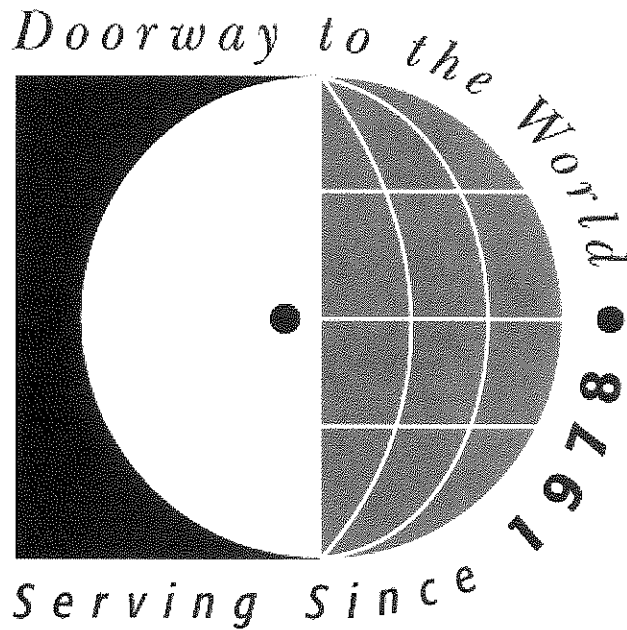


**LINCOLNWOOD
P U B L I C
L I B R A R Y
D I S T R I C T**



STRATEGIC PLAN UPDATE

July 2008 through June 2011
(FY2008-2009—FY2010-2011)

Strategic Plan
Updated Vision-Mission Statement, Goals, & Objectives
July 2008 through June 2011

The Planning Initiative and Process

The library entered its 2003-2004 fiscal year on July 1, 2003 in need of—and determined to formulate—a new or updated strategic plan. Added impetus came from the requirement for the FY2004-05 Illinois Public Library Per Capita Grant that “...*in addition to the application, all public libraries must submit [to the Illinois State Library] a current 3 year plan for library services to their community.*”

The library engaged a library consultant to coordinate and facilitate a planning initiative based on the *Public Library Association's “The New Planning for Results”* process. (This process is described in the book **The New Planning for Results: a Streamlined Approach** by Sandra Nelson for the Public Library Association. American Library Association, 2001.) Work with the consultant continued from February through June, 2004, during which period a basic strategic plan—including a *Vision/Mission Statement, Service Goals*, and supplementary *Organizational Goals*—was developed. *Objectives* and *Action Steps* for both the *Service Goals* and the supplementary *Organizational Goals* were subsequently developed by the library's *Staff Management Team* and presented to and approved by the *Library Board*.

Core components of a plan developed with *The New Planning for Results* process are a *Vision Statement*, a *Mission Statement*, and a set of *Service Goals* and *Objectives*. The Plan that emerged from this process, and that covered the period from July 2004 through June 2008 (i.e., the library's 2004-2005 through 2007-2008 fiscal years), diverged from the *New Planning for Results* approach in two significant ways:

1. A combined *Vision/Mission Statement* was used instead of two separate statements;
2. A set of *Organizational Goals* and *Objectives* was developed and added as a core component to supplement and support the *Service Goals* and *Objectives*.

For the current update, which extends the Plan three years, through the end of the library's 2010-2011 fiscal year, core components (*Vision/Mission Statement, Service Goals* and *Objectives*, and *Organizational Goals* and *Objectives*), as well as the set of possible *Service Responses** outlined by *The New Planning for Results*, were reviewed and then either refreshed or revised as needed.

*The *New Planning for Results* process defines thirteen possible “service responses” and recommends that libraries select up to five of these to focus upon during the period covered by a plan. The following *Service Responses* were selected for the library to emphasize in the initial Plan: *Formal Learning Support, Lifelong Learning, Cultural Literacy and Awareness* (a merging of two of the *service responses* that was deemed to be especially appropriate for our community); and *General Information*. In accordance with the *New Planning for Results* process, the library's *Vision-Mission Statement* and *Service Goals* were formulated with these *Service Responses* in mind. For the current update, the following additional *Service Response* was added to the Plan: *Current Topics and Titles*.

Strategic Plan
Updated Vision-Mission Statement, Goals, & Objectives
July 2008 through June 2011

VISION/MISSION STATEMENT

The library seeks to enhance the quality of life in Lincolnwood by: creating and sustaining a sense of place for residents; bringing the community together in order to celebrate its diversity; offering individuals a welcoming gateway to knowledge and discovery; and fulfilling residents' desire for cultural and recreational activities.

SERVICE GOALS & OBJECTIVES

SERVICE GOAL 1 Formal Learning Support

Lincolnwood students will have timely access to the services, resources, and staff guidance needed to succeed in school.

Objectives

- 1. Continue to expand the library's homework support services and resources that are available to students through the library's website.**
- 2. Increase awareness by students, parents/caregivers, and educators about the library's homework support services and resources.**

SERVICE GOAL 2 Formal Learning Support

Lincolnwood residents of all ages will have access to the resources and information they need to support their career objectives.

