DEERFIELD PUBLIC LIBRARY

Strategic Plan

January 2017 - December 2019
FY 2017 - FY 2019

September 21, 2016

Contents

NOTE: The Library's fiscal year (FY) ends on December 31. The "FY" dates in the plan refer to the fiscal year that ends on December 31 of that year.

Introduction

Strategic planning is the systematic process of envisioning a desired future and translating that vision into broadly defined goals and potential activities to achieve them.

The strategic plan is meant to be a roadmap for the Library to provide the services that the community needs and wants. The ultimate goal of the plan is to enhance the reputation of the Deerfield Public Library by providing, improving, and innovating services that will ensure that the Library is a highly regarded, thriving part of the community.

Background

The Library opened a newly expanded and remodeled building in June 2013. The changes planned in the renovation were in response to community input gathered through a variety of research outlets, including community meetings, focus groups, and the 2010 Community Survey. This information has continued to help guide the evolution of new services and resources offered by the Library. For the Library to continue to be responsive and forward-looking, the Board deemed that it was important to create a new strategic plan for the upcoming three years, January 2017 through December 2019.

Donna E. Fletcher Consulting, Inc., a professional market research and strategic planning facilitator, was hired. Ms. Fletcher specializes in creating data-based strategic plans for libraries. The planning process was kicked off in February and was completed in August 2016.

Approach to Planning

The Library used a data-gathering process to inform the strategic plan, which included:
- Review of Census data and 2010-2014 American Community 5-Year Estimates
- Board of Trustees input and their perspective on the Library
- Telephone interviews of 10 community stakeholders
- A patron survey conducted in the Library to determine usage and perceptions of the Library and patrons' interest in potential new services. 509 surveys were usable for this analysis. In addition, 15 patrons completed short telephone interviews to discuss specific items (programs, children's services)
- A telephone survey of 225 residents (18+)

Community Profile

The total population for Deerfield (zip code 60015) as measured and estimated by the US Census Bureau increased from 18,225 in 2010 to 19,019 in 2015 (+4.3%).

Deerfield Residents by Age and Education

- The current median age of residents is 43.7 years, a small increase from 42.7 in the 2010 Census
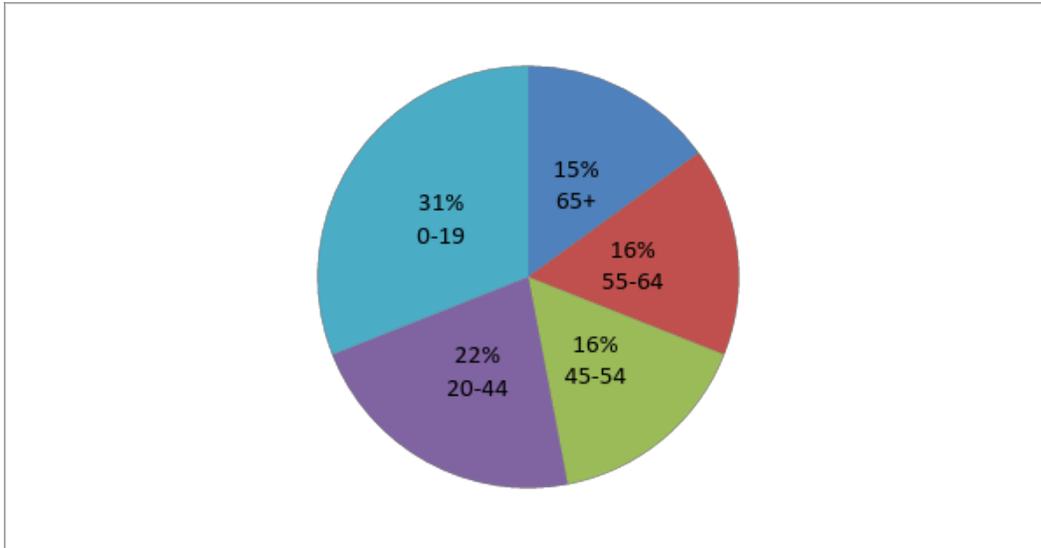
- 55% of households have a child or children under 18
- 72% of adults 25 and older hold a Bachelor's or a graduate degree

  Source: 2010-2014 American Community Survey 5-Year Estimates, Deerfield Village

Ethnicity in Deerfield

- Deerfield's service area population is primarily White (95%)
- Hispanics (of any race) account for 4.5% of the population, Asians 3.9% and Blacks .5%
- A language other than English is spoken at home among 11.2% of persons 5 years and older: 4.4% Spanish, 4.1% other Indo-European languages, 2.1% Asian and Pacific Island languages and .6% other

  Source: 2010-2014 American Community Survey 5-Year Estimates, Deerfield Village

Community Assessment of the Library

The Deerfield Public Library enjoys strong usage and reputation in the community. The majority of patrons completing the in-house Library survey (76%) reported that they were entirely satisfied with the Library. The average number of annual visits per patron completing the survey is 42.

