:

Merge the Circulation and Information Desks into a single service desk.

(2/14)

2015 Update: The merger of the two service desks was completed in August 2014. All direct patrons services (circulation, reference, readers' advisory, and technology assistance) are now provided from the single service desk.

Move "remote" patron assistance (telephone, email, etc.) away from the public service desk. (2/14)

2015 Update: Masterplan in progress reverts to separate service desks, which makes this model difficult to implement due to staffing requirements.

Address HVAC issues and secure cabinets in Youth Activities Room so that when the room is not in use for library programming it is a space where the Library can provide opportunities for parents to interact with their children in a safe environment that is not distracting to other patrons. (from FY14;

revised)

2015 Update: A space for interactive play and exploration will be included in the masterplan for remodeling.

Explore funding options beyond the library's budget. Identify grants, partnerships and sponsorship opportunities. (from FY14)

2015 Update: The Library intends to apply for a construction grant from the Illinois State Library in January 2016. Securing financing for the building project will be a priority following approval of the masterplan. (Carry forward to FY16.)

For Emerging Technologies:

Effectively promote ELF service with an emphasis on its text messaging features. Evaluate text messaging and/or chat services. Based on usage reports and feedback for Boopsie and ELF, determine how the available services may complement or replace existing services. Determine what staff resources and training will be needed to support text/chat services.

(from FY14)

2015 Update: Promotion of ELF is ongoing and was emphasized when staff communicated changes to circulation policies in Summer 2014. In FY16, staff will evaluate text messaging services and additional ELF services, including automatic renewals of materials.

Promote the library's mobile app by encouraging staff to demo BookCheck to patrons as they assist them in all areas of the library; integrating use of mobile devices in programs where applicable; developing marketing tools, tip sheets and screencasts for the app. (from FY14)

2015 Update: The tech team evaluated BookCheck as a self-check solution and determined that the app was too slow and cumbersome to be useful. Bookcheck was dropped from our service contract in December 2014. A self-check-out terminal was installed for patron self-service. MobileCirc, a SirsiDynix product, will be implemented and will allow staff to conduct circulation transactions offsite.

Circulate mobile devices to patrons for use outside of the library. (2/14)

2015 Update: A collection of devices including eReaders, video cameras, chargers, converters, and LED projectors is available to Warrenville Library Cardholders. Moving forward, the Library will continue to evaluate this collection and add devices as appropriate.

Circulate laptops and tablets to patrons for in-library use. (2/14)

2015 Update: A policy for in-library use of laptops and/or tablets was approved by the Board in January 2015. Devices are expected to be placed in circulation in late Spring/early Summer 2015. (Carry forward to FY16.)

Add AWE early learning computers in Youth Services area. Consider replacement/rearrangement of computer furnishings. Consider policy restricting computer use in the Youth Services area to youth. (2/14)

2015 Update: Staff continue to evaluate appropriate hardware for this function. Computer furnishings will be selected as part of the building project. Staff will review the need for a policy restricting computer use as part of the remodeling project. (Carry forward to FY16.)

Relocate print station after Circulation and Information Desks are merged. (2/14)

2015 Update: Relocation completed in September 2014.

Research new telephone / paging system for implementation during construction phase. (3/13)

2015 Update: To be considered as part of the remodeling project. (Carry forward to FY16.)

For Continuous Learning:

Establish minimum target hours based on weekly hours scheduled. (2/14)

2015 Update: Established and communicated minimum continuing education hours to be equivalent to weekly hours scheduled for all staff. (For example, a part-time employee working an average of 16 hours per week will be expected to complete 16 hours of CE. Full-time employees will be expected to complete a minimum of 37.5 hours.)

Communicate "all staff" and "public services staff" competencies, evaluate each employee and develop training plans based on outcome of evaluations. (2/14)

2015 Update: The Director is currently evaluating all positions as part of an organizational restructuring. All job descriptions will be adjusted and minimum competencies communicated by the end of the fiscal year.

Communicate learning opportunities to all staff. (2/14)

2015 Update: Communication of learning opportunities is ongoing. Opportunities may be included in the weekly staff newsletter, posted in the staff lounge or communicated directly to employees by their immediate supervisors.

