

Bellingham Public Library



Strategic Planning
December 18, 2019

Criteria for evaluation

Structure: What are the basic elements of each plan? Are there interesting outliers, elements that seem different or creative?

Content: What are libraries talking about in these plans? Themes?

Look and Feel: These are marketing documents as well as strategic plans. What adjectives come to mind as you consider the look and feel of each plan?

Overall Impression: Both positive and negative

Discussion

Tuesday, January 15. 4:30-6 pm. Library Board Room



Anacortes Public Library

Strategic Plan

2016 – 2020

Adopted by the Anacortes Public Library Board of Trustees on October 17, 2016

Prepared by Sheri Miklaski, Library Director, and Staff Advisory Group Members Diana Farnsworth, Cheri Noyes, Jeff Vogel and Pauline Zollinger

A Message from the Anacortes Public Library Director



I came to Anacortes three years ago with “The Library is at the Heart of the Community” as my motto. Our Strategic Planning process has reaffirmed what I have come to embrace as my revised motto, “The Community is at the Heart of our Library.”

The Anacortes Public Library has been both at the heart of the community and the community at the heart of the library for more than 100 years. Anacortes so loves their library that they wanted the new building to be on the existing site – to keep it close to the center of Anacortes and firmly established in the heart of Old Town.

Just as Anacortes has changed over the past ten, twenty, one hundred years, so have libraries changed and our library will continue to adapt to meet the needs of the Anacortes community. Feedback received from our strategic planning process confirmed that those who live and work in the Anacortes area would not only like broader access to our collections, they aspire for a greater sense of connection with one another, and see the Library as a vibrant civic focal point and resource hub for the Anacortes community. There is also a desire for the Library to firmly establish itself as a “third place” where everyone can come together and learn from one another. Another important outcome from the process is the identified need for us to use our limited library resources wisely, including staff, funding, and technology. We welcome community interest in our survey results located on our website, www.library.cityofanacortes.org.

Based on the information gathered, we have established a mission, vision, values, goals and objectives that are reflected in the pages that follow. It is APL’s underlying belief that we are here to do our best in making Anacortes a better place to live and work for all of its citizens, the people we serve.

Our Strategic Plan is just a beginning and I look forward to more conversations to help us achieve our goals, which can only be accomplished in partnership with all of you.

A handwritten signature in black ink that reads "Sheri Miklaski". The signature is written in a cursive, flowing style.

Sheri Miklaski

APL 2016-2020 STRATEGIC PLAN

Mission

The mission of the Anacortes Public Library is:

To empower a lifetime of discovery.

APL 2016-2020 STRATEGIC PLAN

Vision

The vision of the Anacortes Public Library is:

To enrich the present and inspire the future.

APL 2016-2020 STRATEGIC PLAN

VALUES

The values of the Anacortes Public Library are:

- We Promote Literacy and a Love of Reading
- We are Respectful and Mindful
- We are Informed
- We Demonstrate Excellence
- We Act with Compassion
- We Prioritize Service to our Community
- We Support the Right of Library Users to Read, Seek and Speak Freely as Guaranteed by the First Amendment
- We Protect the Confidentiality of Information about Library Users and What They Access

APL 2016-2020 STRATEGIC PLAN

STRATEGIC FOCUS

APL began our strategic planning process by soliciting feedback from library users through a community survey and focus groups involving library users and non-users as well as key stakeholders. We received approximately 450 completed surveys containing a great deal of information on what library users currently value and what they would like to receive from the Library in the future. The majority of respondents let us know that they view the library environment as welcoming and helpful for library users.

Based on the results of the community survey and community focus groups, the Library seeks to:

- Support the love of reading and learning.

- Develop the Library as a place that is inclusive and encourages greater use of the Library by all, and especially for teens and young adults.
- Provide access to information and resources to introduce ideas, build skills, and support early literacy and lifelong learning.
- Promote discovery and creativity.
- Expand digital resources while ensuring that library users have access to materials in formats they want.
- Support a stronger Anacortes through participation in community-building activities by strengthening the Library's partnerships with the school district, service organizations, and city departments.

The Anacortes Public Library supports the American Library Association's *Libraries Transforming Communities* initiative, and intends to pursue the new tools and resources offered by ALA to enhance APL's presence in the Anacortes community. More information on this initiative may be found at <http://www.ilovelibraries.org/librariestransform/>.



APL 2016-2020 STRATEGIC PLAN

GOALS

The strategic focus outlined on the previous page will serve as the foundation for the planning that will take place over 2016-2020. In the short-term, four goals emerged from the strategic planning process that will guide our work over the next two years (2016-2018). These goals are:

1. **Library Programs and Services.** Assess and explore new and different library programs and services to enhance access and encourage discovery.
2. **Communications and Branding.** Identify and brand the Library to define who we are and what we do. We will be visible in the community and reach out to library users and non-users alike.
3. **Space Planning and Utilization.** Redesign library space in order to promote collaboration and be responsive to user priorities and citizen interests.
4. **Library Staffing and Professional Development.** Focus our use of library staff to meet current and future staffing needs, best practices in the library profession, and innovative staff development and training.



APL 2016-2020 STRATEGIC PLAN

OBJECTIVES

In order to achieve the Library's goals, the following objectives will be completed over the next two years (2016-2018):

Programs and Services and Improved Access

Objectives:

1. Expand digital offerings and online resources (such as Overdrive and other available software for access to books, music, films) to be more available to library users.
2. Evaluate open hours and identify impacts of options to expand/change hours.
3. Explore programs to satisfy unmet community needs and make library users more aware of current library services and offerings.
4. Enable greater access points and outreach opportunities for library patrons.

Communications and Branding

Objectives:

1. Adopt a new APL logo.
2. Create an improved library website integrated with a library app.
3. Enhance use of social media.
4. Improve communication to community about library activities.

Space Planning and Utilization

Objectives:

1. Evaluate current library space for redesign options to maximize more diverse and targeted use.
2. Wisely use remaining capital funds to re-envision/modernize the Library.
3. Involve the staff, board, and community in future space planning.
4. Plan for a future makerspace/computer lab and/or flexible meeting space.

Library Staffing and Professional Development

Objectives:

1. Determine the best way to allocate limited resources through a staffing analysis, classification/compensation study, and the use of other helpful data.
2. Identify specifically what we should start/stop doing in order to expand our available resources.
3. Look for additional resources to manage/expand on the use of volunteers.
4. Look for professional staff and team development opportunities targeted to APL's needs.

APL 2016-2020 STRATEGIC PLAN

OUR COMMITMENT

Anacortes Public Library is committed to providing excellent service to our library users. Our purpose is to provide information to all users about library resources and services; provide collections, services, and assistance that encourages exploration of the world of ideas and information; help users develop the knowledge and skills they need to live, learn, and work; and to guide users to appropriate materials in all formats. Our new Strategic Plan will guide how we approach the delivery of our services over the next five years.

We believe that transparency is critical to encouraging involvement in library activities and to keep us accountable to achieve results. Therefore, we are committed to reporting on our progress in implementing the plan. We encourage library users to check the public website for ongoing information and to continue to let us know how we are doing as we embark on this new Strategic Plan.

We continue to seek out new ways to communicate with our community in order to better understand their needs, now and in the future. In everything we do, we will listen to our users.



We inspire, inform, and connect our community!



We value:

- Exceptional service and convenience
- Ongoing innovation
- Building community
- Responsible stewardship
- Access for all

Our goals:

■ ACCESS AND OUTREACH

Broaden the reach of the Library into the community by making it a part of the lives of all community members

- Increase open hours as funding becomes available
- Expand virtual presence with online resources and services
- Expand outreach and services to address targeted community needs
- Find new ways to market library services to reach non-users
- Remove barriers to library use and customer convenience

■ WORKFORCE DEVELOPMENT

Provide essential resources in reducing unemployment and underemployment in our community

- Collaborate with community partners to provide and host skill-building and literacy programs and services
- Increase basic technology assistance and instruction to individuals and groups
- Train and promote staff as experts in assisting job seekers, displaced workers, and entrepreneurs
- Explore making additional space available in the future for small business acceleration or workforce training

■ EARLY LEARNING

Play a leadership role in the community in early childhood literacy and education

- Expand resources and programs for parents, caregivers and practitioners serving young children
- Partner with service providers to deliver library resources to parents and caregivers of young children
- Train and promote staff as experts in early literacy
- Build home libraries by providing free books for young children

■ TECHNOLOGY

Increase access to and informed use of technology by community members

- Expand technology training, classes, and one-on-one assistance
- Explore options to provide technology training at other community sites
- Explore creation of a dedicated space for customer use of advanced and innovative technologies
- Train and promote staff as experts in technology assistance and instruction

■ BUILDING COMMUNITY

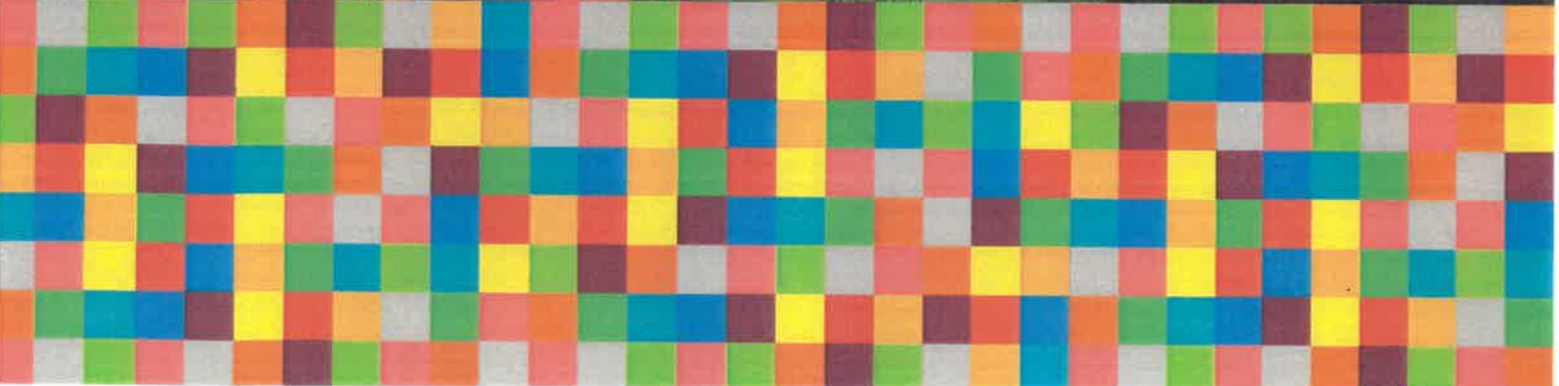
Expand the Library's role of a vital community center where people meet, learn, and share experiences

- Increase opportunities for civic engagement
- Expand possibilities for lifelong learning
- Provide state-of-the-art meeting spaces with Café service
- Ensure the continued success of the FriendShop Bookstore
- Explore creating a larger capacity space for cultural activities and programs

CHARLOTTE MECKLENBURG

LIBRARY

i can create a library of possibilities.
Charlotte Mecklenburg Library Strategic Plan | 2014 - 2017





Planning for possibilities.

Since the funding crisis in 2010, Charlotte Mecklenburg Library has worked diligently to stabilize, focus and reinvigorate library operations and activities. As fiscal year 2014 begins, the Library once again has strong momentum.

The Library's next chapter has been the topic of many conversations over the last nine months, involving thousands of Library users, local citizens, community leaders and Library staff. Based on those discussions and input, we have created a new strategic plan for the Library that will guide our institution to become a Library of Possibilities that better engages and serves our community.

Four distinct roles - Library as Community Services Business, Library as Place, Library as Leader and Library as Community Strategy - underpin the new strategic plan, which establishes three clear strategic goals:


- *Increase community awareness and engagement.*
- *Innovate to support 21st century access.*
- *Increase operational excellence, fiscal stability and sustainability.*

Advancing the organization in these ways will enable the Library to be a welcoming place, where reading, learning and imagination thrive; a recognized leader and respected voice in our community; and a model library in our industry. By successfully implementing this plan, we will also position the Library to play an even larger role as community strategy and catalyst for ensuring an increasingly literate, informed and livable Charlotte-Mecklenburg.


We are grateful to each and every person who offered ideas, suggestions and advice to ensure that the Library continues to serve the Charlotte-Mecklenburg community in the best possible ways in a world of constant change. We look forward to working with the community to create a "Library of Possibilities" that opens its doors to everyone and empowers them to think, "I Can."




James C. Keesler, Jr.
Chief Executive Officer


David Singleton,
Director of Libraries


Charles Bowman,
Chair, Board of Trustees


Molly Griffin,
Vice Chair, Board of Trustees

Three key questions

When we began this strategic planning process in the fall of 2012, we set out to answer three key questions:

1. What does the community want?
2. What do we believe?
3. Where do we want to go and how do we get there?

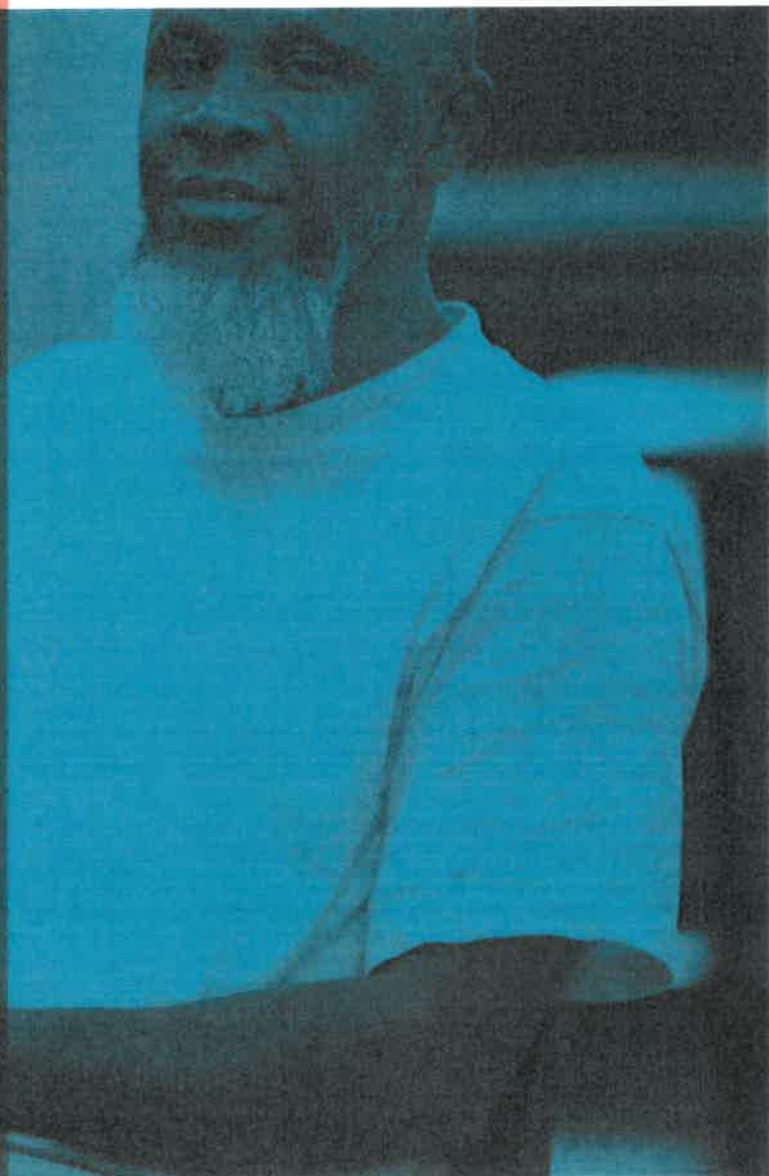
By answering these questions in sequence, we determined how the Library can best serve local citizens, what goals to embrace for the next three years and beyond, and which strategies to implement to achieve our beliefs and goals.