The survey indicates that patrons believe the strengths of the Library are helpfulness of Library staff, obtaining books from other libraries, children's books and children's area in the Library, the Library newsletter, computers, study rooms, and meeting rooms.

The most important attractions for patrons are:
- Popular adult materials
- Comfortable, quiet areas in the Library for reading, study or work
- Books, materials, and programs for children and a Library area for those 0-5

The majority of patrons express strong interest in several initiatives:
- The ability of patrons to find and order a book online from another library
- Enhanced availability of new DVDs by allowing patrons to put a hold on them
- A makerspace in the Library with a 3D printer and other equipment for creative projects (Visitors most interested are aged 18-44)

Patrons are interested in programs, but feel that they could be improved:
- Provide more capacity for children 3 years and younger
- Create more programs for children 4 and up
- Try different times for programs for children
- For adult programs, review topics (what has worked/not worked), evaluate times and days for programs, and increase marketing of adult programs.

87% of Deerfield residents surveyed by phone used the Library in the past year. Of the 13% that did not use the Library, the reasons for non-use are rational: the convenient availability of the Internet for information, non-users' children are past the age when they had to be taken to the Library, and other libraries are more conveniently located. Attempting to broaden the Library user base is not advisable.

Sources: Deerfield Library Patron Survey, Deerfield Residents Telephone Survey

Community stakeholders express strong support for the Library. The stakeholders are familiar with the Library, and describe how it is very important to the community with its array of services. They find that the Library:
- Works well with schools and the village
- Provides supportive, good children's services
- Keeps up with the times: Improved technology, video games, Roku, and relevant adult programs and eMaterials

Source: Telephone interviews among 10 stakeholders

Budget and Revenue

The Library's fiscal year runs from January through December. The budget for the current fiscal year (FY 2016) is $4,013,815.
- 97.5% of total revenue for FY 2016 is from property tax distributions
- 2.5% of total revenue for FY 2016 is from fees and fines, grants, interest, and donations

Mission

To provide our community with open access to the world of information and ideas, encouraging lifelong learning and personal growth in a welcoming environment.

Vision

To contribute to the growth of the community with enhanced services, experiences and resources in comfortable, adaptable spaces by knowledgeable, friendly staff**.**

Strategic Initiatives, Goals, Potential Activities, and Targets

The strategic initiatives, goals, potential activities, and targets are the outcome of the data-gathering process and are the core of the strategic plan. With careful consideration of community input, review of Library usage statistics, and attention to availability of new technology and resources, a staff committee presented the Board with a draft strategic plan driven by these values:
- Understanding and responding to evolving community needs.
- Maintaining a high level of service with a flexible and responsive staff.
- Engaging people in new experiences, and supporting lifelong learning.
- Creating an environment that fosters employee satisfaction.

The Board of Trustees contributed to the further development of the Strategic Plan, which was finalized and approved on September 21, 2016.

Strategic Initiatives

The strategic initiatives guide the Library's actions in allocating financial resources and staff time. They do not eliminate efforts in other areas, but they receive the most focused attention of all the activities we undertake for the next three years. These initiatives are based on the data gathered through the patron survey, stakeholder interviews, and planning committee sessions.

        A. Quick, easy access to services and materials
        B. Educational and entertainment materials and programs for all ages
        C. Comfortable, adaptable interior and exterior spaces
        D. Technology enhancements and improvements

Goals

Goals are designed to focus on what the community receives and not on the resources the Library needs to deliver the service. Goals include the identity of the target user and how that user will benefit from the services identified.

Potential Activities

Potential activities are meant to illustrate possible actions the Library will complete in order to meet the goals of the plan. These potential activities are not intended to be absolute or inclusive, but rather realistic suggestions that reflect the current Library environment. As the environment evolves and more information is discovered during the research phase of each activity, changes are possible. The aim of the activities is to meet the identified goals.

Targets

Targets are the way the Library will measure its progress toward reaching goals.

Strategic Initiative A: Quick, easy access to services and materials

Goal 1: Provide quick and easy access to an increased variety of materials, both print and electronic, so that busy patrons can utilize the Library and its services in the shortest amount of time possible.

Potential Activities:

1. Decrease hold times for both print and electronic books, and increase awareness of new titles through displays in high-traffic areas.
2. Investigate adding a means to self-check in lower level of Library.
3. Create a Library Concierge (customized bundles and displays provided by a librarian) for patrons who have limited time.
4. Provide easy and intuitive access to eResources, along with in-depth instructional videos on how to use them.
5. Determine need for a secondary reference access point (stationary or roving) on the main level of the Library.

Targets

1. By 2019, 10% of all self-check usage will occur on the lower level.
2. Increase usage of Library produced eTutor videos by 25% by 2019.
3. Decrease patron hold time for printed materials by 10% annually.
4. Decrease patron hold time for electronic materials by 10% annually.