Conduct staff-led training opportunities at least monthly. (2/14)

2015 Update: A formal plan was not created, but there have been many cross-training and "just in time" peer-to-peer training opportunities as new procedures and services were implemented in FY15.

For Library Brand:

Create position descriptions for a part-time marketing specialist and a part-time graphic artist. (2/14)

2015 Update: Funds for a graphic designer were included in the FY15 budget. An individual was hired in January 2015. The job description for marketing specialist will be complete prior to the end of the fiscal year and funds will be requested for the position in the FY16 budget. (Carry forward to FY16.)

Conduct input sessions and develop values, vision and mission statements. (2/14)

2015 Update: Other projects diverted staff time away from this project. It will be a key project assigned to the marketing specialist in FY16. (Carry forward to FY16.)

Report on Action Steps for Fiscal Year 2014 (July 2013 – June 2014)

For all priorities:

Evaluate collections and ensure that no collection exceeds established collection size.

2014 Update: Staff have established target collection sizes for the print collections and will have completed an initial weeding of the entire print collection by the end of the fiscal year. By the end of the fiscal year, staff will be using CollectionHQ to adhere to an ongoing schedule for collection evaluation.

Incorporate information gathered in FY13 into a space needs plan.

2014 Update: We have not adopted a formal space needs plan, but will have a list of objectives to discuss with the architect selected by the Board of Trustees. The staff will work with the architect to develop a plan to address the objectives by reconfiguring the current building layout.

Hire an architect to determine how/if spaces could be reconfigured to be optimally inclusive of the spaces necessary to fulfill the priorities.

2014 Update: The Library Board will interview architects in the last quarter of the fiscal year (April-June).

Explore funding options beyond the library's budget. Identify grants, partnerships and sponsorship opportunities.

2014 Update: This activity will be postponed to FY2015. The Library Director will present a report on potential funding mechanisms to the Board in the first quarter of FY2015 (July-September) for Board action.

For Comfortable Spaces:

Identify and create quiet, moderate and social zones. Remove or rearrange furnishings to provide varied seating/workspaces in each area. Enforce noise levels according to zones. (3/13)

2014 Update: We have not established formal zones, but have addressed the lack of quiet study space by opening the conference room to the public. Rather than establish zones, the staff will continue to enforce the Library's General Rules for Conduct. Future rearrangement of furnishings will also help establish appropriate noise levels.

When not in use for library programming, permit use of the Youth Activities Room by parents with children. Provide opportunities for parents to interact with their children in a safe environment that is not distracting to other patrons. (3/13)

2014 Update: Several "obstacles" were identified including the need to fix/add cabinet locks and address issues with the HVAC system (temperature is not well-regulated in the room). We will include funds in the FY15 budget to address these issues.

For Teen Spaces:

Create a teen area (social zone) using existing furnishings. (3/13)

2014 Update: Funds were included in the FY14 budget for new furnishings and space was completed in January 2014.

For Continuous Staff Learning (3/13):

Establish competencies for three staff levels:

- All staff
- Public Services Staff
- Specialist/Expert

2014 Update: Competencies for all staff and public services staff will be drafted by the end of FY14.

Adopt a self-directed learning model

2014 Update: In addition to supervisor-directed training, supervisors support self-select training opportunities for all staff. In FY15, the Management Team will develop a consistent approach for communicating training opportunities to staff.

Identify cross-training opportunities and partnerships across departments

2014 Update: Cross-training has taken place across all departments. Cross-training will continue to be important in FY15 when the Circulation and Information Desks are merged.

Each staff person maintains a personal learning log and logs a minimum of 30 hours of training in the fiscal year.

2014 Update: A Learning Log was introduced to staff. Full-time staff will all achieve the 30-hour minimum. While some part-time staff are on target for the 30-hour minimum, others have struggled to find opportunities that are applicable to their current positions. Some staff have resisted the additional hours that are required.

For Emerging Technologies:

Replace existing catalog-access computers with virtualized desktops to reduce maintenance overhead and long-term equipment costs.