What does the community want?

We utilized surveys, public forums and smaller focus groups to engage a wide variety of public leaders, stakeholders, citizens and Library users in Mecklenburg County. In the process, we gathered input from more than 5,000 people and learned a lot about how people want the Library to serve our community. We also analyzed national studies and local data about actual use of our Library facilities and programs.

We found out that our Library is the most valuable, accessible, broadly attended and fully utilized resource in Charlotte and Mecklenburg County. It continually enriches lives and empowers all of our citizens through the power of knowledge. On the facing page we have highlighted some of our key findings.



Key Findings

A

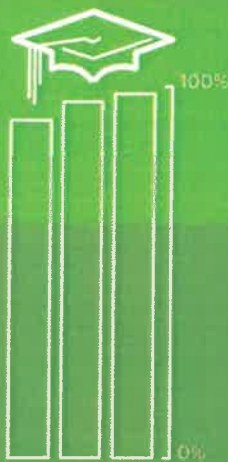
People use the Library in large numbers every day.



Our public library is the only community resource that provides everyone free access to the power of information in a welcoming, open and inspirational environment, and the public takes advantage of those opportunities every day. The Library hosted 3 million visitors last year, and 268,000 cardholders have used their library card within the past two years.

B

The Library supports learning.



99% of residents agree that the Library is a valuable educational resource, and 96% agree that the Library provides services for basic literacy, as well as lifelong learning. 83% agree that the Library has enhanced their education. Last summer, 15,000 children and teens read for more than 150,000 hours through the Library's Summer Reading program.

C

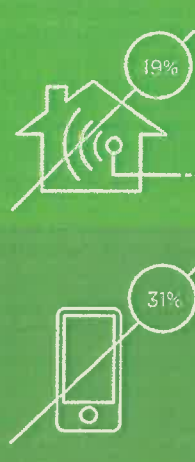
The Library enhances quality of life.



96% of residents agree that the Library improves the quality of life by providing free materials and resources. 97% agree that the Library enhances the image of the community. According to a 2009 UNCC Urban Institute study, the Charlotte-Mecklenburg Library returns \$4.57 in direct benefits for every \$1.00 invested from all sources.

D

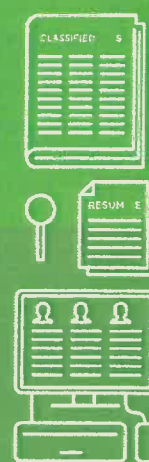
The Library helps those with limited incomes.



According to our survey, 19% of Mecklenburg County households (approximately 180,000 children and adults) do not connect to the internet from home, and 31% do not use a smartphone. For those without internet at home, the Library provides the only free point of access to basic activities like completing homework and managing healthcare.

E

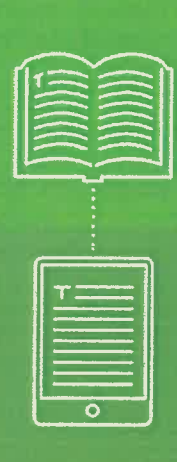
Libraries mean business – from new jobs to new employers.



Last year, more than 4,000 people used the Job Help Center at Main Library, which offers career counseling resources, resume assistance, practice interview sessions, and help filing online applications. Also last year, according to the Charlotte Chamber of Commerce, people created nearly 800 new businesses in Mecklenburg County. Long before they open for business, many entrepreneurs start their journey at the Library.

F

Universal trends are impacting the community.



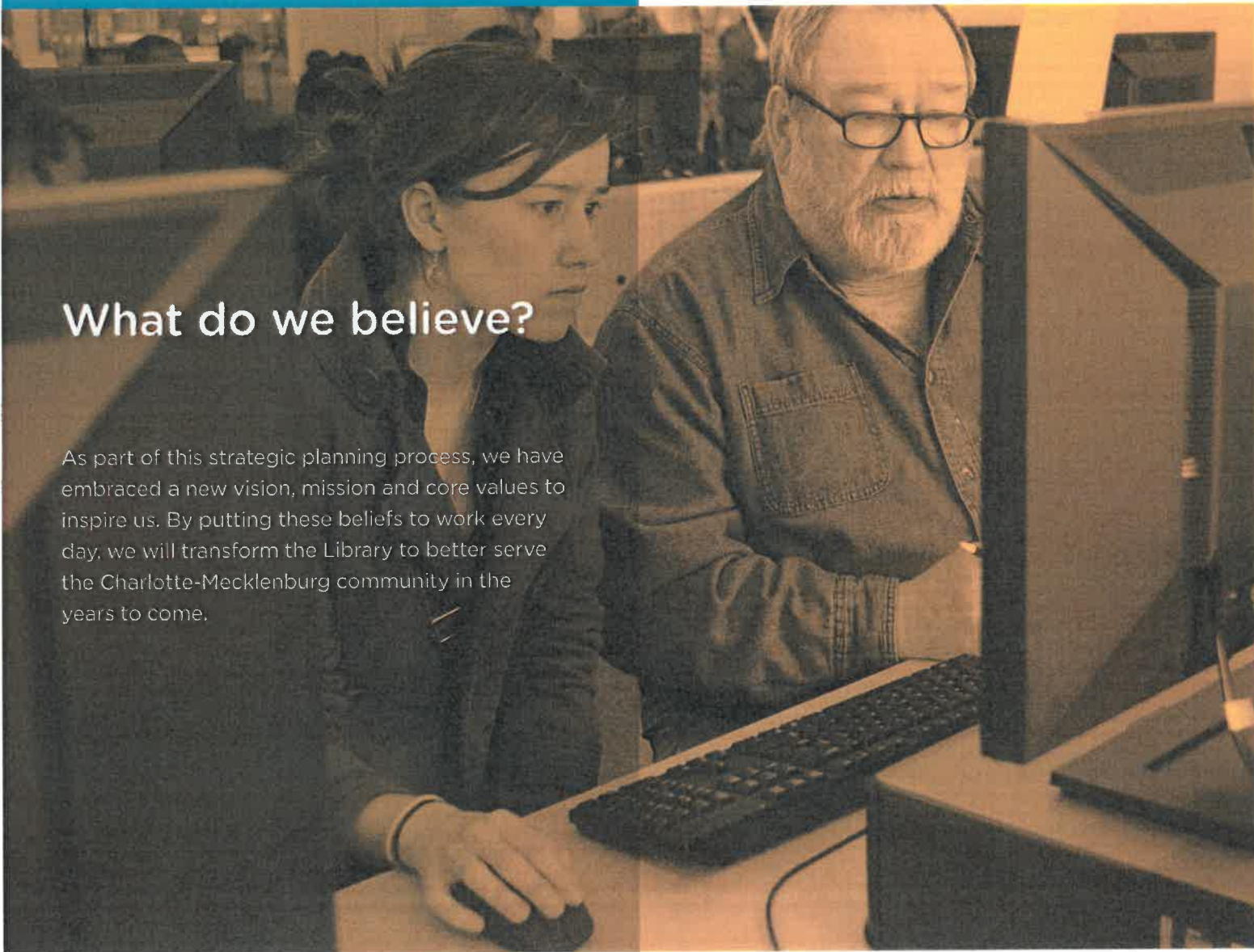
In response to the tremendous growth of electronic devices and reductions in government spending, the Library is adapting and innovating to serve its customers and the community at large.

Taking what we have learned, the Library has developed this strategic plan to guide our work for the next three years, 2014 to 2017 - and beyond.



What do we believe?

As part of this strategic planning process, we have embraced a new vision, mission and core values to inspire us. By putting these beliefs to work every day, we will transform the Library to better serve the Charlotte-Mecklenburg community in the years to come.



Our Vision:
What we aspire to be.

We aspire to be a welcoming place where reading, learning and imagination thrive; a recognized leader and respected voice in our community; and a model library in our industry.

Our Mission:
What we do.

We create a community of readers and empower individuals with free access to information and the universe of ideas.

Core Values: What we believe.

Learning – *We connect children, teens and adults with reading and information to expand curiosity, explore interests, and discover passions.*

Openness – *We provide a friendly, helpful learning environment that supports free access to library resources and the exchange of information.*

Respect – *We act with integrity, deliver exceptional service, and earn the public's trust as responsible stewards of its resources.*

Inclusion – *We celebrate diversity, invite multiple points of view, and recognize the potential of every individual.*

Leadership – *We embrace the Library's role as community leader and empower staff to learn, innovate and lead.*

*Three primary goals will
guide the Library over the
next three years.*

3

Where do we want to go and how do we get there?

Informed by what we have learned and inspired by our vision, mission and values, we have selected three primary goals to guide the Library's work. For each of these three goals, we have also developed specific strategies that we will implement in a wide range of ways depending on available funding.

In short, we will create a Library that helps people think, "I can."



Increase community awareness and engagement

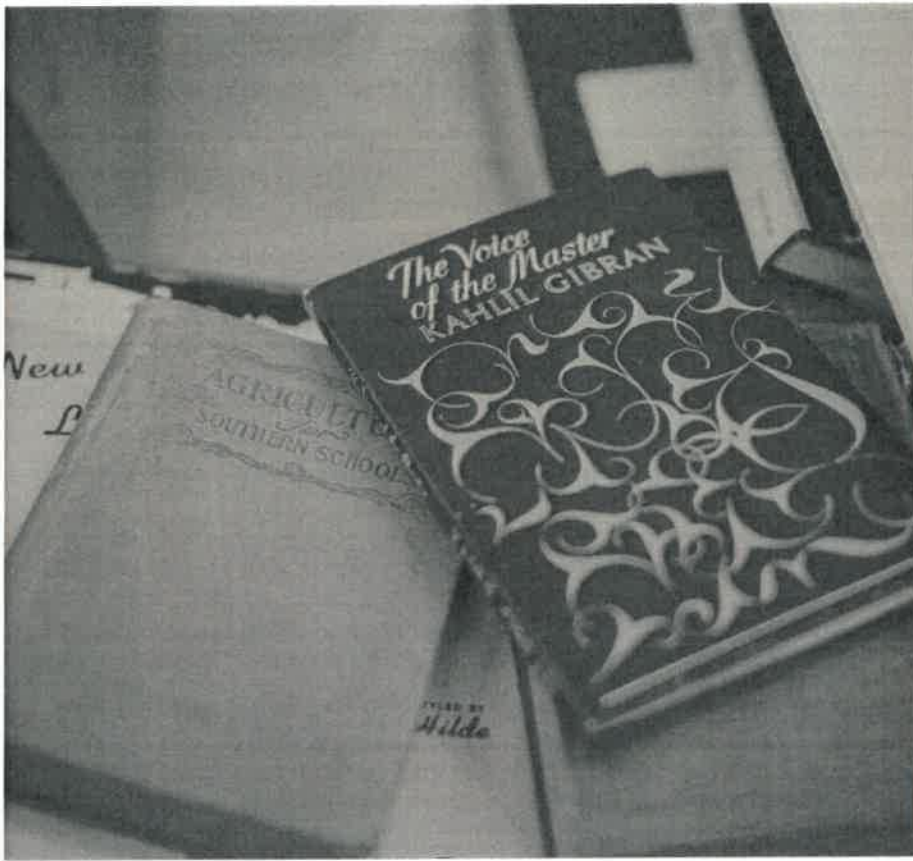
- * Broaden community impact
- * Lead the community as a center for lifelong learning
- * Identify customers' unique needs to shape service delivery
- * Improve days and hours of service
- * Engage underserved audiences
- * Tell the Library's story

Increase operational excellence, fiscal stability and sustainability

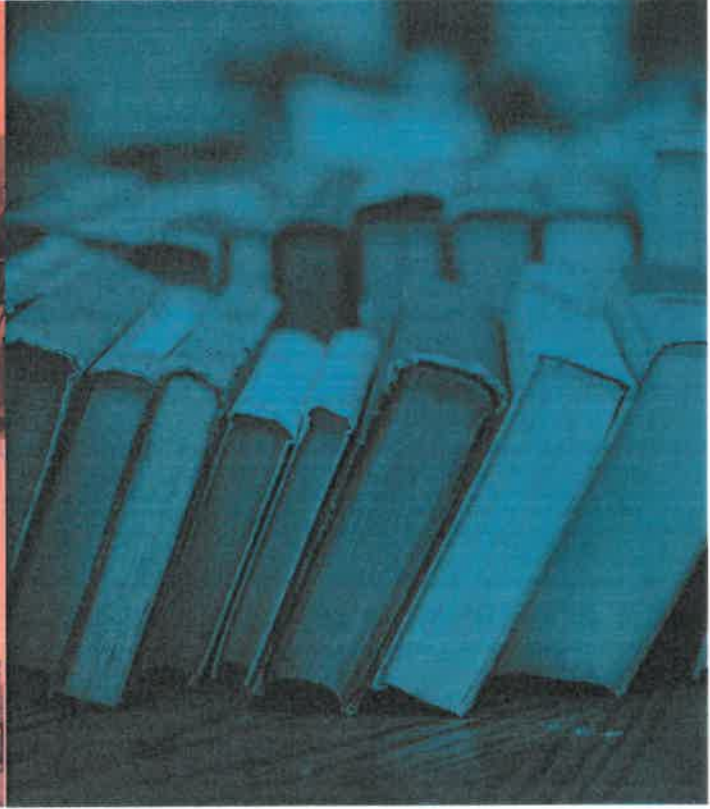
- * Optimize public resources
- * Empower staff for continued exceptional service
- * Revitalize volunteer support
- * Increase private support and earned revenue

Innovate to support 21st century access

- * Strengthen the collection
- * Implement digital strategy to expand virtual Library
- * Create welcoming and vibrant spaces



A Vision of Our Library Beyond 2017



The Library of the future will mean many different things to many different people. It will serve hundreds of thousands of people, while also responding to the needs of individual Library visitors. To meet this challenge, we aspire to excel in four key areas:

Library as Community Services Business – Enjoy excellent customer service, new technology, robust volunteer programs, convenient hours, and improved access to the physical and virtual Library.