Strategic Initiative B: Educational and entertainment materials and programs for all ages

Goal 1: Adults and children will find a variety of educational and entertaining materials and programs at the Library.

Potential Activities:

1. Develop in-house surveys to explore interest in programming topics for:
    a. Adults
    b. Parents with children (babies to 5th grade)
    c. Teens (6th grade to 12th grade)
2. Investigate simultaneous programs for children and adults.
3. Explore new partnerships for programs with community groups and libraries.
4. Enhance current collections (e.g., popular materials) and develop new collections (e. g., Local History).
5. Review and refresh Library community partnerships.
6. Evaluate all programs to ensure consistency with survey results.
7. Increase awareness of adult programs.

Targets:

1. By FY 2018, Library visitors will rate programs a 9 or 10 for children under 6 from 56% to 70%.
2. By FY 2018, Library visitors will rate programs a 9 or 10 for children 6 to 10 from 49% to 62%.
3. By FY 2018, Library visitors will rate adult programs a 9 or 10 from 45% to 59%.
4. By FY 2018, 50% of Library visitors will rate adult classes a 9 or 10.

Strategic Initiative C: Comfortable, adaptable interior spaces

Goal 1: Patrons will discover a welcoming, comfortable environment that encourages learning and connecting.

Potential Activities:

1. Improve interior public spaces for patrons:
    a. Reconfigure Adult Services reference collection space to improve seating options.
    b. Define a space for elementary school students by reconfiguring the Youth Services area.
    c. Refresh the Preschool Pavilion.
    d. Develop a space plan to accommodate a makerspace.
    e. Explore repurposing the magazine alcove.

Targets:

1. By 2019, 50% of Library visitors will rate the library comfort level as 9 or 10.

Goal 2: Patrons will find improved signage and displays to locate information and services quickly and easily.

Potential Activities:

1. Expand display and promotional space to highlight features and services:
    a. Increase Adult and Youth material displays and signage in lobby areas.
    b. Provide centralized areas for Library and community information.
    c. Analyze signage to improve consistency, wayfinding and Library promotions.
2. Examine desk placement on first floor.

Targets:

1. By 2019, there will be a 20% decrease in wayfinding questions at the Youth Services Desk.
2. By 2019, Library visitors will rate displays a 9 or 10.
3. By 2019, Library visitors will rate signage a 9 or 10.

Strategic Initiative D: Technology enhancements and improvements

Goal 1: Patrons will discover enhanced technology for creativity, entertainment, and collaboration throughout Library facilities.

Potential Activities:

1. Research potential makerspace equipment by coordination with local entities (i.e., District 109 and 113).
2. Increase the level of technology available to patrons with makerspace equipment services.
3. Research new software and devices to provide expanded access to online resources and activities, such as eLibrary cards and MacBooks.

Targets

1. By the end of 2018, the Digital Media Lab will see a 20% increase in annual usage.

Goal 2: The Library will better utilize existing digital resources to support lifelong learning and personal growth.

Potential Activities:
1. Evaluate usage and need of current and potential online services and resources.
2. Enhance use of digital marketing (social media, website, enews) to encourage utilization of existing services.

Targets:

1. By 2019, increase website traffic of webpage views and unique visitors by 5% by the end of each year.
2. By 2019, increase e-newsletter subscriptions by 50%.

Internal Initiatives:

Internal Initiatives describe the conditions that the Library will have to achieve or enhance in order to deliver effective services to the public. These initiatives address the library's infrastructure and operations. Through careful consideration, the committee determined that these topics were of greatest significance to execute the plan with the highest level of success.

Marketing and Public Relations
1. Promote Library services through a variety of print, electronic, media, and word of mouth opportunities.
2. Develop and distribute a Point of Service Marketing plan that supports the Library in its efforts to deliver services.
3. Determine whether additional staff is needed to support goals.

Training and Staff Development
1. Recruit, hire, train and deploy staff that provides the highest quality customer service for all Library users.
2. Administration will evaluate budget and staffing alignment to reflect the community needs and wants.
3. Evaluate and align staff spaces to support goals and provide improved/consistent customer service.
   a. Protect and stabilize Library computers by right-sizing air conditioner/dehumidifier in server room.
   b. Explore staff environment needs to encourage comfort and productivity.
   c. Explore repurposing graphics lab and extra offices.

Operational Efficiencies
1. Initiate a review of potential integrated Library systems, catalogs and circulation services.
2. Develop a Building Maintenance Schedule

Safety
1. Install bollards near front entry to protect pedestrians (and staff).
2. Investigate additional signage to improve traffic flow.
3. Reconfigure/replace entry door to allow safer access and security.

Exterior Improvements
1. Investigate permanent and temporary outdoor seating.
2. Explore 24/7 access lockers for Library materials pick up.
3. Explore a partnership for a bicycle repair tower.