

**Joliet Public Library, Illinois Strategic
Planning Process Summary Report June
2016**



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INTRODUCTION

It was a pleasure for us to work with community leadership, stakeholder groups, and other interested parties on the Joliet Public Library's 2015-2016 Strategic Plan update initiative. As an organization, the Library has placed itself among forward looking municipal governments that engage in strategic planning and goal-setting. Strategic assessments and long-term planning are hallmarks of progressive organizations and the value of strategic planning continues to be recognized by professional public and private sector organizations. Strategic planning is a process rather than a one-time event and is the preferred approach to guiding the Library's future. Strategic planning also helps leaders become proactive, rather than reactive, and lessens the need to manage crisis by crisis.

The strategic planning framework for the Joliet Public Library was designed to be a comprehensive approach. It was structured to include external input and data from a variety of perspectives, including stakeholder's focus groups and two days of Board, administration, and management staff workshops. This process of collecting data from both the internal and external environment is a key piece of developing a strategic plan. In addition to being a scan of your environment, the Library's approach provided stakeholders significant opportunities for positive civic engagement and input.

During the Board, administration, and management staff workshops, all participants were given the opportunity to provide input and exchange ideas. The exchange of ideas were on both broad topics and issues as well as more focused goals and needs. During the dialogue throughout the process, participants exhibited many areas of consensus. But like any group looking at multiple issue areas over a longer time horizon, there were some differences of opinion at times. Different views or different approaches are not only valuable, but are to be expected on particular goals, directions or policies in a governing environment; this is democracy in action!

Throughout the planning process, a picture of the Library's present and future was in strong evidence, as was the desire to positively and proactively move forward. Keep in mind that the goals you established during this process will only be realized through the thoughtful use of your resources including Library staff, advisors, and financial resources. As you realize from your experience as public officials, quality work requires solid professional staffing, expertise, time, and resources. Establishing and committing to your priorities will be an important next step. Only a limited number of objectives and goals can be effectively managed and implemented at a given time. Once your priorities have been set and finalized, resist the temptation to "re-arrange" them as the fiscal year moves along; stick to working toward the results you want to achieve and applying those efforts to your budget preparations and in your meetings throughout the year.

In that spirit of cooperation, openness, and thoroughness, we have no doubt the Library Board, administration, and the management staff will work together to find viable approaches and solutions for the many goals and aspirations that were identified through this process.

PROCESS SUMMARY

An overview of the strategic planning model that was used for the Joliet Public Library's initiative can be seen in the illustration below. As the model visually demonstrates, strategic planning is a multi-phase process that most closely resembles an on-going cycle of gathering and assessing information, decision-making, and follow-through. The process used by the Library to develop its plan closely followed this model. More explanation of the various steps, tools, and processes the Library followed are detailed below.



Strategic Planning Process Model - G. Kuhn

Exploratory Staff and Board Workshop

During the course of the day of the combined Board, administration, and management staff exploratory workshop, Board and staff leaders exchanged many ideas about the past, present and future. The group's working dynamics were very open and effective. A picture of the Library's present and future is beginning to take shape.

External Stakeholder Input

In gathering community input, the Library's leadership selected three sources of information and data to draw upon. Those sources were: 1) data from a representative random sample community survey; 2) a set of exploratory one-on-one interviews conducted by Sikich team members with key community and Library stakeholders; 3) a series of eight focus groups composed of a cross-section of community and Library stakeholders. Northern Illinois University's (NIU) Center for Governmental Studies was engaged by the Library to conduct a random sample survey of Library users and non-users. The survey methodology and data results are presented in a separate report prepared by the Center.

In order to compliment the quantitative data provided by the NIU community survey, Sikich was asked to develop qualitative data from stakeholders. Qualitative data is generally defined as data relating to the character of thoughts and ideas. Two sources were used to gather this data. The first was from one-on-one exploratory interviews and the second from focus groups facilitated by Sikich. John Bryson defines a stakeholder as, "any person, group, or organization that can place a claim on an organization's (or other entity's) attention, resources, or output that is affected by

that output.”¹ In this regard, it is important to determine each organization’s unique stakeholders, their influence, and how to involve them in the process. This report provides a summarization of the data and input collected from both the exploratory interviews and the focus groups.