Library as Place – Think of the Library as a place that is accessible and welcoming to all and the go-to place for literacy and lifelong learning, for finding inspiration and exploring possibilities, for meeting with neighbors, for connecting with community services, and for accessing a broad array of information resources.

Library as Leader – Expect the Library to lead important community discussions, to serve as a key partner in literacy and other community issues, and to serve as a model for digital technology and access.

Library as Community Strategy – Engage with a Library that connects people with the power of literacy and communication, where individuals and groups can learn, grow and make a difference in their own lives or the lives of others. Think of the Library as a catalyst for community betterment, where neighbors can share ideas and develop solutions to community challenges, and where volunteers and donors are eager to contribute to a literate, informed, working and thriving community.

This is only the beginning of what's possible. We look forward to working with the Charlotte-Mecklenburg community to create a library that empowers people to think, "I can."

CHARLOTTE MECKLENBURG
LIBRARY

visit cmlibrary.org/stratplan for more information

Acknowledgements

We are very grateful to the many thousands of people who provided input for this plan by completing surveys, participating in forums and focus groups, and providing additional comments and ideas.

In particular, we want to thank the members of the Strategic Plan Steering Committee for leading this planning process, including: Jennifer Appleby, Astrid Chirinos, Anthony Chow, Ph.D., Jenifer Daniels, Co-Chairs Molly Griffin and David Singleton, Jerri Haigler, Sophia Hollingsworth, Gloria Kelley, Mac McArthur, Ph.D., Amy Hawn Nelson, Ph.D., Susan Patterson, Tyler Ream, Cristina Shaul, Sarah Shifflet, Holly Welch Stubbing, and Bill Tome.

We also want to acknowledge and thank the staff design implementation team for providing tremendous support throughout the entire planning process, including: Cordelia Anderson, Karen Beach, Frank Blair, Michele Gorman, Sean Hogue, Leonora Kaufmann, Lee Keester, Lois Kilkka, Meryle Leonard, Chuck Mallas, LaJuan Pringle, Linda Raymond, Rick Ricker, and David Singleton.

Your energy and ideas have made this great plan possible.

Thank You.



EPL is the best place to

**learn.
create.
be.
work.**

STRATEGIC GOALS | BUSINESS PLAN

2019-2023

2019-2021

||||| epl.ca

Building the Best Place for Edmontonians

EPL continues to innovate, transform and evolve; to re-imagine the modern library and best serve the growing and changing needs of Edmontonians.

In 2017, EPL's Board of Trustees and Executive Team charted our aspiration to be the best place in Edmonton to learn, create, be and work with the input of representative staff from across the organization. Our 2019-2023 Strategic Plan is the five-year blueprint to help us accomplish this.

EPL's accompanying 2019-2021 Business Plan provides the roadmap for how we will accomplish the ambitious goals in our Strategic Plan.

The 2019-2021 Business Plan was shaped by staff from across EPL. It was informed by a clear vision that uniquely positions EPL to support the information, education and entertainment needs of the many communities we serve, while ensuring

our staff are equipped to deliver the exceptional customer experiences Edmontonians have come to expect.

Edmonton is a Big City that provides opportunities for people from all backgrounds, a Smart City where innovation and bold ideas come to life and a Healthy City where physical, mental, intellectual and emotional well-being are encouraged.

EPL's 2019-2023 Strategic Plan and supporting Business Plan actions will help ensure that every Edmontonian has opportunities to access the tools, ideas and experiences needed to fully participate, contribute and thrive in the rapidly changing world around us.

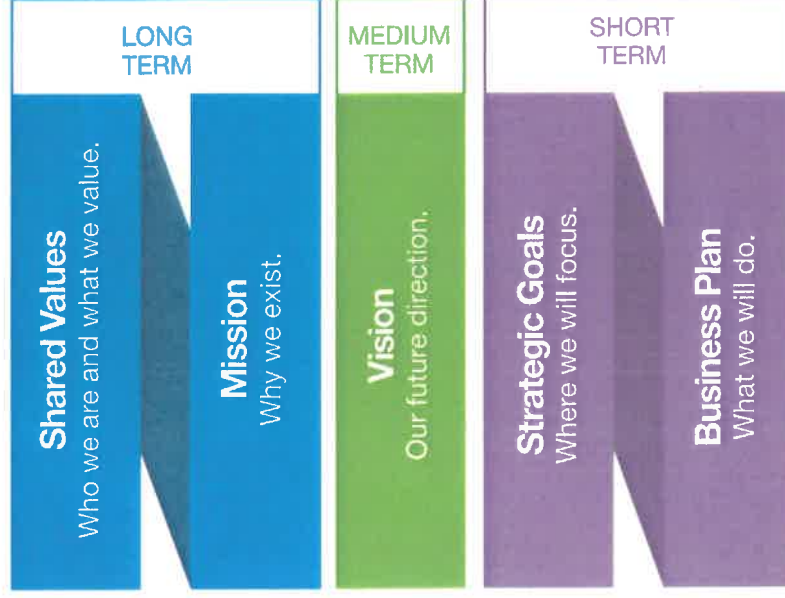


EP IS THE BEST PLACE TO LEARN, CELEBRATE AND WORK.

Mapping our Future

Together with our Values, Mission, Vision and Strategic Goals, EPL's Business Plan provides the framework for our future direction.

Our Values and Mission outline what we believe and why we exist and are the foundation for all that we do. Our Vision sets the long-term direction. Our Strategic Plan clarifies where we will focus over the next five years based on what our communities need and where we can provide value. Our Business Plan provides the actions to reach our goals.



Shared Values

Our Shared Values are a reflection of who we are and what we believe as an organization. They are an expression of our passionate commitment to share information, ideas, knowledge, resources and expertise with everyone. They describe, define and inspire us.



Mission and Vision

Mission

We share!

We share expertise, information, technology and space with Edmontonians for learning, connecting, creating, discovering, enjoying and enriching communities.

Vision

EPL is the gathering place for people and ideas, enabling a lifetime of learning, engagement and possibility for every Edmontonian.



Strategic Goals

1. EPL is the best place to **learn**.
EPL is Edmonton's early literacy and digital literacy center.
2. EPL is the best place to **create**.
Customers create, make, play and experiment at EPL to expand their imaginations and capacity.
3. EPL is the best place to **be**.
Customers recognize EPL for delivering exceptional customer experiences.
4. EPL is the best place to **work**.
EPL attracts and retains highly engaged staff who successfully develop and deliver exceptional customer experiences.

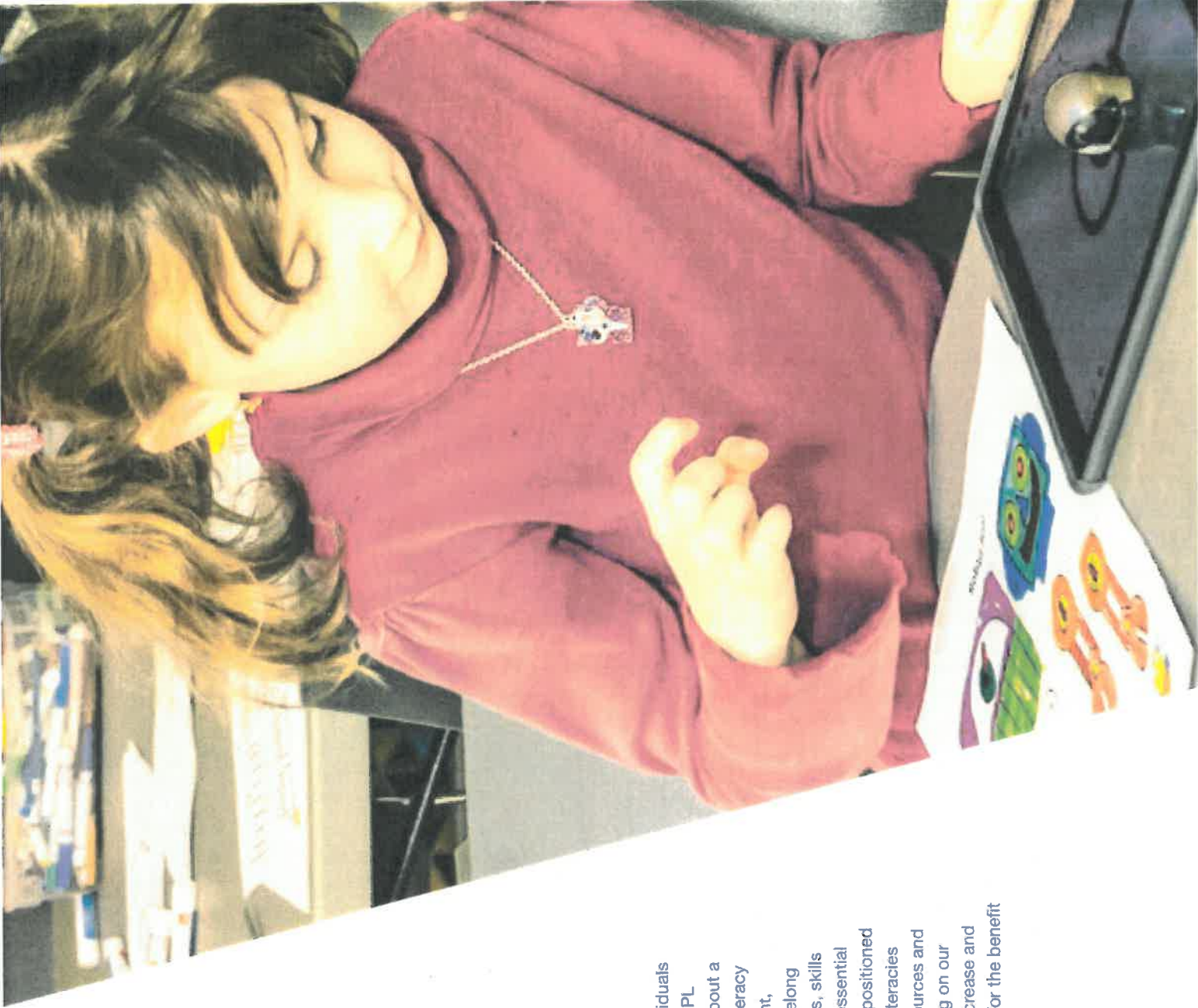


GOAL 1

EPL is the best place to learn.

EPL is Edmonton's early literacy and digital literacy center.

Libraries are critical for lifelong learning. Whether individuals or groups, formally or informally, in-person or online, EPL provides opportunities for all Edmontonians to learn about a variety of subjects at every stage of their lives. Early literacy – letter and number recognition, language development, communication skills – is an important ingredient to lifelong success. Digital literacy – ensuring people have access, skills and capacity to benefit from and use technology – is essential to be able to thrive in today's society. EPL is uniquely positioned to significantly support and improve early and digital literacies in Edmonton through our expert staff, technology resources and geographic reach both physically and virtually. Building on our strengths and the needs of Edmontonians, EPL will increase and expand our focus on early literacy and digital literacy for the benefit of all Edmontonians.





What Success Looks Like:

- EPL is the place to go for classes, workshops and training in early literacy and digital literacy, and for experiencing new technology.
- Staff delivering early literacy and digital literacy classes and workshops have expertise achieved through training and certification.
- Classes and workshops are aligned with the various ways people like to learn.
- Classes and workshops are offered at all EPL locations, and through other organizations and partners.
- Schools and parents credit EPL for its ability to prepare kids for school and learning.
- People attending classes and workshops at EPL can achieve a certificate or credit for their learning.
- Early literacy classes and workshops in Edmonton are coordinated and supported through EPL.
- EPL is up-to-date and aware of trends in both early and digital literacy and improves services with this knowledge.

"My baby and I love EPL and the Baby Laptime program! We are from Belgium and speak French at home so the library is a great way to connect to our community and introduce Cyanne to the English language! The staff is always super warm, enthusiastic and helpful. The first song of the CD that came with the welcome package has become our daily wake up song."

—Anne Close

Objective 1:

Lead in providing early literacy services in Edmonton.

ACTION

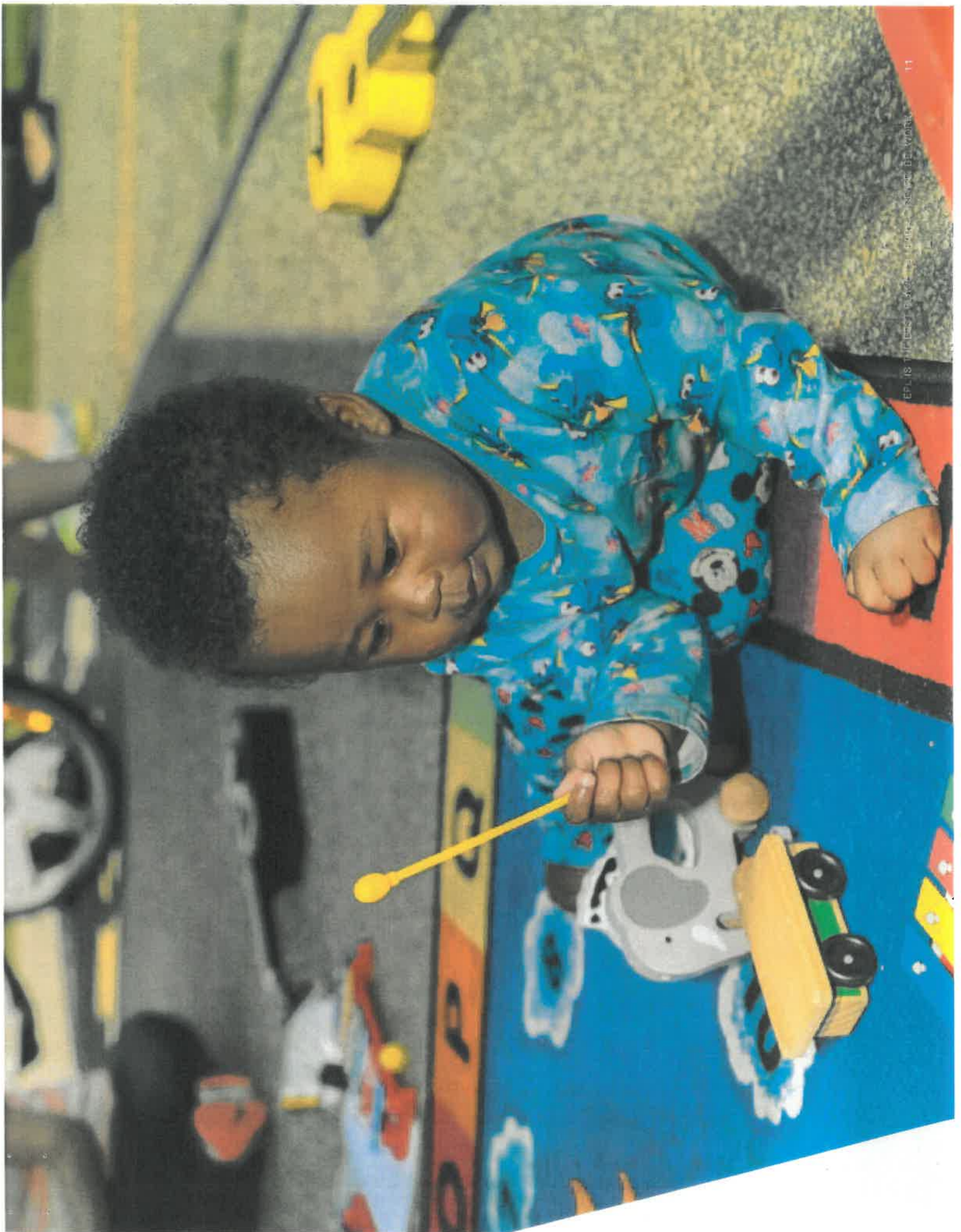
1. Using EPL best practices, define and implement Early Literacy Service Philosophy and Framework. [2019](#)
2. Develop a process for staff and customers to stay in touch and up-to-date with early literacy developments. [2019](#)
3. Define and implement Service Delivery Model (location, timing, channels to customers). [2019](#)
4. Develop training, certification and curriculum framework for early literacy instructors/facilitators. [2019-2020](#)
5. Develop customer early literacy curriculum, classes and learning badges/passports. [2020-2021](#)
6. Identify and establish service partnerships for better service delivery and to further strengthen and streamline early literacy services across Edmonton. [2020-2021](#)
7. Develop and execute a marketing and communications campaign to showcase EPL's offerings and expertise. [2020-2021](#)

Objective 2:

Evolve and expand EPL's digital literacy services.

