



Lisle Library District (LLD) Strategic Planning Committee

FEBRUARY 21, 2018

Introductions – Committee Members

▶ **LLD Board of Trustees:**

- ▶ Jay Fisher | President
- ▶ Tom Hummel | Vice President
- ▶ Longry Wang | Treasurer
- ▶ Liz Sullivan | Secretary
- ▶ Richard Flint | Trustee
- ▶ Marjorie Bartelli | Trustee
- ▶ Emily Swistak | Trustee

▶ **LLD Staff**

- ▶ Tatiana Weinstein | Director
- ▶ Beth McQuillan | Assistant Director
- ▶ Will Savage | Director, Youth Services
- ▶ Elizabeth Hopkins | Director, Adult Services

LLD 2011-2016 Strategic Plan

▶ Vision

Our vision is to Enrich, Educate, and Empower the residents of the Lisle Library District

▶ Mission

The Lisle Library District is committed to enhancing the cultural, social, and lifelong educational development of the community

▶ 2011-2016 Strategic Plan: lislelibrary.org/about-us

- ▶ Introductory letter
- ▶ Process, history, and current conditions noted
- ▶ “OUR FUTURE, OUR STRATEGIES” – five strategies outlined

➤ *“...The 2011-2016 Strategic Plan reflects strategies that the Director, working with the Board and Staff, can implement over time and as resources and opportunities allow...”*



FIVE STRATEGIES

Public Relations and Marketing



► PUBLIC RELATIONS AND MARKETING

Create and promote a vital, dynamic and patron friendly public image of the library, showcasing essential sources of information, life-long learning, cultural enrichment and civic involvement.

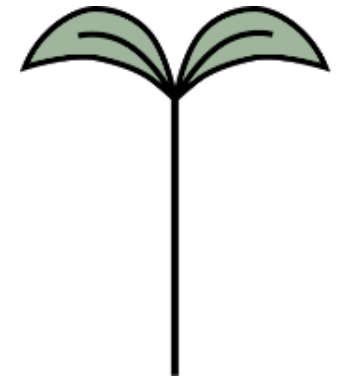
- Create a public relations/marketing plan to increase community awareness of the value of the Library, including using new technology methods to get the Library message to target audiences.
 - Honed Communications Coordinator position to serve as primary marketing employee and coordinator of social media efforts. Launched new website highlighting key services and social media platforms in early 2014
- Generate original programming to meet the specific needs and interests of our community by providing a variety of programs which support the Library vision for all ages and abilities.
 - Expanded senior programming, teen advisory board (TAB) activities, initiated K-2nd grade programs and added craft programming for adults
- Initiate uniform branding of the Library including a regular review of the Library's branding methods and investment in new branding ventures.
 - Introduced new LLD logo in the Fall of 2012
- Attract new users to the Library and research ways to connect with current and new residents and businesses. Increase outreach to underserved areas of the community.
 - Instituted more outreach visits to new locations and continued the business partnership event in September
- Implement marketing methods to study community dynamics, supporting thoughtful library operations
 - Utilized marketing consultant (Tari Marshall) in 2012; "Neighbors" brochure 2012

Collections and Resources

► COLLECTIONS AND RESOURCES

Develop and maintain the Library's collections and resources in order to meet the evolving information needs of our community, working to provide access to all.

- Develop a comprehensive plan to systematically and regularly evaluate collections and resources, both digital and physical, to be sure they are up-to-date and responsive to the needs of the community.
- Provide consistent assessment of various media formats and the demand for these formats.
- Research expanding cooperative resource sharing with other institutions.
 - Established annual, departmental, collection development procedures; hold regular meetings related to collections; and regularly evaluate cooperative opportunities (Overdrive Advantage (2013), RAILS cooperative (2011), Partnerships with Lisle Woman's Club/Heritage Society/Friends of the Lisle Public Library)



Space/Place

► SPACE/PLACE

Provide a welcoming environment for library patrons and the community with a variety of places and ways to work, meet, be enriched and entertained.

- Provide space for the growing needs of the community, both physical and virtual.
 - Added furniture and electrical outlets within current facility footprint and painting indoor/outdoor (2012-2013); new website/blogs/social media
- Invest the Library resources to provide a safe, secure environment.
 - Implemented necessary annual IT safeguards (firewall and backup system); installed automatic entrance doors (2012); install outdoor surveillance camera system (2014)
- Outfit the Library campus to meet patrons' needs using current technology.
 - Connection Desk installed (2012)
- Expand the Library presence beyond the Library campus through outreach and programming.
 - Provide programming and promotion off-campus; St. Joan of Arc, preschools, DragonFly Landing, Districts 202 & 203
- Provide an environment supporting cultural and artistic interaction for the community.
 - Launched Gallery 777 (2013)
- Regularly evaluate sources to increase Library funding
 - Awarded Literacy grant (2015); annual application for Per Capita Grant via the State of Illinois

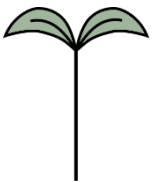


Staff/Administration/Trustee Development

► STAFF/ADMINISTRATION/TRUSTEE DEVELOPMENT

Attract, retain and develop expert, diverse and dedicated staff and trustees, and recognize their contributions to the Library.

