



PROSPECT
HEIGHTS
PUBLIC
LIBRARY
DISTRICT



PROSPECT HEIGHTS PUBLIC LIBRARY DISTRICT

Strategic Plan 2019-2024

Approved February, 2019

MISSION

The Prospect Heights Public Library District links
our community to the world of ideas

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INTRODUCTION

We are pleased to present the Library's 2019-2024 Strategic Plan.

This document is the culmination of an 18 month-long process that began with the determination that our existing plan was no longer viable and a new strategic plan was needed. The Management Team conducted a review of the strategic plans of area libraries and noted the consultants who helped craft the best of those plans.

With the recommendation from the Management Team, the Board of Trustees voted to hire Harry Christiansen from Christiansen Consulting LLC. to help craft a new plan. Mr. Christiansen conducted focus groups with the Board of Trustees, Management Team, and Library Staff. Two public surveys were conducted. An online survey garnered 136 responses, mostly from users of the Library. A "Word on the Street" survey conducted by Library staff and volunteers at locations throughout the district had 93 respondents, 38 of whom had not used the Library in the past year.

A planning retreat was held on November 3, 2018 to discuss the results of the focus groups and surveys, identify strategic challenges and establish goals and objectives to meet those challenges. We also identified several meaningful trends: a desire for an updated, comfortable building; an appreciation of our staff and the outstanding customer service they provide; an acknowledgement of the strong relationships between the Library and local agencies and groups; and the need to maintain the best of our traditional services.

This Strategic Plan is a critical document. It provides a map of what the Library wants to be by detailing specific objectives we need to meet in order to reach the Library's goals. The Plan is also a living document. As the community changes, the Library must also change to continue to offer the most appropriate library services for the district. Annual reviews will ensure proper progress towards the Library's goals. These reviews provide opportunities to re-examine both goals and objectives and make changes or additions as needed.

I am grateful to all of the participants for their time, thoughtfulness, and energy as we developed this plan. Together, we shaped the Library's priorities to meet the hopes and needs of both current and future library users. As we move forward, we strive to be an inclusive community space, where everyone feels inspired to learn and grow.

Alexander C. Todd
Executive Director
Prospect Heights Public Library District

ACKNOWLEDGMENTS

Strategic Planning Team

Marianne Kerr	Trustee
Kim Murphy	Head of Adult Services
Sue Seggeling	Head of Youth Services
Alexander C. Todd	Executive Director

Board of Trustees

David Yager	Board President
Peggy Lahey	Board Vice-President
Merete Penick	Board Treasurer
Pat Peterson	Board Secretary
Tim Bochula	Trustee
Marianne Kerr	Trustee
Bill Moser	Trustee

Thanks to all the Library staff who shared participated the preliminary staff focus group and those who volunteered to help conduct the Word on the Street Survey.

Special thanks to Meg Golembiewski and Beth Klein for volunteering to serve as staff representatives during the planning retreat.

EXECUTIVE SUMMARY

The Prospect Heights Library was established in 1955 by the Prospect Heights Woman's Club. The Woman's Club initially operated the Library on a volunteer basis. They worked with local groups such as the Lions Club, P.T.A., Fire Department, and the Prospect Heights Improvement Association to collect books for the collection. In May of 1957 residents voted to establish a tax supported library district.

The Library's initial storefront location was donated by a local builder. The Library moved among several storefronts as its collection and usage grew. The Library found its current home in 1972.

In the fall of 1989 a referendum was approved by Library District residents allowing the sale of bonds to finance a building addition and renovation. A \$250,000 Library Services Construction Act Grant was obtained and construction of the \$2.7 million project began on March 17, 1990. In 1991 construction was completed; more than doubling the Library in size to 26,000 square feet.

A successful referendum was held in November of 1992, which increased the operating rate for the Library from 0.15% to 0.25%. In November 2004, local voters again approved an increase of .08% in the Library's tax rate. These funds have allowed the Library to sustain outstanding services and make necessary improvements to the building.

The Library updated its lighting, carpet, furnishings and technology in 2008. In 2012, the Library installed a de-icing system by the front entrance and built a drive-up book return system. The staff lounge and Lusk Room were redecorated in 2013 and the lobby restrooms were fully renovated in 2016. The Library's roof and HVAC system were replaced with energy efficient alternatives in 2014. The Library met a long term goal in 2017 by building an auxiliary parking lot on adjacent property, increasing parking capacity to 100 spaces. In 2018, the Library re-milled the east and west parking lots, expanded the de-icing system, and reorganized the electrical room to better accommodate future projects.

