STRATEGIC PLAN 2018-2021

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INTRO

The Strategic plan presented on the following pages was developed in 2017. During the process, not only was the strategic plan created, but the mission statement revised and a vision statement and library values crafted. This plan represents the feedback from numerous staff and board members as well as community input in the form of passive surveying and feedback. As we did not undertake a full strategic planning process, this plan represents what we need to work on putting in place in order to do a more complete assessment of our programs, materials and services. This plan is about setting the stage for the next step in the Library's journey. Over the next three years, we will continue moving forward on current projects, but will also be creating more structure to build a solid foundation for making more informed decisions in the future. The ultimate goal of the plan is to bring more value to our community by developing new services in a cost efficient manner based upon targeted analysis by staff.

MISSION

The Northbrook Public Library nurtures community and stimulates lifelong learning through innovative, responsive programming, partnerships, resources, and services. We deliver excellent customer service to our patrons to create a welcoming, inclusive environment.

VISION

Our patron-focused organization will create a more connected, inclusive, and engaged community in Northbrook.

How we imagine this…

Northbrook Public Library is a place where community happens; where patrons are welcomed; where learning enriches lives. We provide library services tailored to our patrons, inside the Library and out, meeting patrons where they are.

Our staff continuously build the skills and knowledge to design convenient, patron-focused experiences. Everything we do reflects our commitment to provide value and quality to our patrons.

We are a cohesive, effective and inclusive organization that seeks out passionate, engaged partners and supporters to help us achieve common goals.

VALUES

- Innovation
- Inclusion
- Customer-focus
- Lifelong Learning
- Collaboration

Innovation

We value creative approaches to new and familiar problems and find innovative ways to provide value to our community.

Inclusion

We create a welcoming environment for everyone and express our respect for differences in our service and resources.

Customer-focus

We listen to and learn from our patrons to provide them the best customer services and experience possible.

Lifelong Learning

We value lifelong learning, curiosity, and growth and learn alongside our patrons.

Collaboration

We value collaborative work in the library and form sustained partnerships with valuable community partners.

STRATEGIC PRIORITIES

1. Fit into patrons' lives
2. Expand and deepen community-centered initiatives and partnerships
3. Innovate and improve based on usage, needs, and trends
4. Build a high capacity organizational infrastructure
5. Maintain a secure, sustainable, and well-resourced library

STRATEGIC PRIORITIES, GOALS, & ACTION ITEMS

1. ## Fit into patrons' lives.

   A. Preserve and build on proven programs and service offerings.

      - Continue to perform upgrades on building and technology including upgrading the alarm system, repaving the blacktop, purchasing new chairs, and implementing a new phone system.

      - Schedule high demand, well received programs consistently based on the results of implementing the [Public Library Association (PLA) Project Outcome.](#)

      - Create metric for evaluating program offerings and determining what is proven and successful and what can be discontinued based on tools in the [Public Library Association (PLA) Project Outcome.](#)

   B. Integrate best practices from User Experience (UX) design and research to understand patron behaviors and needs.

      - Develop a library wide user experience (UX) focused committee.

      - Determine how to apply design thinking principles within the Library.

      - Train relevant staff in User Experience design and research.

   C. Intentionally create streamlined, convenient services that meet the needs of diverse patrons (age, race, gender, etc.)

      - Migrate to a new Integrate Library System.

      - Investigate the feasibility of different radio frequency identification systems (RFID) for use in inventory, shelf management, self-check, anti-theft detection, automated materials handling, and checking in and out.

      - Investigate event management software and determine if there is new software that is more user focused and intuitive.

      - Investigate new ways to reach current, underserved and unserved patrons.

2. ## Expand and deepen community-centered initiatives and partnerships.

   A. Forge new strategic alliances with community partners, e.g. schools, park districts, business associations, etc.

      - Research connections and forge partnerships with community and corporate partners.

      - Identify community leaders and engage them in identifying needs.

      - Identify unique businesses and organizations and reach out to them and discuss ways to partner.

   B. Provide a diverse array of events that bring members of the community to the library and foster human connection and relationship building.

      - Identify community partners to build a plan to make the Northbrook community more inclusive.

      - Increase relationship building and human connections in programs through analyzation of current programs and data gathering.

- Develop a plan to identify and solicit community members who are interested and willing to share their knowledge and expertise through programming.

C. Foster the creation of diverse and inclusive learning communities.

- Build and open The Collaboratory.

- Increase participation in the volunteer program and develop an onboarding process, procedure manual, and volunteer recognition events.

- Evaluate what publicity needs to be offered in multiple languages and formats and create multi-lingual and accessible publications.

- Identify patron groups of different ethnicities and interests and develop a plan to connect with these groups.

3. Innovate and improve based on usage, needs, and trends.

A. Regularly analyze library usage and community demographic data and use findings for continuous quality improvement.

- Utilize collection development tools like Collection HQ to better meet patron demand and fill in collection holes and provide access to materials for patrons in different demographics in our community.

- Examine current data collection practices, evaluate effectiveness, and implement new practices using PLA's Project Outcome as a model.

- Identify data we need and form a plan on how to gather and who should gather data.

B. Identify and track demographic, global social, economic, political and library trends that impact our community and our library.

- Develop staff trends committee to identify trends and provide information to larger staff and board.

- Develop evaluation and assessment criteria for trends and new initiatives.

C. Generate innovative programs and services grounded in an understanding of community needs and trends.

- Conduct annual data summit to review and assess data collection and usage.

- Hold annual collection development summit that analyzes patron usage and data in order to drive collection development practices.

- Develop outreach team/committee in order to forge relationships with community partners in a cohesive and strategic way.

4. Build a high capacity organizational infrastructure.

A. Define critical library outcomes and measure them annually.

- Define what critical library outcomes are.

- Develop a long range facilities plan that ensures alignment with patron and evolving program needs.

B. Improve data collection and analysis tools and align them with critical library outcomes.

- Provide a monthly statistics report that gives relevant and timely information to the board and staff on programs, services and usage.

- Create plan to gather better metrics for data analysis including contacting businesses for input and assistance and using local resources like the GIS Department at the Village Hall.

C. Streamline policies and procedures to ensure clarity and smooth workflow.

- Review internal processes and determine which can be streamlined to improve workflow.

- Revise general policy manual, emergency manual, and employee handbook to ensure clarity and consistency.

- Create succession plans for positions within the Library.

- Create procedures for common tasks performed throughout Library.

- Design and build a maintenance shop and workspace.

- Redesign Technical Services to allow for better workflow.

D. Foster the development of a diverse and inclusive workforce and board.

- Implement revised staff evaluation and compensation program.

- Create and implement technology competencies across all departments including training on new ILS.

- Update onboarding process with administration and within each department.

5. Maintain a secure, sustainable, and well-resourced Library.

A. Improve on-boarding and education of board members who are committed champions of the library.

- Develop plan for ongoing board training with board members.

- Discuss with board what information is wanted in monthly reports and then update with information requested.

B. Align branding and external relations strategies with program and funding support goals.

- Continue implementing the Branding and Style Guide.

- Create and implement a communication plan for the marketing guide that is shared with all staff and in the onboarding process for new staff.

- Develop a marketing plan to reach new audiences and better promote our programs, collections and services.

C. Evaluate the tax base and its future implication for library support.

- Evaluate current tax base and determine future demographic of community.

- Identify what other units of local government are planning for in future years and determine what other capital projects are happening.

D. More assertively build relationships with foundations and corporate sponsors.

- Identify corporate entities and foundations in town.

- Develop a list of community and business stakeholders and hold regular meetings to facilitate communication and feedback.