AGENDA - COMMITTEE OF THE WHOLE
GLENCOE PUBLIC LIBRARY BOARD OF TRUSTEES
MONDAY, SEPTEMBER 27, 2021 - 6:00 PM
HAMMOND ROOM
320 PARK AVE.
GLENCOE, IL 60022

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1) CALL TO ORDER - 6:00 p.m.

2) ROLL CALL

3) ADDITIONS TO THE AGENDA

4) PUBLIC COMMENT

5) NEW BUSINESS

    a. Strategic planning discussion   2

6) ADJOURNMENT

Strategic Plan 2019 – 2021

Introduction

2017 - The Glencoe Public Library Board began work on the library's next strategic plan. Former Library Trustee Jacqueline Babb was selected by the Library Board to chair the Strategic Planning Committee which would integrate the expertise and knowledge of the Library Board and library management team.

2018 - The Library Board hired Sarah Keister Armstrong & Associates to conduct a community needs assessment. The assessment consisted of:

- A community survey made available to all library patrons
- Focus groups with community leaders and library staff
- In-depth interviews with each Department Head and Trustee.

Findings showed that the library is seen as an integral institution in Glencoe where the collections, services, and staff meet the needs of its community members. However, there were clear opportunities that could be addressed.

Extensive analysis and discussion led to the following strategic plan goals:

1. Modify space
2. Strengthen and increase patron engagement
3. Deliver high-quality patron experiences
4. Use existing and new technologies

The strategic plan was reviewed by the Library Board and adopted on November 20, 2018, and the management team moved quickly to complete preliminary work gathering data for each of the goals. The management team was instructed to assess and review current procedures and data to provide both an overview of the library's current position, and to determine directions for each goal.

2019 – through data, the management team felt that Goal 1: Space, was the most crucial, and could address many of the plan's strategies. The management team held preliminary meetings with organizations experienced in the library space planning including Library Planning Associates, and ReThinking Libraries. The management team unanimously felt a building-wide renovation was the most comprehensive, cost-effective, and efficient plan to achieve the strategic plan goals, and initiated very preliminary discussions with the Library Board.

The Library Board requested a clearer, data-supported renovation proposal consisting of the following:

- Hire a space planning consultant to deliver available data and results to the determine three renovation options: low-cost, current market, and ideal
- Determine available funding for a building-wide renovation

- Coordinate a realistic renovation project timeline agreed upon by the Library Board and management team

The COVID-19 pandemic postponed any further work. The Library Board and management team focused on responding to service changes brought on by the pandemic. Today, some aspects of library services continue to be impacted by COVID-19. The continued adaptations and uncertainty in a pandemic-afflicted world has affected the strategic plan's goals and strategies.

As the current plan is set to expire on December 31, new discussions began this summer. Upon reviewing the strategic plan, the Library Board's Planning Committee asked the management team to review the following:
- Is the current strategic plan still-viable? Are the goals still relevant through a mid-pandemic lens? If yes,
- Can it be effectively updated to respond to changes brought on by the pandemic?
- How long can it be extended to accomplish its goals?

Revision Goals

After review, the management team feels that the current strategic plan is still a viable and relevant tool, and its viability and relevancy can be proven through a streamlined revision which would be more agile and actionable.

To do so, the management team proposes to rewrite each goal and strategy to offer more flexibility. The management team also proposes to remove all tactics, as they are action steps better suited for annual performance plans.

The following is the management team's feedback for each goal in response to the Planning Committee's questions. Each current goal is included, and then followed by a proposed revision.

Goal 1: Space

Management Team Feedback

Despite the pandemic, the management team still unanimously agrees that:

- Thorough assessment of pre-pandemic and mid-pandemic data is needed to help define the short-term future of the library; and if a building-wide renovation is the best option.
- If a building-wide renovation is the best option, then hiring a space planning consultant is a critical step in accomplishing Goal 1. The consultant would provide one voice to help objectively assess data.