Library staff brings services out to the community – to the patron's point of need. Staff participate in community events such as Community Day, the Park District's block party, and making frequent school visits. Staff speaks at local clubs as well, including Rotary and the Chamber of Commerce. These efforts have led to strong cooperative relationships with other local agencies that mutually improve services in unique and exciting ways.

During FY17-18, the Library welcomed 129,886 visitors and circulated 269,520 items. 32,599 people of all ages attended the 916 programs we hosted. Program attendance increased more than 18% from FY16-17.

BASIC INFORMATION ABOUT THE LIBRARY DISTRICT

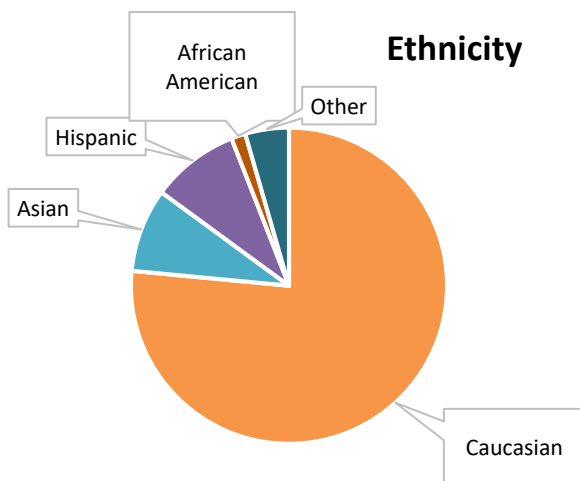
The Prospect Heights Public Library District serves a population of 14,073 according to the 2010 Census. The District is located in the northwest Chicago suburbs, 25 miles from downtown Chicago and serves most of the residents of the City of Prospect Heights, part of the Village of Wheeling, and certain unincorporated areas. The Indian Trails Public Library District also serves some Prospect Heights residents and most Wheeling residents.

The District serves the Prospect Heights School District 23 along with portions of Wheeling School District 21 and Township High School District 214. There are six primary schools within the boundaries of the District. These schools feed into one of two public high schools. The District is also part of the Harper Community College District.

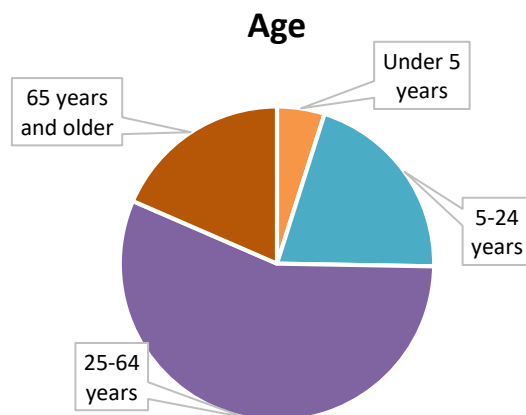
Nearly 50% of the District is foreign born, including large communities of Polish, Russian, Korean, Hindi, and Spanish speaking families. The average household size is 2.25. Median household income is \$67,979.

The District is predominantly residential in character. Housing throughout most of the district is on large one-half to one-acre properties. The approximate median home value is \$325,750.

As of 2010, the Library's Area Profile reflects a district population consisting of the following: 84% White, 9.4% Asian, 9.9% Hispanic, 1.6% African American, and 4.9% other.

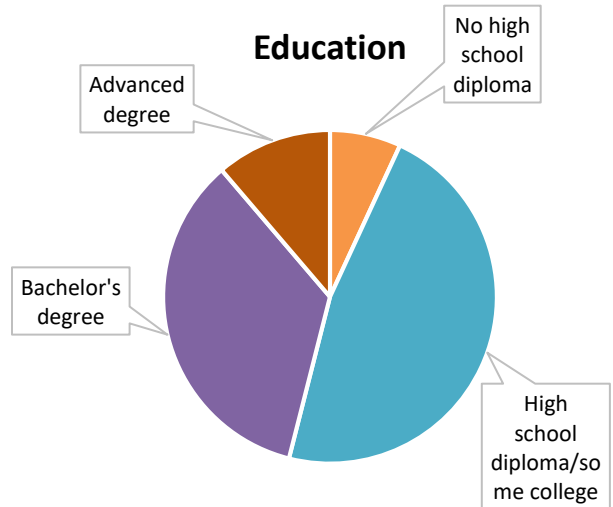
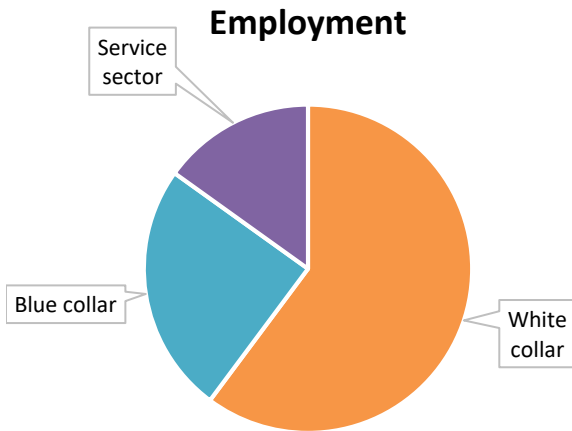