ACTION

1. Using EPL best practices, define and implement Digital Literacy Service Philosophy and Framework. [2019](#)
2. Develop a process for staff and customers to stay up-to-date with technology developments. [2019](#)
3. Define and implement Service Delivery Model (location, timing, channels to customers). [2019](#)
4. Develop training, certification, curriculum framework for digital literacy instructors/facilitators. [2020-2021](#)
5. Develop customer digital literacy curriculum and classes along with accreditation models. [2020-2021](#)
6. Develop and execute a marketing and communications campaign to showcase EPL's offerings and expertise. [2020-2021](#)



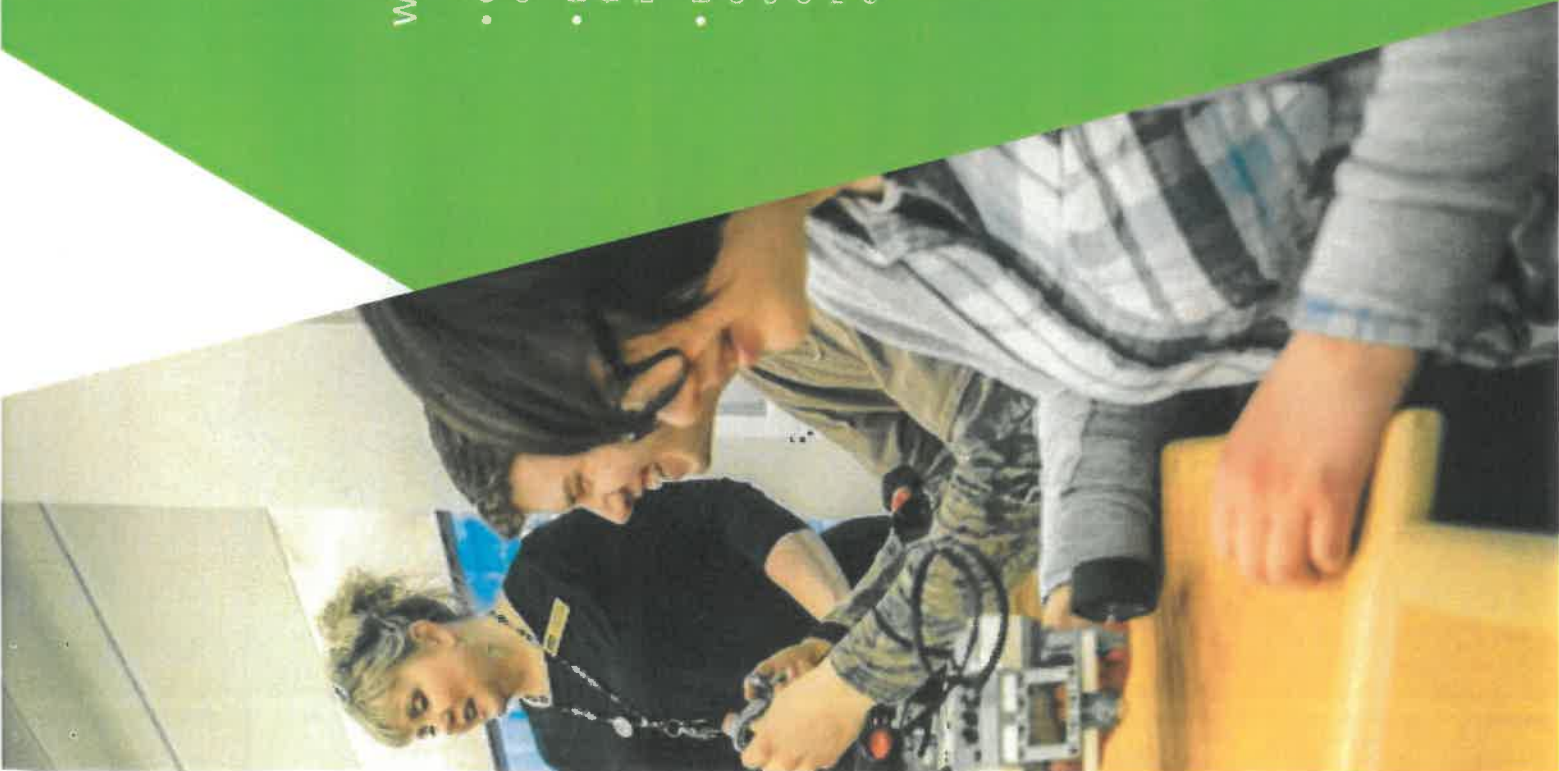
GOAL 2

EPL is the best place to create.

Customers create, make, play and experiment at EPL to expand their imaginations and capacity.

3D printing, augmented reality, robotics, coding, virtual reality, gaming, computer-aided design, recording studios, design and editing software, and more. We give Edmontonians the opportunity to learn, investigate, try, create and build with leading-edge technologies in a safe, community-oriented learning environment.





What Success Looks Like:

- Creative projects are incubated and developed at EPL.
- EPL provides classes and workshops for customers with entry-level to intermediate skills.
- EPL offers resources and technologies that customers can't easily access, with a focus on early literacy and digital literacy skills development. Our job as a community resource is to provide accessibility for experimentation and incubating ideas.
- Creation classes and workshops are developed and rolled out to EPL locations based on capacity and community needs.
- Customers can see a project from idea to design to finished product.
- EPL curates and makes accessible a repository of instructions that explain how to make things that others have successfully created.
- EPL is up-to-date and aware of technology trends that improve our services and provide new creative opportunities.

"The idea of open learning in the library setting is really evolving from libraries being warehouses of books to places where people can apply and expand their knowledge.

Knowledge building goes into the creation of art, or the creation of written literary works, or literally a makerspace – where people start making things.

That knowledge goes to the next level with the open learning available."

–DJ Padamandan

Objective 1:

Make creative and making technology available and accessible to our communities.

ACTION

1. Develop framework that defines areas of focus and the services we will provide. **2019**
2. Implement ways to showcase making and creation services, repository of instructions and projects developed. **2019**
3. Develop a process for staff and customers to stay up-to-date with technology developments. **2021**
4. Develop a partnership model to support access to and experimenting with new technology. **2021-2022**

Objective 2:

Enable experiential learning through technology.

ACTION

1. Define and implement the Digital Display Wall service philosophy, framework and service delivery model. **2019**
2. Define and implement the Children's Makerspace service philosophy, framework and service delivery model. **2019**
3. Define and implement the Adult Makerspace service philosophy, framework and service delivery model. **2019**
4. Develop training, certification, curriculum framework for making/creation instructors/facilitators. **2020-2021**
5. Develop customer creation and making curriculum and classes along with accreditation models. **2021-2022**

Objective 3:

Increase creative capacity across EPL.

ACTION

1. Educate staff on the value and importance of digital literacy and making. **2019**
2. Define and develop staff skills and training required to meet new creative service framework. **2020**
3. Ensure system-wide making and creation classes, workshops and content are easily accessible for staff use. **2020-2021**
4. Review and assess community needs and system capacity to determine services offered by location. **2021**



GOAL 3

EPL is the best place to be.

Customers recognize EPL for delivering exceptional customer experiences.

Edmontonians want an open, inviting, comfortable public place where they can learn something new, attend a class or workshop, quietly study, read or work on a computer. They want a gathering place where they can talk with friends, host a meeting and so much more. They also want services targeted to their unique needs and interests, available when, how and where they want them. EPL will continue to evolve and update our physical and virtual spaces for a **consistent** high-quality experience, while adding personalized services tailored to individual customers.



What Success Looks Like:

- Customers are extremely satisfied with their overall customer experience and return as a result.
- Customers can use EPL services in ways that are customized and personalized for their specific interests and behaviours.
- We meet customers where they are, providing services how and when they want.
- Customers can use their personal technology to seamlessly check out materials, use computers, place holds and return items to shelves.
- EPL branches have the same atmosphere as local coffee shops with friendly, inviting, comfortable spaces that allow for uplifting experiences and intimate conversation.
- Technology and the internet of things are used to effectively merchandise, organize spaces and deploy staff.

"Over the last two decades I have been visiting EPL branches and time and time again, I am met with extraordinary service, which I have to say thank you for. If I could bottle what you have created at EPL and give it away for free at every business in this city, I would. You impact ordinary folks, like me, in such an extraordinary way with your kindness, generosity and compassion."

– Govind Pillai



Objective 1:

Develop and implement exceptional customer experience philosophy and framework.

ACTION

1. Map out and evaluate customers' journeys across their interactions with EPL. **2019**
2. Define desired EPL customer journey map. **2019**
3. Pilot and implement top customer experience practices to achieve desired customer journeys. **2019-2020**
4. Implement the top 3 personalized customer experiences based on results of customer experience research. **2021-2023**

Objective 2:

Deliver EPL programs and services where and when they are needed.

ACTION

1. Define and implement the service philosophy, framework and service delivery model for areas outside of early literacy, digital literacy and making. **2019**

Objective 3:

Reimagine and evolve our spaces to be more welcoming and flexible.

ACTION

1. Using findings from customer experience journey map, identify priorities for refreshing branch layout and design. **2019**
2. Implement the top 3 priorities to ensure our physical spaces are more flexible and responsive to customer needs. **2020**
3. Implement the top 3 priorities to ensure our virtual spaces are more flexible and responsive to customer needs. **2020**



GOAL 4

EPL is the best place to work.

EPL attracts and retains highly engaged staff who successfully develop and deliver exceptional customer experiences.

It all starts with our people. Staff who are aligned to EPL's values, customer-centered, continually innovating and committed to providing world-class library services to Edmontonians are essential to EPL's success. Each and every staff member plays a vital role in achieving our goals.



What Success Looks Like:

- EPL has a culture that focuses on and values exceptional customer experiences.
- Customers recognize and acknowledge that staff are committed to providing exceptional experiences.
- EPL is known for and has a reputation for being an excellent organization to work for and can easily recruit and retain highly-qualified staff.
- Staff believe EPL is invested in their professional career development as demonstrated by the opportunities that are provided.
- Staff provide feedback on how to make things better at EPL with transparency and open communication.
- EPL's early literacy, digital literacy and making classes and workshops are delivered by well-trained experts.
- Staff engagement is higher than ever.

"In every stage of my career and education, since starting as a student page almost 20 years ago, EPL has been home to me. I'm committed to providing the same level of support, mentorship, and opportunities for growth that has been provided to me in this incredible work environment."

—Angelica Thompson,
EPL Riverbend Branch Manager

Objective 1:

Provide training and development opportunities that enhance staff capacity to deliver exceptional customer experiences.

ACTION

1. Define staff skills and competencies for delivering customer experience, digital and early literacy services. [2019-2020](#)
2. Review and refocus development and training priorities to support the customer experience framework and address gaps in digital and early literacy. [2019-2021](#)
3. Assess and enhance skill and competency levels of staff. [2019-2022](#)

Objective 2:

Implement robust talent management program including recruitment, on-boarding, and succession.

ACTION

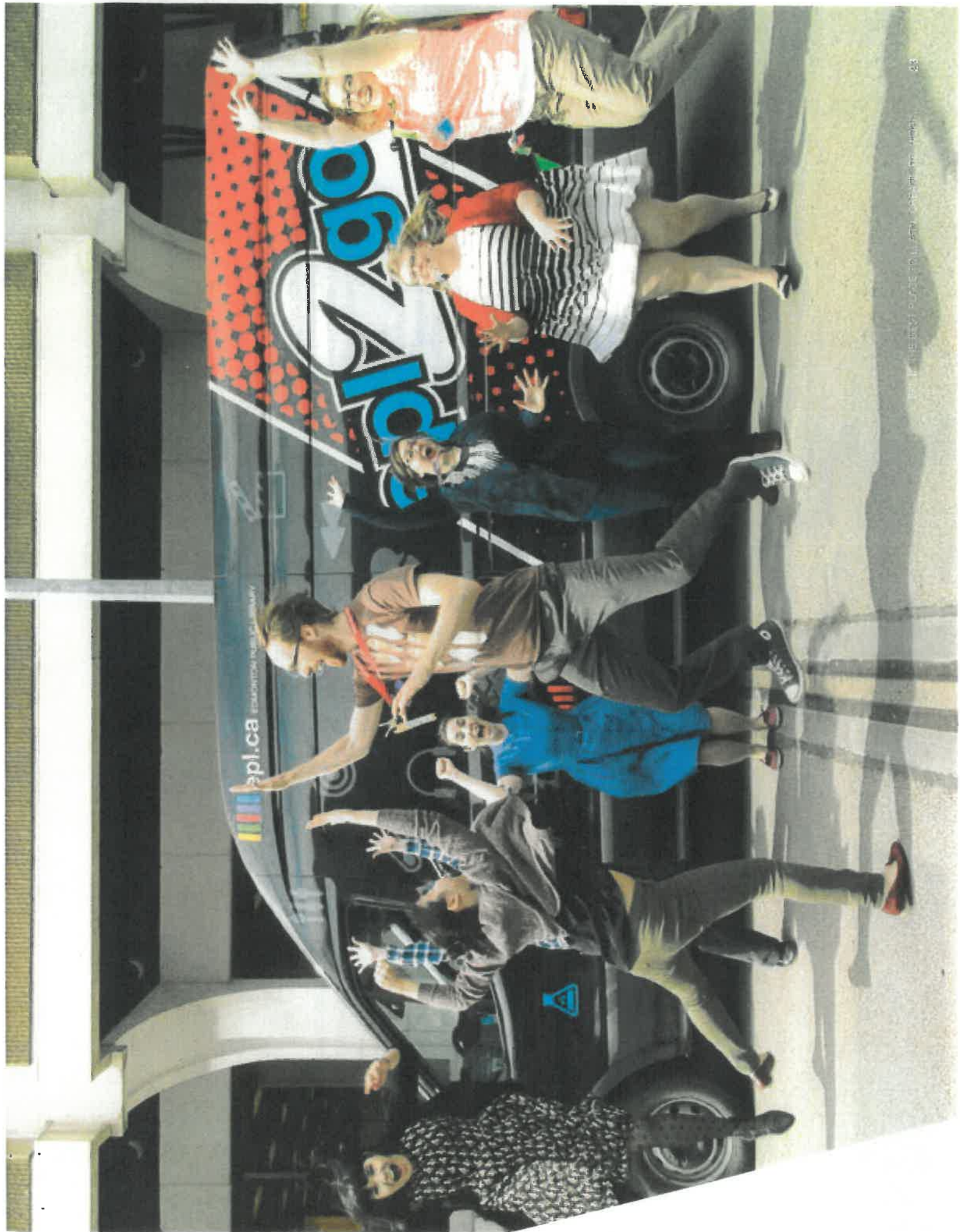
1. Develop and define EPL's Talent Management framework and philosophy. [2019](#)
2. Implement a Leadership Development Strategy for management positions. [2019](#)
3. Develop a succession plan for management, LSC, director and executive positions. [2019](#)
4. Develop a re-orientation program to support job enrichment, refresh organizational knowledge and enhance employee engagement. [2019-2021](#)
5. Develop attraction and selection strategies to recruit candidates with the knowledge, skills and competencies that align to EPL's directions. [2020](#)

Objective 3:

Engage staff in providing feedback and implementing actions to deliver exceptional customer experiences.