Operational questions for the management team:

- How much, if any, virtual programming will the library continue to offer? What are the guidelines for determining whether a program should be offered virtually or in-person?
- How will the pandemic reshape the library's previous goal of offering more work/study spaces for individual, group, short-term, and long-term use?
- What further investment is needed in equipment and furniture improvements?
- Can the staff support and execute more outdoor programming? Are there other locations on/near library property that are possible outdoor programming locations?
- How can we address staff work space needs in both pandemic and non-pandemic situations responsibly?

Management Team Thoughts:

- Is success measured by just working with a space planning consultant to deliver an assessment, or delivering a renovation plan/product?
- Will the Hammond Room continue to be the main program space? If yes, then it requires renovation to meet current needs.
- The building's lower level is the area in need of most improvement. How can we best transform this underutilized space?

(CURRENT) Goal 1: Space

Modify space within the existing footprint of the Library that honors the integrity of its history while providing flexible spaces for programming, individual and group use, and greater exterior space utilization.

The Library is the place where Glencoe residents can continue a lifelong learning journey. The space within its walls should be optimized for discovery for groups and individuals to interact with the collections, programs, and each other.

Strategies 1.1 – 1.3

1.1   Create welcoming spaces that foster collaboration and discovery with efficient, sustainable services and programming

1.2   Create welcoming spaces for individuals to work, study, and/or interact with library collections and materials

1.3   Create, build, or adapt spaces that are well-suited to hold classes and events while serving other library needs and retaining a historical feel throughout the building; including the better display of and access to collections, and more efficient access of patrons to library staff

Tactics

A. Identify and prioritize functions of library spaces and rooms

    I.   Incorporate results from the community needs assessment and survey data

    II.   Evaluate current collections in relation to space, growth, and usage goals

    III.   Evaluate current programming to determine space, equipment, and staff needs for recurring offerings

    IV.   Evaluate current service points and staffing levels in relation to patron needs

    V.   Evaluate equipment and furniture needs for staff and patrons

    VI.   Audit building for system needs

B. Prepare and deliver Request for Proposal (RFP) to facility space consultants requesting levels of renovation

C. Determine which level of renovation to pursue

D. Prioritize, schedule, and budget renovation and present for Library Board approval

E. Hire project management company to oversee renovation project

F. Prepare renovation project Request for Quote (RFQ) and schedule public notice, award, and project timeline

Strategy 1.4

Explore ways to meet space needs outside of the library building, including green space (primarily Wyman Green with a secondary focus on local parks, beach, and other municipal buildings)

Tactics (General)

A. Compile list of top potential spaces within the community, along with their specifications

B. Designate staff member to contact relevant parties to determine feasibility of using spaces, including any restrictions upon use, and revise list annually

C. Evaluate resources needed to adapt or use a space for library purposes

D. Implement new programming within a space, or move existing programming to the space when appropriate

E. Evaluate success and drawbacks of use of the space and adapt as needed

Tactics (Wyman Green)

A. Continue dialogue with Village officials and Plan Commission to ensure that Library participates in any future planning

B. Continue using Wyman Green for current library programs

C. Evaluate library property to determine any potential new uses

D. Contact relevant parties to determine feasibility of Wyman Green, including any restrictions upon use, and revise list annually

E. Evaluate resources needed to adapt or use Wyman Green for library purposes

F. Implement new programming within Wyman Green, or move existing programming to the space when appropriate

G. Evaluate success and drawbacks of use of the space and adapt as needed

Strategy 1.5

Continue to pursue and implement recommendations from the Facilities Assessment Report calling for renovation, improvement and remediation of the Library's physical infrastructure

Tactics

A. Update Facilities Assessment Report (FAR) recommendations with Library Facility Supervisor to reflect completed works

B. During levy process, review the FAR, target recommendations to initiate, and budget in operating fund for the upcoming fiscal year

C. Schedule each project with Library Facility Supervisor and other library staff as needed

How we will measure success:

- Collect data and monitor utilization of space over time blocks and times of day
- Re-evaluation of community perceptions of library space
- Staff and patron feedback on flexibility of program and patron collaboration spaces
- Results of hiring a facility space consultant

(PROPOSED) Goal 1: Enhancing Space

Modify space within the library in a way that honors the building's history while creating flexible spaces for programming, individual, and group use.

Strategy 1.1

Create welcoming spaces that foster collaboration and discovery.