- Lead and empower staff to deliver effective and high-quality service using a shared vision to promote library ethics and multi-cultural community awareness.
 - Revised job descriptions/project (2013)
- Establish initiatives to create a learning environment.
 - Conduct annual staff development day and provide opportunity for additional professional enhancements
- Incorporate training into the technology, public relations and building plans.
 - Budget for training opportunities for staff
- Promote new learning opportunities for the staff and share them with the district community. Offer competitive salaries and benefits for librarians and support staff.
 - Annual analysis of salary scale and pay grades; maintaining professional librarian positions; annual budgeting for competitive salaries
- Promote collaborative culture of learning for Library staff and trustees, imparting quality Library service and supporting the Library's mission.
 - (See third point); hold regular department director and staff meetings to establish standards and set expectations
- Encourage and provide opportunities for ongoing Trustee training
 - Budget for appropriate training and communicate opportunities



Technology

► TECHNOLOGY

Institute our core technology to work effectively, easily and intuitively for both patrons and staff.

- Continually assess ways patrons can interact with the Library through technology, ensuring that we support popular and promising technologies as used by or benefiting our patrons.
 - Staff attend conferences/meetings/webinars and share with Administration for possible implementation
- Initiate effective and efficient administrative infrastructure allowing for changes in technology operations, staffing and funding as needed.
 - On hold until 2017
- Invest in remote/offsite library capabilities to better connect with the community. Train staff in administrative and patron-focused technology so they can work more efficiently and provide help and guidance to our patrons.
 - On hold until Community Engagement Project (2017) – book vending machines/return boxes/etc.
- Seek to provide privacy and security beyond minimal legal requirements. Investigate physical security systems and keep abreast of confidentiality/privacy issues.
 - From Space/Place: Implemented necessary annual IT safeguards (firewall and backup system); install outdoor surveillance camera system (2014)
- Provide a forum to create digital content, including digitization of local resources and assessment of other electronic formats which host content.
 - On hold until Community Engagement Project (2017)– media lab/3D printing station/etc.



Path to LLD Community Engagement Project



LLD
COMMUNITY
ENGAGEMENT



**COMMUNITY
SURVEY**

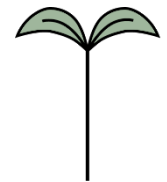


It began with...

Facilities Steering Committee

2012 -2016

- ▶ In 2012, the LLD was considering implementing a significant parking lot project. The LLD also owned the lot at 725 Front Street. With those prospects, Administration notified the Board of other building deficiencies and needs. These specifics prompted the Board to create a committee to coordinate upcoming large facility projects.
- ▶ In November, the Facility Steering Committee (FSC) was convened and began its work with the charge to anticipate the Library's facility and grounds needs for the next 5+ years.
- ▶ The FSC used the LLD 2011-16 Strategic Plan as its foundational document and agreed with one of the Trustee member's recommendation to, *"...Think broadly and in terms of larger, lasting improvements rather than temporary Band-Aid solutions."*



FSC 2012

▶ Preliminary Committee work consisted of discussions about existing problems and needs.

Some of the issues discussed:

- Awkward parking lot and entrance/exit
- Accessibility concerns for mobility challenged patrons
- Limited space for children, teens and Literacy
- Circulation desk duplication
- Shelving not browse-able
- Limited bathrooms for youth/families

▶ The FSC solicited input from LLD staff.

Most vital needs according to LLD staff:

- Enhanced public and staff technology
- Parking lot redesign (entrance/exit)
- Improved shelving
- Increased public floor space
- Accessibility for mobility challenged



FSC 2013 - 2016

- ▶ In 2013, the FSC viewed a presentation of the Fountaindale Public Library (Bolingbrook) to gain a better perspective on innovative public library construction projects. This would facilitate broader discussion regarding not only current facility needs but allowed for future project forecasting.
- ▶ In the summer of 2013 LLD acquired the property at 4931 Kingston Avenue. There were now new options for the Library in terms of space/land.
- ▶ In July of 2014 the FSC began to discuss important projects and essential needs to bring the LLD up to contemporary library standards. The FSC planned a presentation for a future Committee of the Whole meeting.
- ▶ In October of 2014, the FSC presented the report, *A Comparative Study of Trends & Initiatives* to the Committee of the Whole.