The median age is 44 years. The 2010 population is distributed as follows: 4.9% under 5 years, 20.4% 5-24 years, 56.3% 25-64 years, and 18.5% 65 years and over.



68.75% of District residents are employed in white collar occupations such as management, sales, business, and the arts. 28.22% work in blue collar occupations such as construction, production, and transportation. 17.25% of the workforce works in the service sector.

6.74% of the adult population 25 years of age and up does not have a high school diploma. Another 46% have a high school diploma and may have completed some college or received an associate degree. An additional 34% have earned a bachelor's degree, with 11% holding advanced degrees.



ORGANIZATION

The Library District has a board of seven elected Trustees who serve 6-year terms. The Trustees are active participants in the creation and maintenance of the Strategic Plan. They review the plan annually to ensure the goals and objectives are still applicable. The Board also secures the resources needed by the Staff to meet the Plan's objectives.

The Executive Director leads the Library's Management Team which consists of the Library's six department heads. Under the organization of the departments, the Library Staff works to meet the objectives of this Plan.

The **Administrative Services Department** is responsible for the management of the Library's finances. Responsibilities include directing the financial activities of the Library, maintaining a central accounting system, preparing the annual budget and levy, financial reporting and coordinating the annual audit. The department also provides overall policy direction on human resource management issues and administrative support functions related to the management of employees for all departments within the Library. Responsibilities include benefits management, payroll, employee relations and training.

The **Adult Services Department** provides materials, services and programs designed to meet the needs of adult Library users. The Department offers readers' advisory, interlibrary loans, computer training, discussion groups, reference service, employment search support, voter's registration, VITA tax assistance and passport acceptance services. The Department is continually monitoring developments in patron requests in relation to both subject areas as well as format types. New technology is reviewed to make the best choices for providing relevant information in the best format. Staff coordinates with the other Library Departments to support programming with effective use of all the available resources.

The **Youth Services Department** is dedicated to serving patrons age birth-8th grade with respect, kindness and over-the-top service. The Department provides quality services to area public and private schools and area pre-schools. This includes Library visits from staff to do stories, book talks and promote Library programs and services. Hallmarks of our staff are teamwork, collaboration, creativity, and flexibility in responding to our patron needs. Youth Services staff provide and promote relevant programs to bring children into the Library and enhance literacy and cultural awareness. Youth Services staff coordinate with other Library Departments and other community partners to bring the best products and services to the patrons of Prospect Heights.

The **Technical Services and Automation Department** is responsible for efficiently acquiring, organizing, maintaining, and providing physical and virtual access to the Library's collections. We order books, movies, music, programming supplies, and computer equipment. Library materials are checked in, cataloged and classified, processed, entered into the shared CCS catalog, and made available to patrons. We manage invoices and submit them for payment.

The Library's computer network management is outsourced, but issues are evaluated and routed through our department if we cannot troubleshoot them in-house.

The **Circulation Department** strives to greet all patrons with a warm welcome while providing them with easy and convenient access to the Library. The Department uses technology to make using the Library more convenient while maintaining the friendly environment patrons cherish. The Department manages the circulation of non-traditional items. Popular checkouts to make patrons' lives even easier include phone chargers, umbrellas, portable CD players, bike locks, and a Kill-a-watt meter. Circulation Staff is active throughout the community and bring library services to patrons' point of need. Staff attend school open houses to register students and parents for library cards. In a cooperative agreement with the Indian Trails Library, Circulation Staff register new patrons who live within ITPLD boundaries. Indian Trails provides us with the same service in return.