Strategy 1.2

Create welcoming spaces for individuals to work, study, and interact with library collections.

Strategy 1.3

Create, build, or adapt flexible spaces that serve programming requirements as well as other staff and patron needs.

Strategy 1.4

Explore ways to meet space needs outside of the library building.

Strategy 1.5

Continue to pursue and implement recommendations of the current Facilities Assessment Report.

Goal 2: Communication Tools

Management Team Feedback
The management team sees sizeable overlap in Goal 2 strategies. Goal 2 benefits from restructuring and rewording.

The pandemic requires the management team to act quickly to ensure patron needs are continually met as the landscape changes. The goal is to build on recent improvements.

Management Team Thoughts:
- Locating all newly acquired materials in the Johnson Room to act as a marketplace has had some success, but deciding if the Johnson Room is the ideal location for newly acquired items must be considered. Collection locations should be universally assessed across the library.
- Branding and setting branding standards are huge opportunities, especially after the successful website redesign.
- Standardizing and publicizing homebound delivery is a logical step after offering curbside delivery and the outdoor locker system.
- Traditional data such as building traffic no longer completely informs us about use of library services. What other identifiable data can complete the full picture? Are there areas where we should begin collecting or analyzing data?
- Collaborations with local organizations are strong, but the pandemic has also allowed the library to collaborate more with other public libraries. Continued collaborations with libraries should be explored.
- Regular program evaluations (staff and patron) should be implemented.
- Should we redesign the library's logo?
- With so many communication and marketing needs, much could be addressed by hiring a marketing consultant.

(CURRENT) Goal 2: Communication Tools

Strengthen and increase patron engagement by redeveloping library communications, promotional tools, outreach, and collaborations.

Patrons will be able to recognize and connect experiences within the Library through its promotion and communication.

Strategy 2.1

Audit Library's brand, materials, and communication tools

Tactics
A. Assess internal processes and structure of materials and tools used for communication and promotion
B. Gather community engagement data and identify areas of potential new engagement or that require improvement and determine level of modification
C. Prioritize modifications to effectively meet needs on cost and impact bases
D. Enact to complete modifications

Strategy 2.2

Increase discovery of materials and resources through creative promotion and display of collections and programs

Tactics
A. Research best practices for display and discovery, exploring current library practices as well as practices for retail merchandising and promotion
B. Assess resources that are available to the Library but that are not being used to their full extent as well as potential resources not currently available to the Library
C. Determine practices that can be applied using available resources, including evaluating current display methods, and allocate additional resources to improving promotion and display if necessary
D. Implement a plan for display and promotion, using best practices determined in tactic C
E. Assess efficacy of changes to promotion and display by tracking and comparing use of library services and collections that are promoted through in-library displays and signs

Strategy 2.3

Improve and update the Library's website, e-newsletter, patron email list; re-evaluate print media, social media strategy, and search engine optimization

Tactics
A. Consistent with ongoing audits of Strategy 2.1, review community assessment survey results and determine the need for additional data and feedback tools
B. Conduct additional assessments as needed

C. Assess current products and methods and make recommendations for improvement

D. Prioritize recommendations based on available resources

E. Implement recommendations

Strategy 2.4

Create in-library signage and displays to increase patron engagement and better promote programs, resources, technology, and collections for patron discovery

Tactics (Signage/Displays)

A. Consistent with ongoing audits of Strategy 2.1, assess current in-library signage and displays

B. Determine need for comprehensive signage improvement

C. Examine current display procedures

D. Establish new and review existing feedback tools to determine effectiveness

E. Implement updates to library signage and displays when appropriate

Tactics (Program promotion)

A. Inform selectors with information about upcoming and anticipated programs

B. Assess current collections as they relate to present and anticipated programming

C. Gather and acquire library resources related to upcoming and anticipated programs and determine methods for patron discovery

D. Implement a plan and schedule for display, using best practices determined in tactic C

E. Evaluate the success of the methods used through review of circulation and in-house use statistics

Strategy 2.5

Seek collaborations with community organizations to further weave the Library's presence into the community

