



NEW LENOX PUBLIC LIBRARY DISTRICT

STRATEGIC PLAN

2010-2015

New Lenox Public Library District • 120 Veterans Parkway • New Lenox, Illinois 60451
www.newlenoxlibrary.org

Mission, Vision and Values

Mission Statement:

The mission of the New Lenox Public Library District is to provide access to materials, services, and public spaces that inform, enrich, entertain and educate our community in a friendly and helpful environment.

Community Vision Statement:

The New Lenox Public Library District provides access to collections, programs, and leadership to promote the development of literate and informed citizens through open and equal access to cultural, intellectual, recreational and information resources.

Values Statement:

The New Lenox Public Library District Values:

- Demonstrate excellence in customer service.
- Provide, support, and advocate for access for all.
- Act with initiative, creativity and flexibility.
- Work with enthusiasm and optimism to reach goals.
- Responsible stewardship of resources.
- Protect user privacy and confidentiality.
- Provide a helpful, friendly and welcoming atmosphere.

Strategic Initiatives 2010-2015

Built into the initiatives, goals and actions of the Strategic Plan is the understanding that we must maintain current core services essential to providing quality public library service.

- Provide items for pleasure reading, viewing and listening.
- Present programs for entertainment, education and story times.
- Connect to the online world.
- Find information in all formats.
- Provide help in evaluating information sources in all formats.

Strategic Plan Categories

- Finances
- Services
- Organizational Development
- Communications
- Technology
- Facilities

Historical Introduction to Initiatives

- 1936 - Volunteer library started by New Lenox Woman's Club with a collection of 385 books (a room in Haven School).
- 1938 - Collection grew to 1,500 books.
- 1942 - Library moved to the Bruns Building (above Amos Bruns' Barbershop).
- 1946 - The New Lenox Township Library was created and became tax-supported through a referendum. The voter-approved corporate tax rate was 15 cents per \$100 assessed valuation.
- 1957 - The library moved to 117 Church Street; 732 sq. ft. It was originally a novelty store.
- 1966 - Joined Bur Oak Library System (now Prairie Area Library System); population 8,498.
- 1975 - The building on Cedar Road was constructed: 7000 sq. ft. (Now the Martin P. McKay Center). Collection is 10,000 items, Population is 10,059
- 1981 - Computerized circulation started with 32,000 items; population 16,578.
- 1986 - A 4,500 square foot addition was completed and dedicated; 11,500 sq. ft.
- 1987 - Converted to a district library; population 18,044.
- 1999 - Voters approved a \$10.85 million bond issue referendum to construct a new building in the Village Commons; population 25,809.
- 2000 – Construction began on the new 58,500 sq. ft. building.
- 2001 - Opened the new building on December 10th; Building will hold over 200,000 books and other materials. Population is 28,759.
- 2002-2005 – Three rate increase referenda failed; reduced staff and hours
- 2009 - Population 35,043. The corporate tax rate is 11.16 cents per \$100 assessed valuation. Collection is 141,388 items.

1.0 Strategic Finance Goal: Develop a multi-year financial process that assures adequate, sustainable funding for the next four years.

<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
1.1 Pass tax referendum:				
1.1.1 Develop Needs Assessment	NA results	Financial Mgr	3/10	6/10
1.1.2 Develop Needs Presentation	Fin. Adv.	Board/Dir	7/10	7/10
1.1.3 Chose an election date	Board Mtg.	Board	2012	2014
1.1.4 Survey the community	Contractor	Director	2011	2011
1.1.5 Project the requested rate	Financial Adv.	Fin. Adv.	2011	2011
1.1.6 Form Citizens Committee	Comm. Vols.	Board	2011	2011
1.1.7 Fund Referendum Campaign	Contributions	Board	2011	2011
1.1.8 Develop/Implement Marketing Plan	Market Mgr.	Board	2011	2011
1.1.9 Begin legal process w/attorney	Legal Fees	Director	2011	2011
1.1.10 Develop Contingency Plan	Board/Community	Board	11/09	9/10
<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
1.2 Work with legislators/other governmental bodies to increase Library funding:				
1.2.1 Work w/i ILA framework	ILA/PPC	Director	6/09	Ongoing
1.2.2 Personal contact w/ Legislature/Governor	Board/Friends	Board	6/09	Ongoing
<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
1.3 Find viable alternative funding:				
1.3.1 Develop funding alternatives	Board/Community	Board	9/09	Ongoing
1.3.2 Investigate Donations/Endowments	Board/Community	Friends	10/09	Ongoing
1.3.3 Conduct Fund Raisers	Friends/Committee	Board	10/09	Ongoing
1.3.4 Solicit corporate Donations	Board	Board	9/09	Ongoing