In March of 2015, Sikich facilitated eight (8) focus group sessions with a variety of community stakeholders. These stakeholders included a sampling of representatives of the business community, governmental agencies, educators, teens, and civic leaders. In addition to these groups, Sikich held two open forum sessions for anyone interested in attending. The following list shows the number of sessions held for each stakeholder group.

Stakeholder Focus Group Construct:

- Business and Government Agencies (1)
- Educators/Civic Organizations (1)
- Teens (1)
- Friends of JPL (1)
- Youth Services (2)
- Open Forum (2)

During the focus group sessions, stakeholders shared ideas about the preferred future state of the Library along with their perceptions about the Library’s strengths, weaknesses, challenges, and opportunities. Again, all sessions used the same set of questions that were pre-selected by the Library. Sikich facilitators used a highly participative interactive methodology known as *Nominal Group Technique*. This technique is designed to assure participants equal opportunities to speak and share their opinions.

The data from the focus groups’ input was summarized and compiled into a Stakeholder Feedback Report and presented to the Library Board of Trustees at their meeting on January 21, 2016. Please see the Joliet Public Library 2016 Strategic Plan Stakeholder Feedback Report dated January 21, 2016 for more detail (provided under separate cover).

¹John Bryson, *Creating and Implementing Your Strategic Plan* (New York: Jossey-Bass, 2004) 35.

SUMMARY OF WORKSHOP EXERCISES AND OUTCOMES

The Library held three workshop sessions to consider the Library's current and future state and the Library's mission and goals. The first two sessions were exploratory workshops held on November 14, 2014 and December 9, 2014 and a final workshop took place on April 1, 2016. During these workshops Board and staff members exchanged many ideas about the past, present and future of the Library. The group's working dynamics were very open and effective. The information in the exploratory sessions was used to inform the development of the NIU survey as well as the focus group questions. The notes and observations from those sessions were included in a Summary Exploratory Workshop Report (previously provided under separate cover).

Part I: Review of Environmental Scan Data

During the third workshop held on April 1, 2016, the Library Board, administration and management staff participated in a final all day workshop that considered the data from the Stakeholder feedback report and the NIU survey data. In the opening exercise of this workshop participants considered the following:

1) what they learned from the survey and focus groups; 2) the positive accomplishments or planned accomplishments of the Library for 2016. Below are the participants' comments in response to those questions.

Exercise 1

1. Discussion Question: What did you learn from the Environmental Scan that stuck in your mind or stood out?
 - Struck by differences between eastside patrons versus other patrons.
 - How many services we provide that citizens are still not aware of. The lack of awareness of Library even given our best efforts was surprising.
 - Struck by how many respondents wanted adult programs and classes.
 - Demographic and attitude differences between two branches.
 - Struck by need for marketing, communication, and outreach. Also the need to address parking issues and loiterers at the main branch.
 - Need for more outreach to our Hispanic population, perhaps an East branch is needed.
 - Need to do a better job communicating our resources and services.
 - Public use of the Library is dependent on demographics (age, income, and education).
 - Convenience was important to our patrons.
 - Need for services for non-English speakers, including bilingual books and materials.
 - Outside stairs and the need for repairs outside at the Main Library. It looks tired. I was struck by the extent of our capital needs.
 - Need for better communication.
 - Need for more locations and the prevalence of this response in survey. We need to think about this and address this issue.
 - I already knew about demographics differences. However, I was surprised that patron's views were so different.

- Communication - I was baffled by this challenge. However, I do believe that people will know about the information they choose to seek out.
- I was struck by how many people talked about the perception of safety at the Main Library.
- The number of people who said “word of mouth” was their method of learning about the Library. Also I was struck by the extent of positive responses to our children programs (good or excellent) and the overwhelming view that teen programs are excellent.
- I learned more about the complex problem and that is our Main Library – how it is viewed positively and negatively including the responses about its location, history, size, configuration, and upkeep issues.