Tactics

A. Identify all potential partnership organizations and contact person(s) for each organization

B. Designate a library liaison to each organization to collect information about current and potential collaborations

C. Develop and update a centralized repository that covers all community outreach

D. Evaluate existing collaborations and prioritize new collaborations annually to ensure continued alignment with the Library's mission and vision

Strategy 2.6

Perform outreach to patrons who may not visit the Library, but who can utilize library resources

Tactics

A. Identify current outreach practices and needs of the patrons

B. Formalize and review procedures and/or policies to address outreach needs

C. Evaluate staffing requirements to address patron outreach needs

How we will measure success:

- Traditional marketing metrics, such as open rates, click-through rates, Google Analytics, search engine ranking
- Scores on program evaluations, as related to communications
- Measure use of library services that are promoted through in-library displays and signs
- Number of successful collaborations
- Number of active partner organizations
- Foot traffic
- Circulation statistics for display items
- Increased use of online accessible resources such as e-content and databases

(PROPOSED) Goal 2: Communication

Increase patron engagement through strengthened library communications, promotional tools, outreach, and collaborations.

Strategy 2.1

Foster patron discovery of collections and programs through creative displays and marketing tools.

Strategy 2.2

Improve the library's online presence including its website, e-newsletter, and social media strategies.

Strategy 2.3

Seek collaborations with community organizations and other libraries.

Strategy 2.4

Develop a standardized outreach strategy to bring library services to patrons who do not or cannot visit the library.

Goal 3: Staff Development, Programming, and Resource Selection
Goal 4: Technology

Goal 3 is too broad, and its strategies don't offer many ways to measure success. It would benefit from a singular focus (improving the patron experience) and identifying how to accomplish it (quality programming and resource selection). Management team feedback was also focused on Goal 3 procedures and action steps, and less on overarching ideals. Goal 3 would benefit from being scaled back.

Management Team Thoughts:
- What will virtual programming look like in post-pandemic times?
- Should the library pursue and invest in livestreaming programs?
- How do we improve communication and collaboration between staff, and department groups?
- Instituting Slack[1] as a primary means of staff communication has been generally successful, but how can we achieve more staff use?
- What is the purpose of the Staff Intranet?
- How do we create a culture of learning and accountability for staff library-wide, not just in specific department?
- How will the subscription to Collection HQ[2] improve collection development and use?

In addition, the management team agrees the strategic plan revision should not include Goal 4 because technology is already embedded into current library services. Creating a separate goal makes it appear that the library is, A) behind the times in regards to technology, or B) making a great push to be industry leaders in technology. Neither are true. But Goal 4's strategies are viable, and can be added to a revised Goal 3.

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[1] Slack is an online organization communication platform similar to direct-messaging.

[2] Collection HQ is a subscription-based collection management system that operates with the consortium's integrated library system software.

(CURRENT) Goal 3: Staff Development, Programming, and Resource Selection
Deliver high-quality patron experiences by developing a culture of staff expertise and innovation including programming and resource selection.

The heart of the Glencoe Public Library is its knowledgeable, welcoming staff. Through continuing education and professional development, staff will deliver high-quality patron experiences, including working toward intentionally guided collections and programming.

Strategy 3.1
> Evaluate staff roles and competencies to further a culture of expertise, develop opportunities for staff to share knowledge and improve internal communications

Tactics (Staff Roles and Competencies)
A. Using data collected via Gimlet, identify functions of each staffed service point
B. Identify functions of positions not linked to a specific service point
C. Develop a list of essential skills and competencies needed to perform specific functions
D. Revise current job descriptions in relation to functions and skills
E. Enact library-wide standards, as well as department and position specific competencies, including onboarding and exit procedures

Tactics (Knowledge Sharing)
A. Identify current means of disseminating information to library staff
B. Gather staff feedback to determine the most effective methods for internal communication
C. Create internal protocols and infrastructure for communicating and sharing information in an effective fashion
D. Implement internal protocols and infrastructure, allowing for staff to review and provide feedback
E. Revise protocols as needed for effective communication

Strategy 3.2
> Encourage and support staff in continuing education through conferences and other types of resources