ACTION

1. Define behaviours and actions to support a culture of open feedback and customer experience excellence. [2019](#)
2. Develop and implement a strategy to communicate and support the advancement of a culture of open feedback and customer experience excellence. [2019-2020](#)
3. Enhance alignment between staff performance/activities and a culture of open feedback and customer experience excellence. [2020-2021](#)
4. Review and revise existing staff programs to support and enhance alignment with a culture of open feedback and customer experience excellence. [2019-2021](#)
5. Implement a staff feedback and suggestions system. [2019-2021](#)



Significant Operational Activities

Other activities, in addition to the preceding Business Plan actions, are undertaken to ensure EPL continues to be a thriving, innovative public library system. The following list outlines critical service and department activities outside of those directly related to our Strategic Goals.

ACTION

1. Review EPL's collection management usage and patterns, trends in public library collection development, and return on investment for all physical and digital collections. © **2019**
2. Complete the Milner revitalization, move in and new service implementation (including expanded Children's Library and Makerspace, and new Digital Display Wall and Culinary Centre). © **2019-2020**
3. Explore opportunities to reduce barriers to library use by students and young children. © **2019-2020**

4. Continue to review, assess and update organizational processes for increased service efficiency (e.g. materials delivery review, security services delivery model review, accounting services review and assessment, Welcome Baby review and assessment). © **2019-2023**
5. Continue our commitment to working with Indigenous communities to implement the TRC Calls to Action through public classes and events, and staff training. © **2019-2021**
6. Collaborate with the City of Learners network of partners to create, stimulate and promote a culture of continuous learning for all Edmontonians. © **2019-2021**

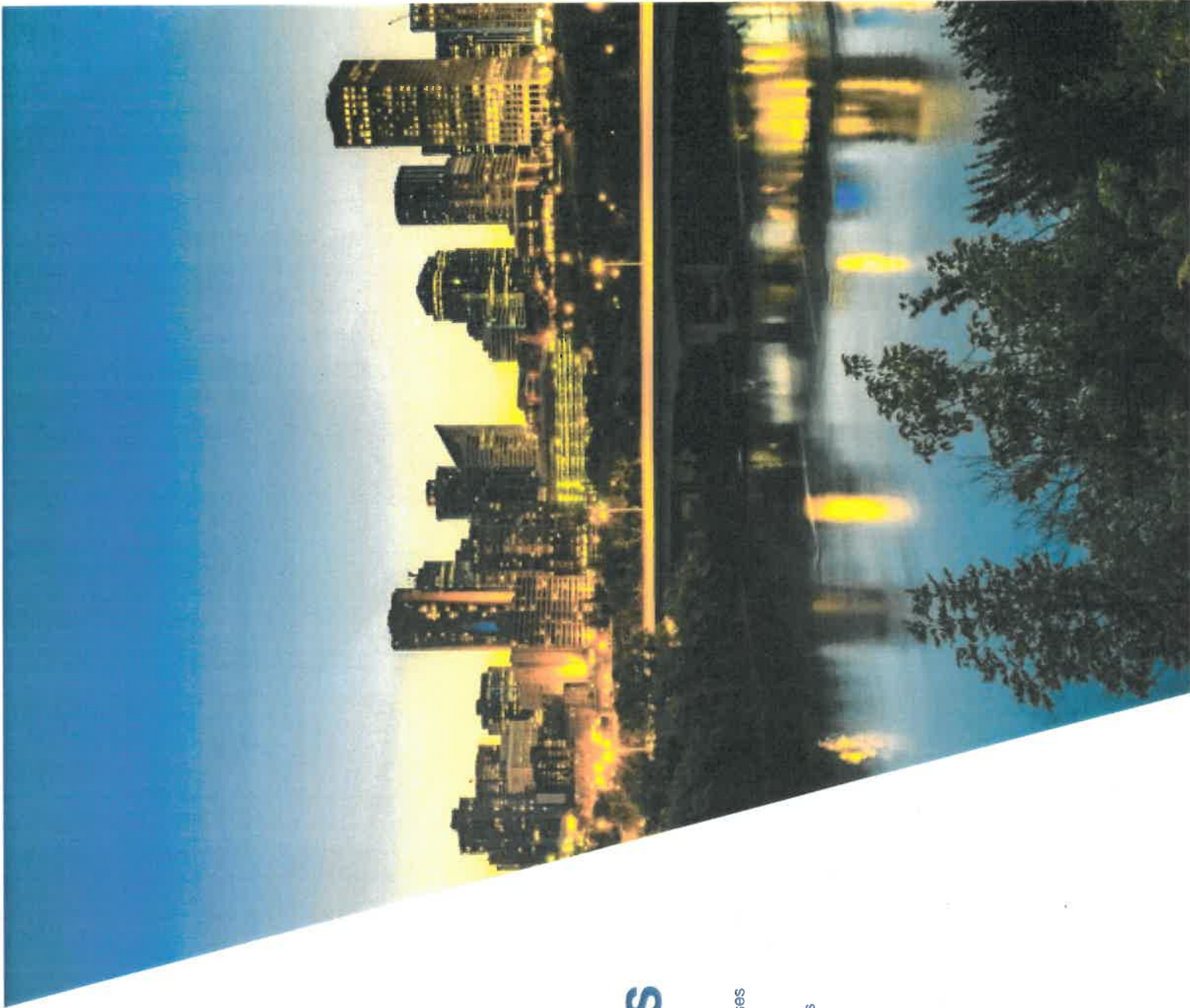




EPFL IS THE BEST PLACE TO LEARN - GREAT, BE, WORK.

Alignment with the City of Edmonton 2019-2028 Strategic Goals

From opportunities to combat urban isolation to classes that support lifelong learning, to open and inviting spaces where Edmontonians can access technology, take a class or simply hang out, EPL's Strategic Goals and Business Plan align with and support the City of Edmonton's 2019-2028 Strategic Goals.





CITY OF EDMONTON 2019-2028 STRATEGIC GOALS				
	Healthy City	Urban Places	Regional Prosperity	Climate Resilience
EPL is the best place to learn.	✓	✓	✓	✓
EPL is the best place to create.	✓	✓	✓	✓
EPL is the best place to be.	✓	✓	✓	✓
EPL is the best place to work.	✓	✓	✓	✓

EPL 2019-2023 STRATEGIC GOALS

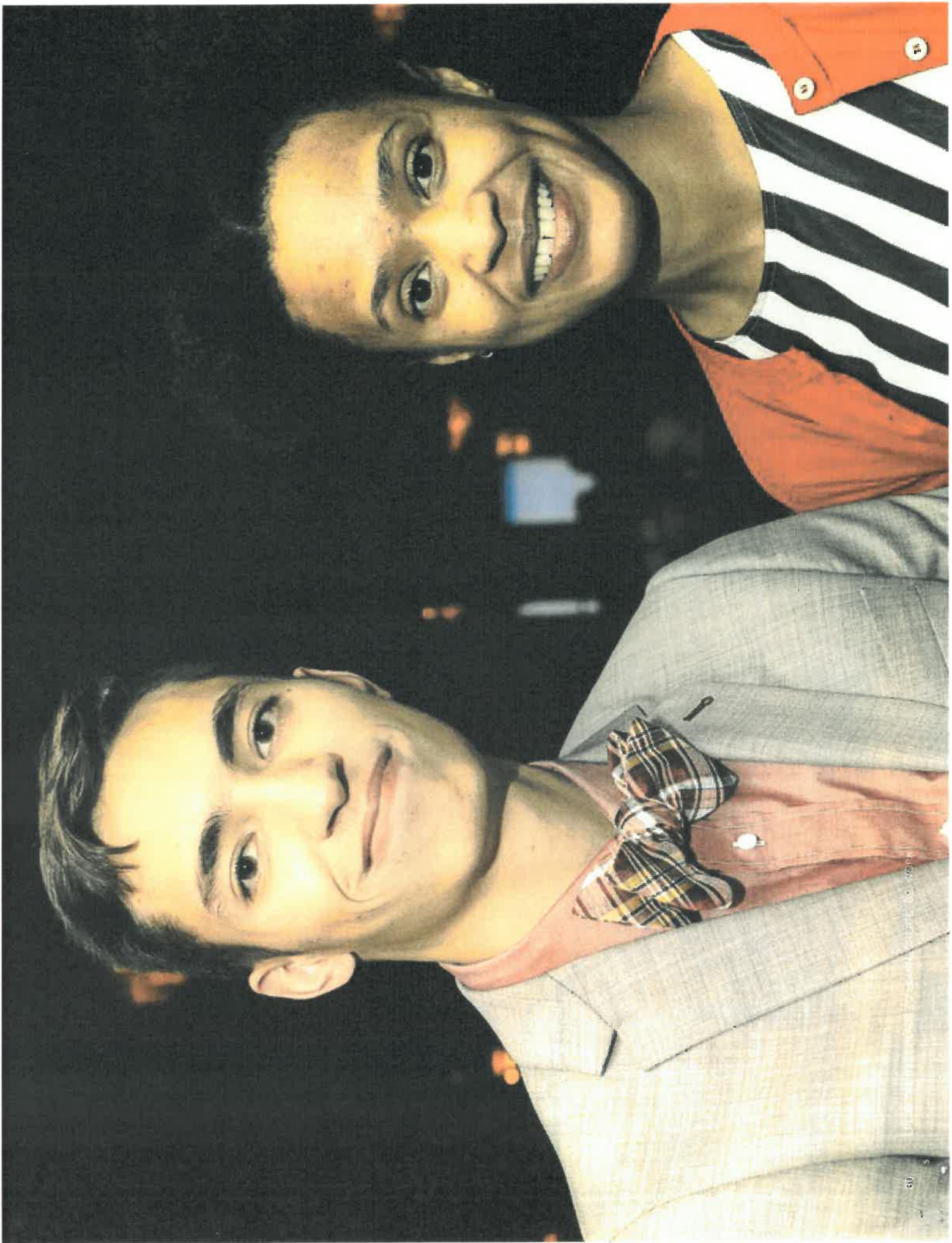
Closing Message

EPL's new Strategic Goals and Business Plan would not be possible without the leadership and guidance of our Board of Trustees and the tremendous input of EPL staff. Together, these groups developed the Strategic Goals and Business Plan with over 100 employees participating in engagement sessions to further refine our upcoming actions. We couldn't have done it without you.

Libraries continue to transform because we are transformative – we shape, impact and enrich the lives of thousands of Edmontonians each and every day. We aspire to be the best place in Edmonton to learn, create, be and work. The Strategic Goals and Business Plan actions outlined over the next three years will help us get there.







"When I was in Kindergarten, I received my library card. I loved to read Robert Munch, Dr. Seuss and the Mr. Men books and knew exactly where they were on the shelves. As I got older, I started going to the library to do research for school projects. It was then I started to get a glimpse of the amazing things I could learn. I also began taking part in the summer reading program. It was the 'coolest' thing: you got prizes just for reading! If I hadn't already fallen in love with reading, I certainly did at this point. Soon I was reading so much, my parents had to tell me to 'put the book down,' usually more than once. But if you and Jules Verne had already sailed 15,000 leagues under the sea, why wouldn't you want to see what the last 5,000 held in store?"