The report outlined:

- The LLD Strategic Plan
 - ILA's Standards for Public Libraries 3.0
 - LLD facility history from 1965 storefront to 1981 Front Street locale to 2007 interior renovation project.
 - Lisle demographics
 - National public library statistics and trends
 - Description of the Facility Steering Committee's process
 - Compared LLD to 15 other libraries who had a combination of similar population/budget/location. Used both district and municipal libraries.
 - List of enhanced services of contemporary and peer libraries
 - List of current LLD challenges and needs
 - Map of facility and property adjacent to LLD
- ▶ This presentation concluded the work of the FSC and in the last quarter of 2016, LLD Board President officially retired the Committee.

A Comparative Study of Trends & Initiatives 2014

Standards for Illinois Public Libraries: Serving Our Public 3.0 (Illinois Library Association)

The physical library remains central to library service. While no one model could meet every unique local need, some requirements are common to most public libraries.

These include adequate and accessible space to house and circulate the collections; comfortable and attractive public spaces for the public; comfortable work and lounge areas for staff; and space for board meetings, story times, and other library programs.

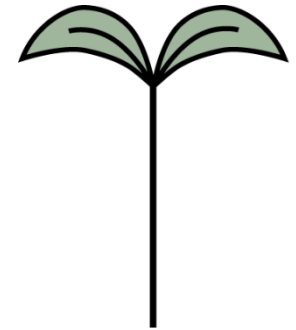
As the mission of public libraries expands, space will be required for new uses that weren't previously seen as library offerings. Most of these uses rely on flexible space and a high degree of connectivity. Flexibility is the single most important design goal.

The FSC found the following principles important:

- ▶ The Library provides the right amount of space of the right kind to meet the provisions of its long-range/strategic plan.
- ▶ At least once every five years, the board directs a review of the Library's long-term space needs.
- ▶ Shelving in every area should be appropriately scaled to meet the needs of the user.
- ▶ The facilities provide the maximum possible flexibility for future changes in design, furnishings, and technology
- ▶ Data and power should be available throughout the facility.
- ▶ Sustainable (Green) Design: Buildings designed in a sustainable manner can offer increased comfort for the occupants, healthier internal environments, lower energy costs, and can promote increased productivity.

Challenges as reported by FSC

- Not enough handicapped parking
 - No safe patron 'drop-off' lane at entrance
 - No Youth/Family bathroom on 2nd floor
 - Awkward navigation within building: two floors, two circulation desks; inefficiencies
 - Space constraints regarding collections: Audio Visual, Fiction, Youth Services, Teen, Literacy, staff offices and safety/shelter areas
 - Technology needs and sustainability: dedicated computer lab, meeting room media needs
 - Mobility requirements: shelving, entrance, wider aisles
 - Meeting/study space at a minimum
 - Energy/Electrical inefficiencies
- When comparing LLD to 15 other libraries, the LLD lacks:
 - Centralized Circulation
 - Media Lab
 - Computer Lab
 - Local History area
 - Vending area
 - Smart Meeting Room
 - More Study Rooms
 - Adequate office space
 - Teen Space



2015-2016

In the spring of 2015, architectural firm, Engberg Anderson, was hired to complete a facility review and space study of the existing LLD facility.

This was a result of the Library's stated challenges regarding space and to address traditional and emerging services for patrons.

This project assessed:

- ❖ Overall space needs of the District
- ❖ Whether the condition, organization and use of the existing facility can meet the space needs
- ❖ If existing space is insufficient to meet the District's needs, does the building and site possess sufficient potential to be renovated, expanded, or replaced

❖ LLD owns two lots adjacent to the Library



Space Study Results

THE CURRENT BUILDING EXHIBITS KEY SPACE-RELATED DEFICIENCIES

- ▶ Space is in limited supply and challenging in its arrangement
- ▶ Staff and public are spread throughout three levels of the building
- ▶ The largest level is narrow, long, pinched at multiple points, difficult to access, and separated from the Youth Services area
- ▶ The Youth Services area is exceptionally small
- ▶ Access to key spaces such as the Adult Services and Youth Services areas from the arrival area is less than inviting, reducing the experience of Library visitors
- ▶ Public wayfinding for first time users, caregivers with children, persons with mobility issues, and anyone using the meeting room is difficult at best
- ▶ The building is limited in its ability to accept new, technology rich services. A lack of power and data pathways reduces the frequency and extent to which emerging services can be inserted into the facility,
- ▶ The building is packed, and in spite of recent efforts to improve the aesthetics and performance, there is a critical need to deploy services and collections in an effective manner and complete long overdue physical upgrades and renewal.

Space Study Results continued...