Tactics
A. Identify available avenues for professional development, including but not limited to conference attendance, meeting/networking groups, webinars and in-house training
B. Review and estimate annual cost required for professional development, including direct costs (meetings, membership and travel fees) and indirect costs (staff time, staffing levels and impact to services)
C. Review current budget lines that affect participation in continuing education, including Continuing Education and Salaries & Wages budgets
D. Implement expectations for participation in professional development, based on available funding
E. Allocate additional financial resources in support of staff continuing education as necessary

Strategy 3.3

Equip staff to analyze collection usage data to form direction for collection development and program planning

Tactics (Collection Development)

A. Introduce statistics component of Collection Development Plan (CDP) to staff selectors, with guidance on applying data to collection development in their assigned selection areas
B. Establish a standard training procedure for new selectors to ensure understanding of CDP goals, statistics and benchmarks
C. Provide all selection staff with training to run and interpret their own basic statistical reports
D. Run a new comprehensive statistical report annually for identified areas in accordance with the CDP and provide selectors with updated data
E. Evaluate existing statistical measures annually to assess whether CDP goals and benchmarks are being met, and revise as need to provide optimal patron service
F. Examine existing and potential resources annually for additional statistical analysis of collections and assess cost/benefit of use and/or implementation

Tactics (Program Planning)

A. Determine statistical or anecdotal data to share with staff members with programming responsibilities
B. Establish methods for sharing collection use data between selectors and programming staff
C. Provide quarterly collection trends updates to programming staff
D. Research and identify opportunities to create and collect new data for informed coordination between collections and programs

Strategy 3.4

Grow and refine key product offerings including programming, collection development, and technology

Tactics

A. Identify key products and services currently provided by the Library
B. Use data collected in Strategies 2 and 4 to determine existing visibility and usage of key products and services
C. Rank products/service on a scale from "high need for change" to "no change needed"
D. Assess near-term and long-term solutions to products and services needing change and the resources required for each
E. Create a prioritization schedule that addresses both immediate and long-term needs, while allowing for annual re-evaluation and re-prioritization
F. Implement changes to library products and services in line with the Library's mission and vision

Strategy 3.5

        Promote library collections and services through programming choices

Tactics (Collections)

A. Identify collections that will benefit from extra promotion
B. Inform selectors with information about upcoming and anticipated programs
C. Assess current collections as they relate to present and anticipated programming
D. Gather and acquire library resources related to upcoming and anticipated programs and determine methods for patron discovery
E. Implement a plan and schedule for display, using best practices determined in Tactic c
F. Evaluate the success of the used methods through review of circulation and in-house use statistics

Tactics (Services)

A. Identify services that will benefit from extra promotion
B. Assess services as they relate to present and anticipated programs
C. Target program marketing to those groups most likely to use specific services and coordinate with Village agencies as appropriate
D. Implement a plan and schedule for regular communication to patrons with information on current and new services
E. Evaluate the success of used methods through statistics on services usage

Strategy 3.6

        Experiment with new programming based on niche areas regularly selected by library staff including emerging areas of discovery

Tactics

A. Identify niche topics with program potential
B. Evaluate resources required to introduce new programming based on identified niche areas
C. Introduce new programs periodically based on what is feasible with available resources
D. Assess programs to determine if they should continue

How we will measure success:

- Collection statistics and patron feedback
- Programming attendance and evaluations
- Use of passive programming and technology (offsite programs, 3D printing, VR, computer, Wi-Fi, etc.)
- Develop and implement staff level competencies
- Evaluate job descriptions and staffing levels
- Measure continuing education by total number of completed hours or by percentage of staff who attend at least one continuing education opportunity
- Monitor staff feedback on internal communication

(CURRENT) Goal 4: Technology

Use existing and new technologies to provide opportunities to and better access for patrons to learn, create, explore and connect.

Patrons will recognize Glencoe Public Library as a destination that provides resources that stimulate thinking, satisfy curiosity and expand knowledge. Patrons will be able to engage, use and explore technologies to support their lifelong learning journeys.