Objectives

- 1. Continue to update and expand the resources, services, and expertise available from or through the library that will help residents select, begin, advance, or change their careers.**
- 2. Increase public awareness of the resources, services, and expertise available from or through the library that will help residents select, begin, and advance, or change their careers.**

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SERVICE GOAL 3 Lifelong Learning

Residents will have convenient and timely access to the materials and resources they need to successfully pursue personal growth through self-directed study.

Objectives

1. Continue to enhance and expand the resources, services, and expertise available from or through the library that will help residents successfully pursue self-directed study.
2. Continue to expand the collection of resources available from or through the library that will help residents successfully contend with crises, difficult periods, and significant events in their lives.
3. Increase public awareness of the resources, services, and expertise available from or through the library that will help residents successfully pursue self-directed study and/or contend with crises, difficult periods, and significant events in their lives.

SERVICE GOAL 4 Cultural Awareness and Literacy

Residents who speak little or no English will find the resources, information, and welcoming atmosphere they need to comfortably interact with others and to participate in the life of the community more effectively.

Objectives

1. Continue to increase and effectively publicize the resources and information that residents who speak little or no English can obtain in their native languages at or through the library.
2. Establish and sustain strong relationships with—and a heightened awareness of the library and library services among—newer ethnic populations in the Lincolnwood community.
3. Continue to provide and expand the opportunities available at or through the library for people to share their respective heritages and to celebrate Lincolnwood's ethnic and cultural diversity.

SERVICE GOAL 5 General Information

Residents of all ages will have convenient and timely access to—and become more aware of—a well-selected, up-to-date, and authoritative collection of resources that will—in tandem with a highly qualified and responsive staff—satisfy their daily information needs.

Objectives

1. Continue to enhance and expand the resources, services, and expertise available through the library that will better enable Lincolnwood residents to satisfy their daily information needs.
2. Continue to increase public awareness of the resources, services, and expertise available through the library that will help residents satisfy their daily information needs.

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SERVICE GOAL 6 **General Information**

People will find materials, information, and resources about Lincolnwood that give them a strong sense of place and permit them and their families to participate as fully as possible in community life.

Objectives

1. Continue to build, organize, maintain, and provide enhanced access to a significant collection of resources covering the history and development of Lincolnwood, its governmental agencies, other organizations, community leaders, and population at large.
3. Continue to publicize and create ongoing public awareness of the resources and information about Lincolnwood that are available at or through the library.

SERVICE GOAL 7 **Current Topics and Titles**

Residents of all ages will find popular materials and programs at the library that will satisfy their desire for cultural and recreational activities.

Objectives

1. Significantly expand the library's collections of high demand resources in all formats, especially books, audio books, and DVDs.
2. Increase the average attendance at both adult and youth/teen library programs by at least five percent (5%).

ORGANIZATIONAL GOALS & OBJECTIVES

ORGANIZATIONAL GOAL I **Staff**

Employ and support a knowledgeable, highly motivated, and well-compensated staff in sufficient numbers to provide the high level of service to which we are committed.

Objectives

1. Provide salaries and benefits that are highly competitive and will enable the library to recruit and retain skilled and motivated staff.
2. Design and implement a performance management and measurement system to insure that employees are evaluated and rewarded consistently on the basis of their effectiveness and achievements on behalf of the library.

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ORGANIZATIONAL GOAL II Public Information

Establish and maintain a public information program that effectively informs the community about library services and responds to community needs.

Objectives

- 1. Design and implement a unified and sustainable public information program that will routinely and effectively inform the community about the library, its services and resources, and its role in the community.**
- 2. Solicit, gather, and analyze input from the community about the effectiveness of library services and the public's needs and desires regarding such services.**

ORGANIZATIONAL GOAL III Facility

Provide, maintain, and equip a facility that is welcoming, comfortable, and conducive to effective use by patrons and staff.

Objectives

- 1. Identify areas of the library that are in need of improvement, repair, refurbishment, and/or ongoing maintenance, and establish (and update as needed) a plan and schedule for meeting these needs.**
- 2. Evaluate and develop a plan to provide for the library's long-term space needs.**

ORGANIZATIONAL GOAL IV Board Development

Establish an ongoing informational and educational program that will enable trustees to become more effective Board members and advocates of library service.

Objective

- 1. Design and implement: a) a formal orientation program for new trustees, including a toolkit of resources and materials that will be useful to them throughout their tenure on the Board; and b) a set of standards, guidelines, or policies that will encourage trustees to take advantage of continuing education opportunities.**

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ORGANIZATIONAL GOAL V	Financial Resources
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Provide and responsibly utilize and manage the financial resources needed to achieve and maintain the vision of service and goals articulated in this Plan.

Objectives

- 1. Enable the Library Board to make sound decisions about library development and annual working budgets by regularly providing information about the library's long term as well as short term fiscal situation.**
- 2. Increase non-tax revenue.**
- 3. Make maximal use of available financial resources by identifying, analyzing, and, if feasible, pursuing potential opportunities to reduce costs and achieve operational efficiencies.**