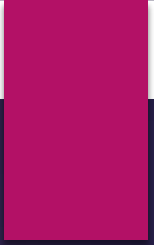
- ▶ THE EXISTING BUILDING CANNOT MEET THE SPACE NEEDS – EXPANSION OR REPLACEMENT IS REQUIRED

The space needs defined are in excess of the existing building's 33,200 square foot capacity. There are substantial space needs in collection, computing, activity, programming and staff areas that in aggregate define a need that is 60% larger than the current facility. There is no large underused space in the building to be repurposed to accommodate even a portion of these demands

- ▶ THE BEST COMBINATION OF COST AND PERFORMANCE (VALUE) IS OFFERED VIA A REPLACEMENT OF THE CURRENT FACILITY

LLD can meet its space needs on the current property. There is sufficient land available to accommodate various expansions or replacements of the current building





In December of 2016, the LLD Strategic Plan period ended. LLD continues to follow plan guidelines until next revision

LLD also experienced administrative change with the retirement of a Director (2016) and hiring of a new Director (2017)

DURING THE ADMINISTRATIVE TRANSITION PERIOD, THE COMMUNITY ENGAGEMENT PROJECT WAS LAUNCHED AND IT CONTINUED THROUGH 2017

The makeup of the LLD Board of Trustees changed in 2017 with the election of three new Trustees and the reelection of a former Trustee.

FSC and Space Study lead to Community Engagement Project (2016-2017)



After four years of meetings, presentations, and reports, the LLD Board of Trustees hired Millennia Consulting in 2016 to conduct a community engagement project to gather input from the Lisle community at-large about their vision for LLD.

The results will guide the LLD in future decision-making and address a range of issues, including: managing growth, assessing space, increasing awareness, improving services, and enhancing the user experience. This data will also inform the next Strategic Plan for the LLD.

Community Engagement Project Results

▶ Survey:

- 737 respondents
- Not representative of the whole District; skews as expected given nature of survey distribution (voluntary completion leads to higher representation of those more interested)
- Over-represents female, white, older, from Southwest Lisle

▶ Usage

- Parking lot and restrooms, librarian/staff assistance, and library's physical collections are most commonly used resources

▶ Likes/Dislikes

- Librarians and print and video collections are almost universally liked
- Parking lot, restrooms, and Library catalog are less strongly liked, drawing some negative ratings
- Audio collection, Interlibrary Loan, and computers and WiFi access are very well-liked
- Digital collection and self-check machines draw some negative ratings



Community Engagement Project Results continued...

▶ Spending Priorities:

- ▶ Modernized children's space is a winning priority with respondents
- ▶ Media lab is the next apparent priority to respondents; similar views from users and non-users
- ▶ Meeting space with technology and teen space garner less support
- ▶ Exterior improvement, improved parking lot, and coffee-bar/snack-space are less supported
- ▶ Small group/study are slightly more supported, followed by large meeting rooms
- ▶ Users have strong inclinations toward investment in print, digital, and online materials and resources
- ▶ Non-users come close to user enthusiasm for digital and online resources, but not for print
- ▶ Support for longer hours or book vending/return boxes was weak



Community Engagement Project Results continued...

➤ Attitudes

- Nearly all users who responded have positive attitudes about the Library as an asset, about what it offers, and the quality of its information
- About 20% of users **and** non-users have negative views of the parking lot/entrance design
- About 20% of users **and** non-users have negative views of the entryway/foyer
- Large majorities of users have positive views of finding resources within the building
- Most users prefer to attend Library programs at the Library
- For users and non-users alike, e-mail newsletter is the preferred way to hear about the library with a paper newsletter as a strong second for users
- While half of users (50%) strongly agree with use of tax dollars and almost 20% somewhat agree, 15% disagree and 20% have no opinion
- Two-thirds of users expecting to need the library even more at another stage in life and half of non-users expecting to need it more



Focus Group & Public Forums: Summary

- Valued as a meeting place and as an inter-generational community center
- Staff is highly valued and respected (greatest asset)
- Guaranteed and trusted source of information.
- A truly democratic institution
- Safe environment for children and youth
- Innovative children's programming
- Well-balanced collection and high quality programming
- Young people are high technology users and have desire for more access to cutting-edge STEAM and hands-on opportunities Improve inter-library transfer and access to online services
- Improve inter-library transfer and access to online services
- Need to spruce up the library and make it bright and welcoming (especially entryway)
- Expand use of technology and social media
- More creative use of and possible reorganization of existing space
- Need for enhanced communication about the Library and its resources
- Need to raise awareness and promote Library more



Discussion & Goal Setting



Resources at hand:

- 2011-2016 Strategic Plan
- Facilities Steering Committee Report
- A Comparative Study of Trends and Initiatives
- Space Study
- Community Engagement Project

Homework

- Research other strategic plans. Send best example to Tatiana in advance of next meeting
- Using the “resources at hand,”
 - Identify 5 broad areas of focus for a new Plan and bring ideas to next meeting
 - Pinpoint areas in/around facility that need attention and bring ideas to next meeting

Timeline

- Goal to finish?
- Next meeting?