The **Community Services Department** strengthens community outreach via the Library's website, web/social networking resources, the *Elm Leaf*, eNewsletters, flyers, and in-house and external digital media, working in conjunction with community agencies, organizations and facilities. Community Service staff references, develops and provides meaningful training for Library staff and patrons. The Department produces interesting programs for adult audiences and encourages local press coverage of Library's events.

FOUNDATIONAL GOALS

The foundation of our Strategic Plan is its goals. Goals provide the Library's focus for the next five years. They are derived from the Library's mission, the results of the planning process, and the Library's ultimate focus on providing user satisfaction with its services.

- **Campus**
The Library's building and grounds are modern, inviting and accessible.
- **Marketing**
The Library effectively communicates with the residents of the Library District.
- **Materials and Services**
The Library provides quality materials and innovative services to maximize their impact on the community.
- **Staff and Culture**
The Library has an inclusive staff culture that embraces respect and collaboration.

These goals were designed to be broad and open ended. There will always be more that can be done to improve in these areas. Each goal has supporting objectives. Objectives are specific, measurable steps designed to help achieving the goal. As objectives are completed, they are replaced with new ones to ensure continuous progress towards each goal.

Objectives are designed using the **SMART** method. They are **S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**imely.

GOALS & OBJECTIVES

Campus – The Library’s building and grounds are modern, inviting and accessible.

- 1-1a By July 1, 2019, engage with the professionals necessary to develop a comprehensive building and landscaping plan emphasizing green technologies, longevity, and flexibility.
- 1-1b By January 1, 2020, have a comprehensive building plan that details a phased renovation of the entire campus.
- 1-2 Reseal and repaint all three parking lots by the summer of 2020.
- 1-3 Repaint exterior poles, fences, and signage by the end of 2020.
- 1-4 Establish a process that regularly reviews and updates the building plan by July 1, 2020.
- 1-5 Be prepared to replace the Library’s 3 boilers by July 1, 2023.

Marketing – The Library effectively communicates with residents of the Library District.

- 2-1 By July 1, 2020, redesign and restructure the Library’s website, social media presence, and event calendar software to meet current needs.
- 2-2 Create a targeted plan to increase library card ownership and usage by January 1, 2021.
- 2-3 By July 1, 2021, redesign and restructure the Library’s newsletter to meet current needs.
- 2-4 By July 1, 2023, create a community engagement document that lists the Library’s current and future partners, how we cooperate and ways we could cooperate differently.
- 2-5 Identify key non-user groups and underserved community members and develop a plan to engage them by January 1, 2024.
- 2-6 By July 1, 2024, establish standards and update procedures to facilitate branding throughout the Library

Materials & Services – The Library provides quality materials and innovative services to maximize their impact on our community.

- 3-1a By July 1, 2019, establish a staff committee to identify and investigate new customer services.
- 3-1b By October 1, 2019, the committee has established procedures for identifying and analyzing potential new services.
- 3-2 Update the Library's Collection Development Procedures by July 1, 2020
- 3-3 Establish procedures for developing, storing and circulating a "Library of Things" collection by January 1, 2021.
- 3-4 By January 1, 2023, conduct a comprehensive review of the Library's programming.

Staff & Culture – The Library has an inclusive culture that embraces respect and collaboration

- 4-1 Incorporate team building and professional development exercises into Management Team meeting agendas by March 1, 2019.
- 4-2 Beginning in April, 2019, experiment and refine ways staff can communicate and interact with the Executive Director and management team.
- 4-3 Starting with FY19-20, incorporate individualized continuing education plans into the annual evaluation process.
- 4-4a Establish Library training requirements by July 1, 2019.
- 4-4b Ensure staff meet Library training requirements by January 1, 2020
- 4-5 Establish a staff-led committee and create a Library Culture Statement by December 2019.
- 4-6a Establish Department training requirements by July 1, 2020.
- 4-6b Ensure staff meet Department training requirements by January 1, 2021.
- 4-7 Conduct a comprehensive staff benefits review by July 1, 2021
- 4-8 By July 1, 2024, conduct a comprehensive review of department responsibilities and functions.

OBJECTIVE TIMELINE

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21		
CAMPUS							1-1a						1-1b					1-2	1-4				1.3															
MARKETING																			2-1						2-2							2-3						
MATERIALS							3-1a			3-1b									3-2						3-3													
CULTURE			4-1	4-2		4-3	4-4a					4-5	4-4b						4-6a						4-6b						4-7							
	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24		
CAMPUS																			1-5																			
MARKETING																			2-4						2-5						2-6							
MATERIALS													3-4																									
CULTURE																															4-8							