<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
1.4 Implement strict budget restrictions for all services, materials, supplies, programs and human resources:				
1.4.1 Annual operating budget will not exceed projected income.	Budget/Income projections	Director Business Mgr.	April	Ongoing
1.4.2 Annual materials/Capital expenses will be funded by special reserve fund and developer fees.	Developer Fees, Reserves	Business Mgr.	July	Ongoing
1.4.3 Annual materials/Capital expense spending will not exceed projected annual budget.	Budget reports	DHs	October	Ongoing
<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
1.5 Work within balanced budget:				
1.5.1 Department Heads will generate annual budget.	Financial Info	DHs	February	May
1.5.2 Department Heads will monitor/control spending.	Financial Info	DHs	Monthly	Ongoing
1.5.3 Operating budget will not exceed projected revenue	Financial Info Budget Projections	DHs Dir/Bus. Mgr.	Monthly Monthly	Ongoing Ongoing
1.5.4 Materials/Capital expenses will not exceed projected income from special reserve fund, developer fees, or other income.	Financial Info	Dir/Bus Mgr DHs	Monthly	Ongoing
1.5.5 Special Reserve Fund will be spent for materials and other capital expenses.	Financial Info	Bus Mgr	7/10	Until exhausted

2.0 Strategic Services Goal: Annually balance the demand for services, programs and collections with New Lenox Public Library District financial/human resources.

	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
2.1	Provide and maintain access to resources:				
2.1.1	Purchase materials	Budget, Selection tools	AS & YS	July	June
2.1.2	Catalog/process materials	Catalog tools, PC database, OCLC	TS	July	Ongoing
2.1.3	Shelve & display materials	Human resources	AS, YS Pages	July	Ongoing
2.1.4	Maintain collections and read stacks	Human resources	Volunteers,	July	Ongoing
	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
2.2	Provide qualified staff:				
2.2.1	Calculate salary & benefits costs	Budget/ILA formula	Dir	July	June
2.2.2	Conduct job/task analysis	Staff/TA Com, Job descriptions	DH	5/10	8/10
2.2.3	Review/Revise job descriptions	Director/DHs, Core responsibilities	Dir/DHs	July	June
2.2.4	Develop performance feedback instrument	Job descriptions, core resp.	DHs, Dir	3/10	5/10
2.2.5	Develop positional interview/selection guide for each position.	Job descriptions, core resp. Interview questions	DHs, Dir	5/10	6/10
2.2.6	Conduct New Employee Orientation program	Dept. input	Staff	7/09	Ongoing
2.2.7	Conduct annual safety training	Safety/Compliance	Maint. Mgr	7/09	Ongoing

	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
2.3	Provide instruction on use of electronic resources to patrons:				
2.3.1	Determine subject matter needs	Qualified instructor Patron input	DHs Staff	7/09	Ongoing
2.3.2	Identify instructor	DHs	DHs	7/09	Ongoing
2.3.3	Plan/Schedule/Organize training	Room, instructional Materials	Staff	7/09	Ongoing
2.3.4	Conduct/Evaluate program	Lesson plan, Instructor Evaluation inst.	Staff	7/09	Ongoing
	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
2.4	Maintain 24/7 access to electronic resources:				
2.4.1	Maintain website	Budget/Design plan	Staff, Webmaster	7/09	Ongoing
2.4.2	Select/Purchase electronic subscriptions resources	Provide/Review	DHs	4/09	"
2.4.3	Configure/Load/Connect databases	Equipment, vendor info,	IT	7/09	"
2.4.4	Market new/existing electronic resources	Marketing plan	DHs, Staff	9/09	"
2.4.5	Monitor/Analyze usage monthly/annually	Connection to vendor Admin Assistant	DHs Admin Assistant	10/09	"

3.0 Strategic Organizational Development Goal: Develop an organization where people are encouraged to expand their capacity to create results, investigate new patterns of thinking, and continually learn together.