*—Dylan Vaskevicius
(pictured with his mother, Erica)*

Edmonton Public Library
MNP Tower, 7th Floor,
10235 101 Street NW
Edmonton, AB T5J 3G1



epl.ca

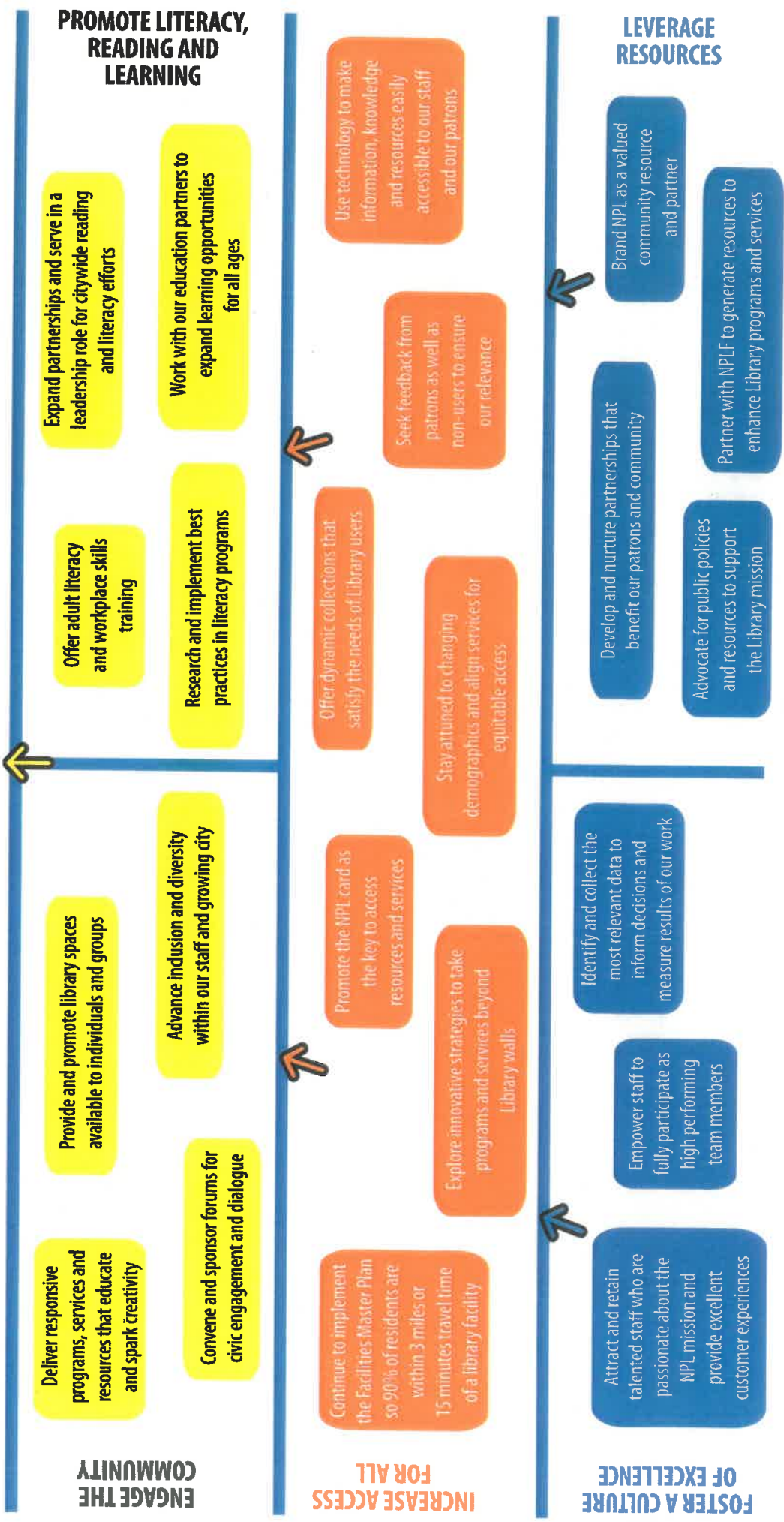
EDMONTON PUBLIC LIBRARY

Spread the words.



STRATEGY MAP 2018 - 2020

MISSION: Inspire Reading, Advance Learning and Connect Our Community



VISION: All members of our diverse community are empowered through limitless learning opportunities to enrich their lives

WE VALUE: Extraordinary Customer Service, Love of Reading, Lifelong Learning, Intellectual Freedom, Innovation, Excellence, Inclusiveness



STRATEGIC PLAN 2018-2021



*We are grateful to work and live on the unceded and traditional territories of the Coast Salish peoples and the **sk̓wx̓wú7mesh** (Squamish) and **səl̓ílwətaʔt̓** (Tsleil-Waututh) nations.*

We are proud to share our 2018–2021 Strategic Plan with you. To develop this plan, we completed in-depth research on major drivers of change in our community and engaged with nearly 2,000 residents about their library use, needs and aspirations. We learned:

Our library is a place of learning, helping people to achieve success in school, develop workplace skills, cope with life challenges, and explore new perspectives. We facilitate discovery.

Our library builds community, offering a vibrant place to connect with others and reflecting our diversity. We work in partnership with a network of local agencies to serve the community.

Our library has a role to play in reconciliation, joining with other libraries to promote the lessons of the Truth and Reconciliation Commission. *Namwayut.* We are all one.

Our library is for everyone, championing free and equitable access to information and ideas in a safe and compassionate environment. We are a first stop for newcomers, new parents and those embarking on new stages in life.

The City Library's 2018–2021 Strategic Plan builds on our role as a learning institution and challenges us to become a source of inspiration and empowerment for the community as we face our futures together. We sincerely hope you all find something in this plan that resonates for you.

STEPHEN SMITH
Chair
North Vancouver City Library Board

DEB HUTCHISON KOEP
Chief Librarian
North Vancouver City Library

MISSION

Our purpose, our reason for being

We foster the love of learning in all its forms, connecting people to ideas, experiences and one another.

VISION

What we aspire to be and do

We will be the welcoming, vibrant hub of a thriving community by:



Empowering
growth



Sparking
curiosity



Fostering
creativity &
innovation



Galvanizing
community
potential



VALUES

*Our deeply held beliefs
that guide our decision making*

LEARNING & INNOVATION

We believe learning is the key to navigating change successfully. We encourage creativity and experimentation as we learn from experience and strive for continuous improvement.

COMMUNITY FOCUS

We put our customers and community at the centre of everything we do. We engage with our community to understand their needs, and deliver services that satisfy and delight.

WORKING TOGETHER

We work in collaboration and partnership, recognizing we are stronger together. We work toward common goals and collective impact while building on our unique strengths.

INTENTION

We act with purpose, seeking to focus our energy where it makes the greatest difference. We start with the end in mind and use evidence to support our decisions.

SUSTAINABILITY

We seek to achieve maximum social impact with minimum environmental impact, and to optimize our capacity to deliver services in a financially responsible manner.

BEING WELCOMING & INCLUSIVE

We work to make everyone feel safe, welcome and comfortable. We endeavour to reflect and respect the diversity in our community.

INTELLECTUAL FREEDOM

We support and facilitate free and equitable access to knowledge and ideas in all their forms. We respect and defend individual rights to privacy and choice.

BALANCE

We strive for balance between traditional and emerging services, between our resources and our ambitions, and among the competing needs of diverse customers.

Inspire Learning, Discovery & Creation

Create Vibrant Spaces

Honour Indigenous Perspectives

Enhance Access & Inclusion

STRATEGIC PRIORITIES

*Where we will focus in order to achieve our mission,
move toward our vision, and reflect our values*



INSPIRE LEARNING, DISCOVERY & CREATION

“This library serves as my stairway. It takes me to different areas of life unknown to me.”

Key skills for learning in the 21st century include creativity, collaboration, communication and critical thinking.

With the rapid pace of change, the ability to learn is an essential skill for our time. Our library is a platform for learning, discovery and connection, offering access to information and technology, support for skills development, programs that inspire, and space to gather and study.

ASPIRATION


Our library will be a creative hub and an engine for community innovation and problem solving. We will empower discovery and inspire creativity. Library spaces, technology and resources will support learners of all types in a variety of learning contexts. Community members will recognize our library as a key source of support and inspiration as they navigate personal and technological change.

WE WILL:

- › Become a centre for lifelong, self-directed and self-paced learning
- › Devise learning experiences for all ages that inspire and motivate
- › Actively weave 21st century learning skills into library programs
- › Support digital skills development and application
- › Create a dedicated, inspiring space for learning and innovation

SOME OF WHAT YOU WILL SEE...

- › Coding classes for all ages
- › Tools for digital storytelling
- › Opportunities to earn certificates



CREATE VIBRANT SPACES

“I love the space. It’s friendly, beautiful and bright. I walk here for exercise and cultural stimulation.”

Our library is a “community living room”, loved for its light-filled spaces.

As library use evolves, the layout of the library needs to evolve as well. Rapid change and growth in our community has translated to greater demand for free, welcoming, accessible spaces like ours. Yet access to our central location is still a challenge for many.

ASPIRATION

Our library will be a welcoming, vibrant place with room for everyone, offering spaces for contemplation, discovery, creativity and engagement. We will be active outside our walls, bringing the library to all corners of our community. Through engagement, we will understand community needs for library services, and we will begin work to deliver services where and when they are needed.

WE WILL:

- Pursue opportunities to improve service to underserved neighbourhoods
- Animate and activate public spaces with a library presence in partnership with the City of North Vancouver
- Enrich and expand regular outreach services
- Optimize library spaces to meet changing needs

SOME OF WHAT YOU WILL SEE...

- Bicycle-powered mobile library
- Pop-up libraries in parks and public spaces
- Library space assessment and plan

HONOUR INDIGENOUS PERSPECTIVES

“Reconciliation begins with each and every one of us.” Final Report, Truth and Reconciliation Commission of Canada

“My People Will Rise Up”
Artist: Marianne Nicolson
Photo by: David Watkins

Libraries are natural places for dialogue and learning.

As Indigenous Peoples' cultures have been deliberately suppressed in our heritage institutions, it is vital for libraries to actively participate in reconciliation. Listening and building relationships of trust are essential, and our staff need education and support as they seek to make connections.

ASPIRATION

Indigenous community members will feel comfortable and see themselves reflected in library spaces and services. Our library will be viewed as a partner authentically committed to reconciliation. Staff will appreciate the experience of Indigenous communities, have the knowledge they need to provide culturally sensitive services, and have respectful personal connections with Indigenous community members.

WE WILL:

- › Respectfully approach and actively consult with Elders and community leaders
- › Seek to connect with Indigenous community members in a meaningful, respectful and inclusive way
- › Work together on library services that honour Indigenous voices and history
- › Train staff and trustees about Indigenous history and experience, and the principles of reconciliation

SOME OF WHAT YOU WILL SEE...

- › Indigenous author, artist or storyteller in residence
- › Library presence at local First Nations events
- › Community programming around reconciliation



ENHANCE ACCESS & INCLUSION

“This library showed us how welcoming our new home was going to be.”

Connectedness and engagement are vital to the well-being of communities.

Our library plays an important role in welcoming newcomers, supporting early learning, engaging seniors, providing space for community meetings, and supporting people in navigating change. Despite the library's central location and 72 open hours, many community members struggle to access our services.

ASPIRATION

Members of our community, in all their diversity, will feel a sense of community and belonging in the library. Interactions with library services and staff will be seamless, easy and intuitive, both in person and online. There will be improved access to library services for those who are challenged by distance, transportation, disability, or poverty.

WE WILL:

- Promote dialogue about issues that matter to our community
- Improve the library's digital experience
- Work to identify and resolve barriers to accessing library services

SOME OF WHAT YOU WILL SEE...

- Welcome brochure translated into other languages
- Programs on key community issues
- Expanded home services



FUNDAMENTALS

The resources, infrastructure and activities that support everything we do

Practical, meaningful staff training and development — to empower staff and equip them with the skills and knowledge they need

Effective, strategic communications and advocacy — to tell our story, demonstrate impact and sustain funding

Robust, well-maintained facilities and infrastructure — to support service delivery and ensure capacity for future development

Powerful, up-to-date technology — to meet community expectations and enable innovative, efficient service delivery

Responsive, current physical and digital collections — to reflect the changing needs and interests of the community

WORKING TOGETHER

We believe in the power of partnerships

The City of North Vancouver Library's 2018–2021 Strategic Plan connects to key municipal and provincial strategies and contributes to their impact. Working together, we can leverage our individual strengths to achieve collective impacts.

CITY LIBRARY STRATEGIC PLAN 2018–2021 PRIORITIES	CITY OF NORTH VANCOUVER STRATEGIES						Vision for Public Library Service in BC (Ministry of Education)
	Official Community Plan	Sustainable City Framework	CNV4ME: Child, Youth & Family Friendly Strategy	Play CNV	Economic Development Strategy	Social Plan	
Inspire learning, discovery and creation	✓	✓	✓		✓		✓
Create vibrant spaces	✓	✓	✓	✓		✓	
Honour Indigenous perspectives		✓				✓	
Enhance access and inclusion	✓	✓	✓	✓		✓	✓

City Library representatives participate at community tables focused on topics as diverse as literacy, health, and services to youth, seniors, newcomers and families. We also pursue partnerships with local enterprises and educational institutions.

ENRICHING LIVES, INSPIRING STORIES



ON A TYPICAL DAY:



1,375
library visits

14

*new library
card signups*

1

*community
meeting hosted*

7

*literacy & learning
programs delivered*

250

*customer
questions
answered*

1,425

*books, movies
& magazines
borrowed*

60

*children attend
literacy-based
programs*

8

*items delivered
to patrons with
disabilities*



1,600
nvcl.ca visits

190

*ebooks and
eaudiobooks
borrowed*

60

*online
classes
taken*

180

*public
computer
users*

370

*public WiFi
sessions*

 North
Vancouver
City Library

120 West 14th Street
North Vancouver, BC V7M 1N9
604.998.3450

INFO@NVCL.CA

city
of north
vancouver

Supported by the
City of North Vancouver

Bellingham Public Library



Strategic Planning
December 18, 2019

Criteria for evaluation

Structure: What are the basic elements of each plan? Are there interesting outliers, elements that seem different or creative?

Content: What are libraries talking about in these plans? Themes?

Look and Feel: These are marketing documents as well as strategic plans. What adjectives come to mind as you consider the look and feel of each plan?

Overall Impression: Both positive and negative

Discussion

Tuesday, January 15. 4:30-6 pm. Library Board Room

STRATEGIC PRIORITIES

Saturday, October 28, 2017



ENHANCE ACCESS

5 STRATEGIC PRIORITIES

Enhance Access to library services, resources, and programs.

Expand Non-Traditional Library Service Points

Improve User Experience & Self-Service Options

Expand Access to & Usage of the California Room and Partners in Reading

Acquire Collections to Meet Community Needs



5 STRATEGIC PRIORITIES

The community to high quality opportunities and tools for learning.

Implement Digital and Educational Initiatives

Develop Programs Based on Community Need

Energize Educational Partnerships

Support Afterschool and Summer Learning





ENGAGE

LIBRARY!



5 STRATEGIC PRIORITIES

Engage volunteers, staff, communities, and partners to strengthen services.

Support the Library & Early Education Commission

Finalize Friends' MOU & Work with Friends Groups to Provide Support

Engage SJPL Foundation Board & Staff/Leadership

Enhance Employee Engagement & Staff Development Efforts



ENSURE

5 STRATEGIC PRIORITIES

Ensure libraries and services are safe, connected, efficient, and welcoming.

Improve Efficiencies in Materials Handling

Provide Cross-Functional Customer Service

Ensure Seamless Excellent Services to All Customers

Implement Annual Facilities Maintenance & Improvement Plan

Update Security Procedures and Implement Training Plan



BOOST

5 STRATEGIC PRIORITIES

Boost awareness of library resources, services, and value.