Strategy 4.1

Offer opportunities to patrons to use technology to explore topics of personal interest and continued learning including greater use of electronic resources

Tactics
A. Identify technologies, databases, hardware and software currently offered by the Library
B. Assess value of current library offerings as both near-term and long-term solutions
C. Develop criteria for investigating new technologies, databases, hardware and software
D. Identify new technologies, databases, hardware and software for purchase/investment
E. Determine impact to current budget lines supporting technologies, databases, hardware and software
F. Develop training to educate staff on new investments
G. Develop a curriculum/programming to educate patrons of new technologies, databases, hardware and software
H. Create a procedure and schedule to periodically review library offerings

Strategy 4.2

Serve as a major resource for free, convenient public access to technology by ensuring that the resources available meet the demands of the community

Tactics
A. Using the existing community feedback survey, as well as usage data available to the library, determine which technologies are considered essential by the community, as well as preferred methods of use and access to these technologies
B. Create a technology plan that includes a hardware and software replacement schedule for core items, as well as methods for evaluating the resources required for introduction of new items
C. Conduct regular assessments to determine whether the library continues to meet the community's demands and expectations in relation to technology
D. Implement new resources in line with budget

Strategy 4.3

Provide support and opportunities to those seeking to develop or improve technology skills

Tactics

A. Identify specific technology skills library users would like to develop using the existing community needs assessment as well as current usage data
B. Define the Library's definition of "support" based on resources currently available and anticipated resources
C. Identify current methods and resources required used to provide technology support to users
D. Evaluate effectiveness of current tech support and instruction provided by the Library, including in-person support as well as "passive" instruction and remote learning resources
E. Assess existing resources, including the abilities and availability of support staff, and prioritize introduction of new resources
F. Evaluate effectiveness of new resources by relying on user comments, usage of new resources and technology feedback survey to determine if needs are being met

Strategy 4.4

Provide technology resources to patrons to experience new areas of interest

Tactics

A. Using existing community feedback survey as a starting point, as well as existing usage data available, identify specific technology interests users would like to explore and develop
B. Investigate vendor products and online subscriptions that library users can use in-house and remotely
C. Investigate programs that will allow library users to experience new technologies hands-on and in lectures
D. Evaluate effectiveness of products, online subscriptions and programming by reviewing usage and program attendance
E. Determine budget allocation for ongoing addition of online subscriptions and programs

Strategy 4.5

Regularly review new technology offerings relating to library services and adopt those with the greatest promise to increase patron engagement and access to library resources and services

Tactics

A. Allocate a portion of library resources to the investigation of new tech offerings
B. Identify new technology offerings as well as the resources required to provide them.
C. Purchase for beta testing and gathering patron feedback.
D. Using patron feedback, we determine which products have the best potential for permanent adoption.
E. Determine budget allocation for permanent inclusion of product or service in the Library

Strategy 4.6

Implement staff education tools to improve use of technology to serve patrons

Tactics
A. Identify current staff education tools and determine where training is needed
B. Assess existing resources and add new resources that meet staff training needs
C. Establish core technology competencies and provide ongoing training so all staff can provide the technology support required by their position
D. Anticipate future demand by providing specialized training to designated staff on new and emerging technologies, and revise core competencies periodically when a new technology reaches the level of widespread adoption
E. Evaluate effectiveness of tools and training with annual staff evaluations, demonstrations of proficiency and observations of staff interactions with patrons to determine those with potential for permanent adoption
F. Determine budget allocation for ongoing staff education tools and resources

How we will measure success:
- Track in-house usage of public PCs, Wi-Fi, and circulation statistics for circulating hardware when applicable
- Record attendance for technology-related programming and hours spent for individual patron training
- Evaluate patron feedback regarding hardware and software interests
- Collect data on technology-related patron questions and feedback at public service desks

(PROPOSED) Goal 3: Patron Experience
Improve the patron experience through quality programming and resource selection.

Strategy 3.1
      Evaluate staff responsibilities and competencies to further a culture of expertise.

Strategy 3.2
      Refine and regularly review programming, collection development, and technology through usage data and trends, and exploring new advancements.

Strategy 3.3
      Explore opportunities for collections, services, and programs to complement one another.

Strategy 3.4
      Provide free and convenient access to technology.

Strategy 3.5
      Provide support and opportunities to patrons seeking to develop their technology skills or explore areas of interest.