2014 Update: Will be completed by end of FY14.

Adopt additional software tools from ILS and/or third-party vendors to enhance the Library's catalog, website and social media interfaces.

2014 Update: Able to review statistics and see how patrons are using the catalog. NoveList Select enhancements will cross-reference our eBook collection. We are waiting for our ILS vendor to come out with new products before we implement further enhancements. This activity will be included in FY15.

Effectively promote ELF service with an emphasis on its text messaging features. Evaluate text messaging and/or chat services. Based on usage

reports and feedback for Boopsie and ELF, determine how the available services may complement or replace existing services. Determine what staff resources and training will be needed to support text/chat services.

2014 Update: Other priorities have taken precedent over this activity. Will include in FY15.

Promote the library's mobile app by encouraging staff to demo BookCheck to patrons as they assist them in all areas of the library; integrating use of mobile devices in programs where applicable; developing marketing tools, tip sheets and screencasts for the app. (3/13)

2014 Update: Other priorities in the circulation department took precedent over this activity. The continued use of BookCheck will be evaluated in FY15. (BookCheck is necessary for remote transactions if the ILS does not implement MobileCirc prior to the end of calendar year 2014.)

Maintain an inventory of current, popular mobile devices in order to be responsive to patron inquiries and training needs. Provide access to mobile devices and training to library staff. Explore budget, time and other incentives to increase staff interest and participation. Partner with a third-party to host "petting zoo" events. Determine an effective means of repurposing and/or disposing of "old" technology.

2014 Update: We have an inventory of iOS and Android devices. The Tech Team has a good understanding of these devices (and a general understanding of other devices) and can assist patrons. "Book-a-Librarian" is available to patrons who would benefit from a one-on-one session with a staff person. Our goal is to ensure that staff are comfortable with devices and are able to take a "let's figure it out together" approach when assisting patrons.

Provide scanning and faxing services via a BOOKSCAN Station or another combination of equipment and services.

2014 Update: A Fax24 machine was installed. A new public copier with scan to USB capabilities was installed. A computer station with scanning and editing capabilities will be installed before the end of the fiscal year.

Implement a self-check station which utilizes the BookCheck feature of the Library's mobile app. (3/13)

2014 Update: The tech team evaluated BookCheck as a self-check solution and determined that the app was too slow and cumbersome to be effective. A more suitable self-check solution will be implemented in the current fiscal year.

Loan mobile devices to library patrons. Determine staff resources, policies and procedures and budget to offer in-library checkouts of equipment such as laptops or tablets, and circulation of devices including e-Readers, audio players, cameras, iPod Touch, etc. (moved from FY15) (3/13)

2014 Update: The circulation staff continues to work on developing policies and procedures for the circulation of mobile devices. A pilot program for Flip video cameras and pre-loaded e-Readers will be launched in February 2014. This activity will be continued to FY15 and may include the "in house" circulation of laptops and/or tablets.

Report on Action Steps for Fiscal Year 2013 (July 2012 – June 2013)

For all priorities:

Visit libraries that have constructed or remodeled their buildings within the last 5 years and/or libraries that have identified new strategies and services related to technology and serving the teen population. Field trips to libraries will enable staff and trustees to discover new ideas, designs and approaches to serving library patrons. These trips will also enable staff to converse with their colleagues at other libraries to find out what works, what doesn't work and what they'd do differently the next time around.

2013 Update: Library staff completed visits to 10 library facilities. Following each visit, staff compiled a list of things they liked and disliked about each facility. These lists will be utilized to develop priorities for reconfiguration of our existing spaces. Library Trustees participated in a tour of more than 5 libraries.

Conduct a walk-through and assessment of current facility. The purpose of the walk-through would be to determine what current furniture could be removed or relocated and how to best use the space we have. Assessment should include documentation of space utilization at different times of day (i.e. recording where patrons are sitting, how they are using the space, etc.)

2013 Update: Staff observed and gathered data regarding patrons' use of seating, study and computing spaces. Final data and a summary report will be completed before the end of the fiscal year and will be utilized to do minor space reconfigurations in FY2014.