Enhance Visibility of Partners in Reading & TeenHQ

Increase Number of Active Library Card Members

New Outlets for Marketing SJPL Works Program

Support Welcoming San Jose Initiative





STRATEGIC PLAN

2016–2019

STRATEGIC PLAN

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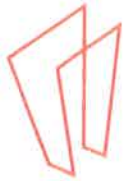
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Adopted by Skokie Public Library Board of Trustees, April 13, 2016
Mark Prosperi, President; Diana Hunter, Vice President/President Emerita;
Karen Parrilli, Secretary; Susan Greer; Eugene F Griffin; Jonathan H Maks, MD; Zelda Rich



STRATEGIC PLAN EXECUTIVE SUMMARY

Every three years, the library undertakes a thorough strategic planning process designed to reexamine its vision, mission, values, and strategic goals. A large number of staff representing every area of the library participate in this endeavor, together with community leaders and members of the library's Board of Trustees. The hope is that this new plan for 2016-2019 will build on recent progress stemming from the 2013-2016 strategic plan. Most notably, a major organizational realignment implemented in January 2014 led to an increase in our ability to provide access to information and resources, foster learning opportunities for people of all ages, and build a stronger community. At the same time, we remain open to new strategic priorities and goals that emerged from this recent planning process.

In order to ground the strategic plan in the community, we placed a lot of weight in the public knowledge gained from recent community conversations and other methods of engagement with the people we serve. We know that those who live and work in Skokie aspire for a greater sense of connection with one another, an assurance of safety and opportunity, and a vibrant, economically thriving environment. There is also a desire for more transparency and ease in civic awareness and engagement. These hopes and concerns are reinforced by the results of the 2015 Skokie Citizen Survey, which asked residents to rate life in the community.

STRATEGIC PLAN EXECUTIVE SUMMARY

Demographic data and broader trends also reveal opportunities for the library to better serve the community. Skokie continues to be defined in large part by its diverse population, including diversity of income, race, ethnicity, and culture. We see clear signs of growing income inequality, with approximately 29% of Skokie households struggling financially and 43% of public school students qualifying for the free or reduced-price lunch program. For some, this also means low technology adoption and a fall into the digital divide. Furthermore, the current Illinois political climate and budget crisis show no signs of improving. This has a direct impact on Skokie residents as social services agencies, public higher education institutions, and other publicly funded organizations struggle to operate. Other trends that are becoming increasingly relevant include the fast casual concept popular in today's restaurants, the connected learning model emphasizing social experiences and digital resources, and the collective impact movement characterized by organizations working together to pursue common interests.

In light of this strategic environment, the library continues to play a vital role in standing with the community and making it a better place to live and work for all of its members. The following vision, mission, values, and goals all reflect this underlying belief.

STRATEGIC PLAN EXECUTIVE SUMMARY

VISION

Skokie Public Library is the heart of a vibrant village where people of all ages, backgrounds, and cultures engage in lifelong learning and discovery while actively participating in the life of the community.

MISSION

As a springboard for personal growth and community development, Skokie Public Library promotes discovery, enrichment, collaboration, and the exchange of ideas through a broad spectrum of resources and experiences.

CORE SERVICE VALUES

- Pursuing Access and Equity
- Cultivating Learning and Literacy
- Engaging the Community

GOALS

- To address community aspirations and concerns through sustainable partnerships.
- To further a sense of community and spur personal growth through learning that is social, participatory, interest-driven, and relevant for people of all ages.
- To make data-driven decisions that lead to the best use of resources, guide effective advocacy, and maximize the impact on our community.
- To promote equity of opportunity through development of resources, programs, and services that reflect Skokie's diversity and are accessible to all.
- To incorporate user-centered design in our planning and practice to achieve convenient, intuitive, intentional, and engaging experiences for our community.
- To build a healthy organizational culture that enables staff to thrive and maximize our effectiveness.

STRATEGIC PLAN VISION & MISSION

The hope is that the 2016-2019 Strategic Plan will guide library staff in their work and inspire the public to engage with us in creating a better community.

VISION

The vision statement speaks to our hope for the future of Skokie, as well as the library's essential role in helping the community reach that destination.

Skokie Public Library is the heart of a vibrant village where people of all ages, backgrounds, and cultures engage in lifelong learning and discovery while actively participating in the life of the community.

MISSION

The mission statement serves as the primary goal of the library and lays down a path for what the library will do to help achieve the vision for the community.

As a springboard for personal growth and community development, Skokie Public Library promotes discovery, enrichment, collaboration, and the exchange of ideas through a broad spectrum of resources and experiences.

STRATEGIC PLAN VALUES

For any library to thrive, it is important that the organization clearly identifies and holds firmly to its foundational beliefs. There are many enduring values of librarianship, such as confidentiality and privacy, democracy, diversity, intellectual freedom, and social responsibility. These and other values are clearly expressed in the American Library Association Code of Ethics, the Freedom to Read statement, the Library Bill of Rights, and other professional statements. The library affirms these values, but is also particularly guided by three core service values that speak most powerfully to our vision and mission.

The following three core service values are vital to the entire organization, and should be used by all staff to continually guide their work. They help us understand who we are and what is important to us, enable each staff member to see not only how they fit into the library but how they add value to the community, highlight shared values and potential areas of collaboration for community partners, and provide a means for staff to evaluate new and existing initiatives.



STRATEGIC PLAN VALUES

PURSUING ACCESS AND EQUITY

We believe that all people deserve free and open access to ideas, information, resources, and opportunities. We also recognize that structural injustice is real and exists in our community. Achieving equity requires us to give people what they need to become successful and fully participate in society.

CULTIVATING LEARNING AND LITERACY

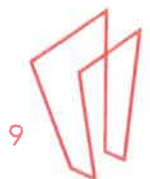
We believe that the development of a wide range of literacy skills is essential to empowering all people to achieve their full potential in life. Encouraging a culture of enthusiastic reading and providing creative learning experiences will also result in a more informed and engaged community.

ENGAGING THE COMMUNITY

We believe that communities are stronger when individuals and groups are inclusive and have a sense of connectedness. Authentically engaging with one another and working together is the most effective way of identifying community aspirations and developing sustainable strategies to overcome challenges.

STRATEGIC PLAN GOALS

The following general statements outline the library's goals for the next three years. Although they do not seek to capture every aspect of the library's potential work, they clarify strategic priorities moving forward. Multiple strategies are suggested to provide a clearer picture of what approaches we may take to achieve that particular goal. These broader goals support the library's vision, mission, and core service values. They also serve as the framework for the development of more specific objectives that will be determined each year. These objectives will provide specific, measurable, achievable, relevant, and time-bound steps to help us reach the goals detailed in the following pages.



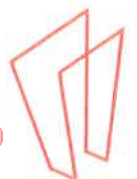
STRATEGIC PLAN GOALS

GOAL 1: To address community aspirations and concerns through sustainable partnerships.

The library is a trusted, established organization that can act as a convener in the community. By working together with local partners, the library can help the community identify shared hopes and realize large-scale, long-lasting social change.

Strategies:

- Convene stakeholders to foster a greater level of dialogue about shared hopes and the most urgent challenges facing the community.
- Build, implement, and advocate for distinct strategies to achieve progress with specific issues and sustainable community growth.
- Develop and mobilize leaders in every area of the community to build trust, deepen civic engagement, and maximize existing assets.
- Encourage open data initiatives and sharing of community information to promote transparency, informed choices, and lasting innovation.
- Measure outcomes to evaluate effectiveness of community partnerships and strategic initiatives.



STRATEGIC PLAN

GOALS

GOAL 2: To further a sense of community and spur personal growth through learning that is social, participatory, interest-driven, and relevant for people of all ages.

New economic realities require constant change and growth for individuals across the lifespan in order to participate actively in the workforce. At the same time, technologies support deep engagement with communities of practice on any number of topics. The library is uniquely positioned to deliver on the promises of these new realities, as a community gathering space, to support diverse learning goals through innovative, experiential formats—while creating, in the process, new forms of civic engagement and community participation. The library can play a crucial role in providing broad access to key technologies that will make learning resources more accessible and visible at home, at school, and across the community.

Strategies:

- Provide opportunities for adults in their 20s and 30s to engage with one another around personal interests and tastes, building social connections along the way.
- Align with multiple learning institutions to create seamless learning throughout the community.
- Level the playing field by giving people of all ages access to emerging technologies and digital-literacy learning opportunities.
- Design and support learning experiences for intergenerational audiences with room for peer learning and mentoring.
- Gather people to work on solutions to community issues, promoting both civic engagement and skill building (e.g., Web design and development).



STRATEGIC PLAN GOALS

GOAL 3: To make data-driven decisions that lead to the best use of resources, guide effective advocacy, and maximize the impact on our community.

In an environment where there is a seemingly endless number of possibilities for library services, programs, and resources, it is critical to remain customer-driven and base our decisions on a deep understanding of the community. This requires becoming more data-literate as a staff and becoming adept at collecting, organizing, analyzing, sharing, and using both quantitative and qualitative data. Better understanding the impact we are making in the community will help us tell our story more effectively and improve our advocacy efforts.

Strategies:

- Measure and share outcomes for essential programs and services, using Public Library Association's Project Outcome initiative and other methods.
- Employ Harwood Institute's approach to turn outward and authentically engage with the community about their aspirations, enabling action built on public knowledge.
- Clarify service implications and priorities by using CommunityConnect market segmentation data on an ongoing basis.
- Find ways for the library and its partners to effectively share their stories in order to build connections and document their significance in the community.
- Take steps to increase staff literacy with data, assessment, and strategic thinking.



STRATEGIC PLAN GOALS

GOAL 4: To promote equity of opportunity through development of resources, programs, and services that reflect Skokie's diversity and are accessible to all.

Research shows that a significant and growing population in Skokie is affected by low income and its associated challenges. The community also continues to be defined by a large, yet shifting, immigrant population that faces interpersonal and structural bias. Dynamics of urban sprawl make matters more complex, elevating issues once concentrated in nearby Chicago to greater significance in Skokie. There is a growing sense of urgency about these large-scale societal issues that are often rooted in race, gender, income, and inequity of experience and opportunity. The library can play a central role in advocating for equitable access to opportunities for even the most vulnerable in the community.

Strategies:

- Work closely with partners to identify with and become an ally of the most vulnerable in the community, providing relevant services, programs, and resources.
- Reach potential new users of the library and connect them not only with relevant library services, but with other members and agencies within the community.
- Help community members understand their civic rights and improve basic literacies (e.g., digital, health).
- Create and support opportunities for community-driven participatory research that can lead to community-designed solutions.
- Identify valuable knowledge, skills, resources, values, and commitments that already exist in the community and explore ways to use these assets to create more equity.



STRATEGIC PLAN GOALS

GOAL 5: To incorporate user-centered design in our planning and practice to achieve convenient, intuitive, intentional, and engaging experiences for our community.

As people experience faster, more convenient services in other areas of life, they bring new expectations to both the physical and virtual spaces of the library. Creating excellent services, spaces, and products requires thinking about and designing for the user's behavior and experience.

Strategies:

- Continually apply design thinking to create simple, intuitive, and flexible services, resources, and spaces in the physical library and bookmobile.
- Create a seamless, intuitive, mobile-friendly user experience for the increasing number of people interested in connecting to relevant services and resources through the library's online presence.
- Provide an excellent customer experience at all access points.
- Institutionalize a process of user testing and include input from patrons, ensuring that it becomes a first-order method of data gathering and decision-making.
- Design facilities, websites, and services for people with a broad range of characteristics, including abilities, disabilities, and cultural backgrounds.



STRATEGIC PLAN GOALS

GOAL 6: To build a healthy organizational culture that enables staff to thrive and maximize our effectiveness.

The library's most valuable resource is its staff. We serve the community of Skokie, and we are a community. In order to accomplish our mission and simultaneously build a joyful, healthy workplace, it is important that staff feel valued and confident not only in the organization's culture but also in its ability to accomplish what it sets out to do. Communication, transparency, and respect are key aspects of reaching this goal.

Strategies:

- Intentionally live out the organizational culture statement, while being honest and reflective about barriers toward doing so, to improve the experiences of staff on a daily basis.
- Strive for equity, diversity, and inclusion among staff.
- Identify key competencies and assess how best to use our resources to train and develop each staff member.
- Place staff and volunteers in well-designed roles in order to accomplish the library's goals and objectives.
- Examine processes and workflows to help staff become more agile, responsive, and effective.



STRATEGIC PLAN

PLANNING PROCESS AND FINDINGS

In order to create a new strategic plan for 2016-2019, a core planning committee composed of staff from various departments and two board members met regularly between December 2015 and April 2016.

The core planning committee held its first meeting in December 2015 and began by clarifying its purpose and discussing individual hopes and assumptions coming into the process. Susan Carlton, community engagement manager, reviewed themes that emerged from facilitating many local community conversations. Skokie community members repeatedly discussed three primary aspirations:

- Stronger sense of community
- Public safety
- Vibrant downtown Skokie

The core planning committee then used the appreciative inquiry model to identify what is currently working well in order to build on recent successes. Some of the comments by core planning committee members touched on the following:

- The success of the BOOMbox and its focus on STEAM (i.e., Science, Technology, Engineering, Arts, Math) and peer learning for people of all ages.
- More resources invested in building partnerships and increasing community input on our services and resources, as evidenced by the work of the new Community Engagement department.
- The recent website redesign project with its emphasis on user experience (UX), usability, and improved visual design.
- An increase in the number of technology classes and other opportunities for improving digital literacy, including personalized one-on-one appointments.
- The Coming Together in Skokie and Nilus Township programming initiative, which created space for the community to learn about and discuss the topic of race.
- Changes in collection development practices that led to greater access to popular materials and digital content, and eventually an overall increase in circulation.



APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

In January 2016, the core planning committee heard from a number of guests. Bruce Brigell, the library's information services coordinator, and Steve Marciani, planning supervisor at the Village of Skokie, shared insights regarding the demographics of Skokie based on 2014 estimates. Areas discussed included race, age forecasts, the wealth gap, employment, and housing. Some of the most interesting findings from this research included:

- Approximately 40% of Skokie residents were born outside of the United States.
- Compared to 2009 estimates, there is an increase in Asian and Hispanic residents, and a decrease in European-born residents and the overall White population.
- Students in Skokie are more diverse than the general population, with 40% White, 31% Asian, 14% Hispanic, 9% Black, and 4% multi-racial. Since 2000, the number of White students has decreased by 23%, while the number of Hispanic students has increased 126% and the number of Black students has increased 111%.
- 24.4% of the population over 5 years of age report speaking the English language "less than well."
- The median annual income in Skokie is \$66,586.
- 12% of the overall population and 17% of children are living in poverty; 29% are struggling (defined as living in a household earning less than twice the poverty rate for its size).
- 27% of households earn less than \$35,000 annually, while 16% earn more than \$150,000 annually.
- 43% of students qualify for the free or reduced-price lunch program.
- The median age will continue to rise slightly by 2020 with gains in those 25-44 years old and 65-84 years old. Those 5-24 years old and 45-64 years old are projected to decrease.



APPENDIX 1

STRATEGIC PLAN

PLANNING PROCESS AND FINDINGS

At the same meeting, Miguel Figueroa, Director of ALA's Center for the Future of Libraries, presented information about broader societal trends that may have an impact on libraries. Highlighted trends included the following:

COLLECTIVE IMPACT

- This trend points to the idea that there are certain broader problems that no single organization in the community can solve on their own or with a one-off solution (e.g., poverty, homelessness).
- How can the library, among the most trusted organizations in the community, serve as a convener to help solve these broader problems?