	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
3.1	Provide continuous learning opportunities:				
3.1.1	Support people who wish to further their education.	Policy/Budget	Board	7/09	Ongoing
3.1.2	Support attendance at work shops and seminars.	Policy/Budget	Board/Admin*	7/09	Ongoing
3.1.3	Provide staff development opportunities.	Needs Asses./Budget	Admin*	1/10	Ongoing
	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
3.2	Link individual performance with organizational performance:				
3.2.1	Develop organizational performance standards.				
	3.2.1.1 Meet "Growing Library" standards from <i>Serving Our Public 2.0</i>	Funding	Board/Admin*	10/09	Ongoing
3.2.2	Design job descriptions that support those standards.	Mgmt. Team**	Mgmt. Team**	1/10	3/10
3.2.3	Develop selection criteria for hiring and supporting standards.	Admin*	Admin*	1/10	3/10
3.2.4	Allow people to measure their performance against organizational performance.	Staff	Staff	4/10	5/10
	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
3.3	Foster inquiry and dialogue:				
3.3.1	Encourage people to share openly and take risks.	Admin/Staff	Admin/Staff	10/09	Ongoing
3.3.2	Remove barriers and boundaries to creative thought.	Admin/Staff	Admin/Staff	10/09	Ongoing
3.3.3	Encourage creative thinking	Admin/Staff	Admin/Staff	10/09	Ongoing
3.3.4	Encourage intrinsic rewards.	Admin/Staff	Admin/Staff	10/09	Ongoing

*Director and Department Heads

**Director, Department Heads, Business Manager, Maintenance Manager, Administrative Assistant, LAN Manager

<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
3.4 Foster creativity as a source of energy and renewal:				
3.4.1 Create an atmosphere that encourages open discussion	Admin/Staff	Admin/Staff	10/09	Ongoing
3.4.2 Channel conflict through a system of “Emotional Intelligence”*	Admin/Staff	Admin/Staff	10/09	Ongoing
<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
3.5 Be continuously aware of and interact with the community environment:				
3.5.1 Design a system for continuous community input.	Board/Admin/Staff	Board/Admin/Staff	10/09	Ongoing
3.5.2 Research and adapt “Best Practices” throughout the country.	Board/Admin/Staff	Board/Admin/Staff	10/09	Ongoing
3.5.3 Develop and implement “Outreach” programs	Board/Admin/Staff	Board/Admin/Staff	10/09	Ongoing

*Emotional Intelligence: Knowing one’s emotions, managing one’s emotions, motivating oneself, recognizing emotions in others, and handling relationships all in a positive manner. Adapted from *Emotional Intelligence: Why It Can Matter More than IQ* by Daniel Goleman, 1995

4.0 Strategic Communications Goal:

4.0.1 Maintain high-level internal and external communications that develop awareness of our mission, the services we provide, and the benefits to our community:

4.0.2 Develop and implement a communications strategy to identify the communications tools that will most effectively engage internal/external audiences:

<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
4.1 Identify internal communication needs:				
4.1.1 Create a deeper understanding of other existing projects and how they fit in the overall organizations objectives.	Staff Mtg.	Director, DHs	7/09	Ongoing
4.1.2 Identify common issues and experiences and how they were handled.	Staff Mtg.	Director, DHs	7/09	Ongoing
4.1.3 Avoid duplication of work.	Staff Mtg.	Director, DHs	7/09	Ongoing
4.1.4 Keep board members informed of progress and obstacles in projects.	Board Access	Director		
4.1.5 Identify areas of internal collaboration.	Staff Mtg.	Director, DHs	7/09	Ongoing
4.1.6 Identify tools that would improve internal communications.	Staff Mtg.	Director, DHs	7/09	Ongoing
4.1.7 Enhance the internal e-mail system.	Financial	IT	7/10	Ongoing
4.1.8 Create an intranet system.	Financial	IT	7/10	9/10
<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
4.2 Build awareness and engage the staff:				
4.2.1 Identify external communication needs.	Staff Mtg.	Director, DHs, IT	7/09	Ongoing
4.2.2 Identify tools to effectively engage external audiences.	Staff Mtg.	Director, DHs, IT	7/09	Ongoing
4.2.3 Build awareness of the external audiences.	Staff Mtg.	Director, DHs, IT	7/09	Ongoing