Establish appropriate collection sizes and storage capacities necessary. Identify potential new formats and space needs.

2013 Update: Staff examined statistical data including collection size and usage, and then looked at various benchmarks and the last building program's collection capacities. Target collection sizes will be identified by the end of the fiscal year. These targets will guide collection development, including selection and de-selection of materials

Adopt an Ordinance that identifies the purpose(s) of the Special Reserve Fund and budget an amount to be transferred to the Special Reserve Fund on an annual basis.

2013 Update: The ordinance was adopted in April 2012 and establishes the following purposes and amounts: Building Repair & Maintenance - \$200,000, Automation Hardware & Software - \$200,000, Furniture & Equipment - \$100,000, Building Remodeling & Expansion, incl. land acquisition - \$500,000.

For Emerging Technologies:

Complete Boopsie implementation to provide mobile access to library catalog and web-based functions. Effectively promote product to patrons and use product to gather feedback and metrics to determine future needs.

2013 Update: The "My Library" app was implemented and has been promoted via the library newsletter, website and social media channels. BookCheck has been added to the mobile app and its availability will be promoted in the summer newsletter.

Effectively promote ELF service with an emphasis on its text messaging features.

2013 Update: *Postponed to FY14 due to staffing changes.*

Revisit selection of Technology Team members to serve as early adopters and proponents of new technologies such as QR codes, mobile devices, software upgrades and third-party services.

2013 Update: *The Library's Technology Team is meeting on a quarterly basis to review this information. They have served as a test team for various technology projects and upgrades. They are currently developing a list of staff uses for mobile devices.*

Implement use of QR codes to enhance display of library materials, link print resources such as newsletters to their online alternatives, allow gamification to promote new products and services.

2013 Update: *Library literature indicates that the use of QR codes has not been as effective as initially expected; therefore the Technology Team has recommended that this activity not be pursued.*

Replace existing server equipment and software with current operating systems running on virtualized server(s) to reduce equipment costs, system maintenance overhead and power consumption.

2013 Update: *The transition to the new virtualized servers was completed in March.*

For Comfortable Spaces:

Evaluate current meeting rooms and their usage. Assess what changes would be necessary to utilize the Board Room, Meeting Room and Youth Activities Room when no programs are in session. (Potential uses include quiet study space and/or group meeting space.)

2013 Update: *Meeting Room policy was revised in March 2012. Both rooms are now available for no charge to qualifying groups and businesses. The Board Room is also available for quiet study when not in use. We have also permitted small group use of the Board Room when it is not otherwise occupied. Usage has increased for both rooms.*

For Teen Space:

2013 Update: *Youth Services Manager & Teen Librarian plans are indicated in boldface type below.*

Determine the target age/audience for the space. **Ages 13-18**

Identify purposes for the space:

- What collections/formats will be located within the space?
YA collections should be near the space, but not necessarily located within the space.
- What activities will take place in the space? (programs, studying, social gathering, gaming, etc.)
Programming, gaming, movies, seats for lounging, space for studying. Booths or tables and comfortable chairs would be appropriate in this space.

Identify technology needs.

Desktop computers, gaming equipment, televisions/monitors, Wi-Fi, laptops and/or tablets. (A focus group could help determine other needs.)

Determine whether or not the space will be exclusively a teen space or if it can be “teen only” during identified hours, but used for other purposes outside of those hours.

Area should be exclusively for intended age group when they are not in school. Adults may be permitted to use the space at other times provided they are willing to vacate the space when teens arrive.

Determine whether additional staffing will be necessary to monitor space.

If the space is in a separate room that is closed off and not visible to staff, then two part-time staff are needed in addition to existing staff to monitor the space when it is open to the public. If space is open and/or visible to staff, then we may not need additional staff.

Establish a teen advisory board to assist with the above action steps and to advise the staff regarding collection development, programs and services.

Instead of a Teen Advisory Board, staff suggest that focus groups meet to plan the space. (Due to the length of the process, those on the Teen Advisory Board may be too old to use the space once it is actually established.) At the time the space is finished, a Teen Advisory Board would be established.



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