EMERGING ADULTHOOD

- Around the recent economic downturn, social scientists noticed that the traditional hallmarks of adulthood started to slide for people in their 20s and 30s (e.g., moving out, becoming financially stable, starting a family). Women in this range living at home have hit a high since the 1940s and 1950s.
- How can we serve this age group better, as we have traditionally assumed they return when they have children?

FANDOM

- This trend speaks to the deep dedication of a particular community on popular, cultural media. Sometimes this involves the creation of their own derivative works.
- How can we capitalize on fandom, inspire creativity, and encourage people to engage with each other and the library?



APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

FAST CASUAL

- This trend comes from the restaurant and hotel industry and is the space between fast food restaurants and casual sit down restaurants. This space is flexible and multifunctional without judgment. There is also an infusion of technology, with WiFi, plenty of outlets, the option for mobile payments, and ways to order food in advance.
- What can we do to create a desirable experience for users who are accustomed to this fast casual trend?

SHARING ECONOMY

- This trend highlights the interest in the process of sharing something instead of the thing being shared. It combines a common, accessible platform (e.g., Uber) and depends on user reviews and reputation.
- What can we contribute to conversations about privacy and transparency in light of this new sharing economy?

INCOME INEQUALITY

- Technological advancement may actually be increasing the gap in income for many. There is a fundamental achievement gap, as those who begin with more will have access to better education and better overall support.
- What can we do to provide more equitable access to the resources and services people need to be successful?



APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

Also in January, staff participated in an activity in which they were asked to imagine what it would look like if things go exceedingly well at the library over the next few years. These ideas were documented and shared with the core committee and subcommittees. Most of the comments centered around the following:

- Building improvements and better use of space, including more options for people to enjoy food and drink.
- Open, respectful, and effective communication among staff.
- Increased community engagement efforts.
- Organizational culture that promotes growth, happiness, and kindness.
- Opportunities for staff training and job growth.
- Continued engagement with teens, providing them with effective behavioral guidelines and useful spaces.
- Creative programs and services for people of all ages to help meet their needs.
- Ways to help kids grow and develop.



APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

Later in the month, 29 staff members participated in a full-day workshop with Marc Futterman, president of Civic Technologies. Futterman presented data on library card registration, circulation of physical materials, demographics, and market segmentation, giving us a clearer picture of those we are serving (and not serving). Key findings included:

- 28,942 active customers used their card at least once in the last two years.
- Skokie cardholders account for 95% of total checkouts.
- There are twenty market segments represented in Skokie. The top five market segments account for just over 50% of the population.
- There is higher customer potential with the larger market segments, but there are also indications that the library can have a significant impact on smaller market segments.
- There is a high percentage of people in their parental years and empty nesters: 40% of the population is between age 30-59. But younger age groups are growing.
- Over one-third of households are under \$50,000 in household income.
- 58% of the population are White, 28% Asian, 6% Black, and 8% two or more races or another race.
- 10% of the population are of Hispanic ethnicity across all races.



APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

Community involvement is always a key component of our strategic planning process. In addition to having two board members participate on the core planning committee, we heard from leaders from various organizations, including Maureen Murphy (Village of Skokie Human Services), Anthony Scarpelli (Village of Skokie Police), Lisa Schwartz (School District 68), Howard Meyer (Skokie Chamber of Commerce), Diana Juarez (ELL Center), Ann Raney (Turning Point), and John Lockerby (Village of Skokie Manager's Office). Some common hopes included serving the most vulnerable in the community and breaking down silos in order to work together more effectively. There was agreement among the group that the library is a community center and can play a key role since it is already a trusted partner to many. Other insights from this conversation included:

- A key question relates to how community partners can come together to openly share challenges, leverage our resources and collective brain power, and find solutions.
- Literacy is one of the best connectors between kids of different languages and backgrounds.
- Schools are interested in embracing 21st century learning, extending learning beyond the traditional classroom.
- Families are key partners because establishing strong families and households help to ensure a high quality of education for kids.
- Economic development is key, especially in dilapidated areas.
- An important challenge is to foster neighborhood identity.
- More immigrants are avoiding Chicago and going straight to the northern suburbs.
- Some common challenges to immigrant parents include busy schedules, language barriers, lack of awareness of their own power and voice, and fear and intimidation of the formal education system.
- The state budget crisis has threatened the ability of the community to provide human services.
- There is some concern about the lack of affordable housing in Skokie.

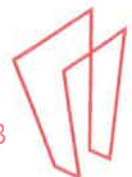


APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

In order to open the conversation further, large “wishes boards” were set up at both library entrances. We encouraged people to write down their wishes for Skokie. More than 350 comments spanning a broad range of topics were collected, including the following:

- Library resources and services
- Financial security
- Physical safety
- Personal health
- Access to technology
- Educational opportunities
- Food and drink options in or around the library



APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

Later in the process, we also heard from a panel of young adults discussing their hopes and concerns for the community and the library. There were many valuable insights, including the following:

- The panelists see the library as a safe, engaging environment.
- There is a real value in cultural exchange, but for some reason young adults seem to have a difficult time connecting with existing efforts like Coming Together in Skokie and Niles Township and the Festival of Cultures.
- There is an inherent value in local small businesses, especially those that represent the diversity of Skokie and where you can get to know the people who work there.
- Some comments from the panel also touched on what we have been hearing about the importance of neighborhoods and creating niche opportunities that reflect the particular spirit of a location in the community.
- In response to a question about bullying, the point was made that they would rather have peer mediation or other ways to bring people together rather than punitive measures. They drew a connection between kids being afraid to tell on each other and the fact that punishments are harsh. Interestingly, there is growing interest in the larger community, particularly the Niles Township Youth Coalition, to revive peer juries and coordinate with other organizations on training for cohesive restorative justice practices.
- There was also a clear interest in finding meaningful ways to work in the community, with an emphasis on obtaining new skills and knowledge, and interacting with different kinds of people, especially adults.



APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

In addition to the work of the core planning committee, six subcommittees composed of staff from various departments explored themes that emerged from many community conversations centered around the question of shared aspirations, and with staff discussions based on the Aspen Institute’s “Action Guide for Re-envisioning Your Public Library.” In March 2016, each subcommittee chair submitted a report detailing their group’s findings and recommendations, detailed in the following pages.



APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

COLLECTIVE IMPACT SUBCOMMITTEE

- Clarify our own organizational ideals and discuss them with our current partners to find ways to leverage our impact in the community.
- Look beyond the physical borders of Skokie for regional or national programs and grant opportunities addressing issues affecting our community.
- Conduct Harwood style interviews and community conversations with partners to learn their hopes and goals, and identify areas of future collaboration.
- Strategically address the use of and need for library space in order to facilitate social connections.
- Use our virtual space as a platform to bring community partners and volunteers together.

EQUITY, EQUALITY, AND OPPORTUNITY SUBCOMMITTEE

- Conduct an equity analysis for the community and library.
- Encourage community-driven participatory research and empower patrons to tell their stories.
- Improve marketing efforts to target non-library users.
- Explore patron-led programming, such as a “Know Your Rights” series of programs addressing issues ranging from legal, immigration, housing, and education rights.
- Help educate partners on equity and justice issues.
- Build diverse collections that reflect our community.
- Hire a social worker to help patrons overcome challenges stemming from complex social inequities.



APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

EXPERIENCE AND USABILITY SUBCOMMITTEE

- Applying design thinking principles, conduct an extensive audit of our physical space, including staff space, and create and implement a comprehensive space plan.
- In order to adapt to the rapid pace of change, institutionalize a process of user testing, ensuring that it becomes a first-order method of data gathering and decision-making.
- Evaluate, research, and then create a plan to integrate catalog, website, and events calendar working toward a seamless experience.

ORGANIZATIONAL CULTURE SUBCOMMITTEE

- Form an Organizational Culture Committee and design a plan to improve organizational culture as measured by the Staff Satisfaction Survey and/or other means.
- Improve equity, diversity, and equality in library staff through ongoing training.
- Examine staff spaces with an eye to creating community, strengthening communication, and encouraging collaboration.



APPENDIX 1

STRATEGIC PLAN PLANNING PROCESS AND FINDINGS

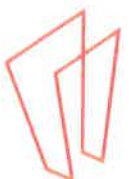
SENSE OF COMMUNITY SUBCOMMITTEE

- Expand our welcoming process for new patrons.
- Find ways to improve our ongoing communications and engagement with patrons.
- Provide increased opportunities for patrons to engage with one another around shared tastes and interests.
- Evaluate the library spaces with a look towards improving social, leisure, and participatory options for adult patrons.
- Explore flexible programming which lowers the threshold for participation and invites spontaneous engagement, particularly among patrons who are in the building regularly but do not register for programs.

STORIES, OUTCOMES, AND DATA SUBCOMMITTEE

- Continue participation in Project Outcome to develop outcome measures for programs and services.
- Provide staff training to become a more data-literate organization.
- Create a role for a “data leader” in the organization to help coordinate efforts to collect, analyze, share, and make use of data.
- Help patrons tell their stories.

Later in March 2016, the core planning committee reviewed and considered all of the information and recommendations gathered throughout the process. The group chose the most relevant, important goals and also reviewed possible changes to the vision, mission, and core service values.



APPENDIX 2

STRATEGIC PLAN ACKNOWLEDGEMENTS

Skokie Public Library acknowledges and thanks the following individuals and their respective organizations for participating in the strategic planning process, and contributing their professional expertise and knowledge of the community.

Core Planning Committee

- Richard Kong, deputy director (chair)
- Shauna Anderson, young adult services supervisor
- Carolyn Anthony, director
- Brodie Austin, virtual community engagement manager
- Susan Carlton, community engagement manager
- Susan Dickens, administrative assistant to the director
- Susan Greer, board member
- Amy Koester, youth and family program coordinator
- Annabelle Mortensen, collection development supervisor
- Zelda Rich, board member
- Kathy Sexton, readers services supervisor
- Emily Spiliopoulos, customer services lead
- Shelley Sutherland, youth services manager

Collective Impact Subcommittee

- Terry Ratoff, business services librarian (chair)
- Bruce Brigell, information services coordinator
- Nitoshia Ford, community informatics librarian
- Holly Jin, community engagement supervisor
- Erika Kallman, digital literacy supervisor



APPENDIX 2

STRATEGIC PLAN ACKNOWLEDGEMENTS

Equality, Equity, and Opportunity Subcommittee

- Amita Lonial, learning experiences manager (chair)
- Katrina Belogorsky, ELL and citizenship librarian
- Laurel Johnson, young adult librarian
- Matt Mackellar, assistant bookmobile librarian
- Gudrun Priemer, youth services librarian

Experience and Usability Subcommittee

- Lynnanne Pearson, adult services manager (chair)
- Lindsay Braddy, ILS and technical services supervisor
- Eileen Coulombe, customer services manager
- Amy Holcomb, experiential learning supervisor
- Vanessa Rosenbaum, graphic designer

Organizational Culture Subcommittee

- Mick Jacobsen, learning experiences manager (chair)
- Mandy O'Brien, youth services advisory specialist
- Alex Rangel, materials handling supervisor
- Eva Thaler-Sroussi, community engagement librarian
- Luba Zintchenko, customer services lead

Sense of Community Subcommittee

- Jane Hanna, content strategy coordinator (chair)
- Lorrie Hansen, administrative assistant
- Lee Leibik, senior services librarian
- Cathy Maassen, youth services senior program specialist
- Mimosa Shah, adult program specialist



APPENDIX 2

STRATEGIC PLAN ACKNOWLEDGEMENTS

Stories, Outcomes, and Data Subcommittee

- Laura McGrath, access services manager (chair)
- Allyson Coan, adult services librarian
- Jenny Comello, school services librarian
- Denise Hudec, collection development librarian
- Christie Robinson, communications and marketing manager

Community Leaders and Other Participants

- David Clough, Village of Skokie Health Department
- Linda Davis, Oakton Community College
- Lisa Edelson, District 219
- Miguel Figueroa, ALA Center for the Future of Libraries
- Marc Futterman, Civic Technologies
- Diana Juarez, ELL Parent Center
- John Lockerby, Village of Skokie Manager's Office
- Howard Meyer, Chamber of Commerce
- Steve Marciani, Village of Skokie Planning Department
- Erin Moore, Y.O.U.
- Maureen Murphy, Village of Skokie Human Services
- Ann Fisher Raney, Turning Point
- Khalid Sabzwari, Asian Human Services
- Anthony Scarpelli, Village of Skokie Police
- Lisa Schwartz, District 68
- Elizabeth Tharp, Oakton Community College
- Teen advisory participants



APPENDIX 3

STRATEGIC PLAN RESOURCES CONSULTED

[ALA Center for the Future of Libraries - Trends \(ala.org\)](#)

[ALA Libraries Transforming Communities - Resources for Libraries \(ala.org\)](#)

[Aspen Institute's "Rising to the Challenge: Re-envisioning Public Libraries" \(libraryvision.org\)](#)

[Aspen Institute's "Action Guide for Re-envisioning Your Public Library" \(libraryvision.org\)](#)

Civic Technologies - Briefing Book for Skokie Public Library

[Design Thinking for Libraries Toolkit \(designthinkingforlibraries.com\)](#)

[Moving the Ford Foundation Forward \(fordfoundation.org\)](#)

[Pew Research Center's "Libraries at the Crossroads" \(pewinternet.org\)](#)

Skokie Public Library Strategic Plan 2013-2016

[Unlocking Latino Civic Potential: 2016 and Beyond \(aspeninstitute.org\)](#)

[Urban Libraries Council Leadership Brief: Building Connected Communities \(urbanlibraries.org\)](#)

[Urban Libraries Council Leadership Brief: Partners for Education \(urbanlibraries.org\)](#)

[Useful, Usable, Desirable: Applying User Experience Design to Your Library](#)





Spokane Public Library Mission

Spokane Public Library is a community of learning.

Spokane Public Library Vision

To inspire a thriving city through cultural and educational opportunities

Spokane Public Library Values

Education | We connect our community with education, information and programming.

Collaboration | We work together to create the best outcomes.

Diversity | We include and celebrate Spokane's diverse communities.

Innovation | We take risks and drive change.

Customer Experience | We impress our customers with individualized service.

Accountability | We use public funds responsibly.

Spokane Public Library Strategic Directions

Educate Our Citizens

Inspire a community of learners.

Build cooperative networks for sharing knowledge and opportunity.

Be the resource for free learning opportunities for all citizens.

Become the Platform

Provide opportunities for personal enrichment.

Create spaces for citizens to interact and collaborate.

Showcase Spokane.

Be the Community's Partner

Cultivate a strong sense of community.

Create synergy with mission-aligned organizations.

Provide community groups and businesses with cutting edge resources to meet their goals.