<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
4.3 Develop marketing program:				
4.3.1 Create joint board/staff marketing committee	Board/Staff	Board/Staff	4/10	Ongoing
4.3.2 Develop seasonal campaigns	Marketing Comm.	Staff	4/10	Ongoing
4.3.3 Identify target audiences (e.g. teens, seniors, business people)	Marketing Committee	Chairperson	4/10	Ongoing
4.3.4 Develop marketing messages	Marketing Committee	Chairperson	4/10	Ongoing

5.0 Strategic Technology Goal: Integrate technologies that improve and enhance the delivery of library services.

<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
5.1 Research/Evaluate current technology trends:				
5.1.1 Develop Cost Benefit Analysis	IT	IT	7/09	Ongoing
5.1.2 Develop replacement schedules for existing equipment.	IT	IT	7/09	12/09
<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
5.2 Financial Resources for Future Upgrades:				
5.2.1 Approve funding for future budgets.	Board	Board	7/09	Ongoing
5.2.2 Apply for technology upgrade grants.	Staff	Director/IT/Board	7/09	Ongoing
<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
5.3 Adopt New Cost Effective Technologies as Appropriate:				
5.3.1 Support Staff continuing education.	IT, journals, online resources, funding	Admin/Staff	12/09	Ongoing
5.3.2 Research Cost Effectiveness of New Technologies.	IT,	Mgmt.Team	3/10	Ongoing

6.0 Strategic Facilities Goal: Maintain clean, safe physical facilities that meet the needs of the community and staff.

	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
6.1	Manage the annual maintenance budget to w/i +/- 4%:	Budget	Maint. Mgr.		
6.1.1	Track monthly maintenance costs.	Financial Tools	Maint Mgr	July	June
6.1.2	Evaluate special projects/purchases to meet budget.	Financial Tools	Maint Mgr	July	June
	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
6.2	Achieve 100% availability for all HVAC equipment:				
6.2.1	Maintain monthly PM program	Maint Checklist	Maint Mgr	July	June
6.2.2	Reduce contracted maintenance costs by 25%	Equipment Evaluation	Maint Mgr	July	June
	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
6.3	Achieve 100% reliability for all mechanical/electrical equipment:				
6.3.1	Conduct PM for all mechanical/electrical equipment.	Maint Checklists	Maint Mgr	July	June
6.3.2	Reduce PM costs by 6%	Maint Plan	Maint Mgr	July	June
	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
6.4	Achieve 100% availability/reliability for all safety systems:				
6.4.1	Conduct PM for all equipment/systems.	Maint Checklist	Maint Mgr	July	June
6.4.2	Test systems monthly	Maint Checklist	Maint Mgr	July	June

	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
6.5	Achieve 100% compliance for all annual/semi-annual certifications/tests:				
	6.5.1 Review code requirements for safety/compliance.	Compliance Codes	Maint Mgr	July	June
	6.5.2 Schedule/Conduct all safety/compliance inspections and tests.	Inspectors	Maint Mgr	July	June
	6.5.3 Document all inspections and testing.	Inspector Documents	Maint Mgr	July	June
	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
6.6	Manage/Maintain security system:				
	6.6.1 Maintain batteries/parts	Budget	Maint Mgr	July	June
	6.6.2 Maintain log/reports	Report Log	Maint Mgr	July	June
	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
6.7	Develop/Manage contractor/vendor contracts:				
	6.7.1 Evaluate contracts to reduce costs and control budget.	Contracts	Maint Mgr	July	June
	<u>Objectives/Action Items:</u>	<u>Resources Required:</u>	<u>Responsible Person:</u>	<u>Start:</u>	<u>Complete:</u>
6.8	Evaluate "Energy Management" savings opportunities:				
	6.8.1 Reduce consumption: Operations/controls	Consumption Reports	Maint Mgr	July	June
	6.8.2 Evaluate alternative cost components	Distribution Process	Maint Mgr	July	June
	6.8.3 Replace obsolete controls/software.	Budget	Maint Mgr	July	June

Adopted by New Lenox Public Library Board of Trustees on _____