2. Discussion Question: I’m glad that in 2016 the Library...

- Has addressed the concerns of the eastside through renewed focus on their needs, facilities, and events.
- Has considered an expansion of facilities further west, broadening our inclusion, and capitalizing on opportunities.
- Continues to provide the quality of services that we provide today.
- The Library was able to achieve so much with the limited “per capita budget” we have.
- Completed the expansion of the digital media studio (DMS) at the Main Library.
- Identified goals and priorities that will bring its vision to reality.
- Has the west side branch with so many services and that’s close to me.
- I’m glad to see we are making an attempt to meet the needs of a diversified community.
- The Library took advantage of strategic planning to aid in identifying future goals, expectations, and to reflect on past history and lessons.
- Glad we invested in community engagement tools (focus groups and the survey)
- I’m glad the Library has so many people engaged and that care about our future. “We have a bright future.”
- Glad in 2016 that we have an outreach/engagement coordinator.
- I’m glad we’re focusing on how patrons are using the Library in new and changing ways and our ability to change and address change.
- I’m glad in 2016 that the Library increased its community partnerships and community engagement.
- Joliet Library has worked to address the common and persistent perception of communications needs.
- Is planning for the future...both short and long-term goals.
- I’m glad the Library received a partial “Project Next Generation (PNG) Grant” from State of Illinois. Technology and cutting edge programs.
- ...took on the challenges of space and locations (geography).

Part II: Vision of Tomorrow

Following the opening exercises, each workshop participant was asked to reflect on their future vision for the Library and to respond to the following phrase:

“When I return to Joliet Public Library, in 15 to 20 years, I hope to see....., or, I think I will see.....”

The notes presented below are the thoughts and views offered by participants as recorded by the facilitators on flip chart paper.

When I return to Joliet Public Library, in 15 to 20 years, I hope to see..., or, I think I will see...

- The Library will be a highly valued community center and nationally recognized as a trend setting Library.
- Homeless will not be present which will allow patrons to feel safer and more secure
- There will be an east branch.
- The Joliet Public Library is a destination not a quick stop.
- The Joliet Public Library is a forward thinking organization.
- There will be a second floor at Black Road.
- The Library has been able to infiltrate the community and unserved patrons (multiple locations possible) and hope that we serve the entire community.
- Up-to-date Hispanic collection with adult books, mystery, romance, films, CD, in both English and Spanish versions.
- More bilingual children’s books and bilingual access to Library materials on our website.
- Renovated Main Library with outside lighting - inviting exterior landscaping-perception will be changed and that will bring people in.
- There would be a parking garage across street with security.
- Two or more state-of-the-art buildings with cutting edge technology to serve all demographics.
- All residents have Library cards.
- Multiple locations - conveniently located, will drive greater usage.
- Public perception of the Library is redefined from an ‘academic’ emphasis to a community center and multi-service space. This would be a changed mindset. The Library would be a source for social and cultural interaction and resources as well as a source of entertainment, materials, and programs.
- Mission associated with the Joliet Public Library would be to create partnerships that seek to transform our community by providing resources to help citizens reach their full potential including development of their technology potential and skills.
- Library is the community’s first thought for information and entertainment. It is a community resource.
- Resolve-solve Illinois legislative laws, so that unserved population (outside our boundaries) are able to get a Library card.

- The Library is available everywhere possibly through technology and more access points
- Hope the Library is a catalyst of patrons' creative activities.
- Keep our Library ever present in the community's mind.
- Decide the question of governing structure—either a City department/function, or, a district government organization.
- The Library's usage would be 20%-25% higher than it is now. Hope to see ever and ever growing usage of the Library.
- Hope to see more parking and pedestrian bridge to Main Library.
- Hope to see a Foundation formed to help fund the Library.
- Hope to see that the Library continues to provide high levels and high quality services and programs. Technology is a tool, but we need quality services and programs.
- Think that books will not go away.
- Hope that Library continues to be about literacy.
- A renovated and expanded branch facility.
- Greater partnerships.
- Joliet Public Library is a community resource for information and space responding to services. I hope to see that Joliet is a prospering community of 200,000 citizens and that the Library, in cooperation with our patrons, is responding to the educational, informational, and recreational needs of a diverse community with innovative programs and collections that inspire creativity and learning.

Part III: SWOT Analysis

The next set of exercises were a review and accounting of the internal and external factors present in the environment that can and do impact the Library's core mission. This is a fundamental exercise in any strategic planning process known as a SWOT Analysis.

In two different exercises, participants were asked to identify what constraints and practical difficulties are likely to be encountered in the future or would make it difficult to achieve the desired future vision described in the above statements.

Exercise A: Surrender or Lead Exercise

The first exercise conducted in this final workshop was a collaborative group pre-SWOT exercise entitled 'Surrender or Lead.' In this exercise, participants developed responses to some simple, but thought-provoking statements. Participant's responses were recorded and discussed. Responses to the structured statements are presented below. As a guide for readers, participants were asked to fill in the blanks to the statements below:

1. *We want to _____, but _____.*
2. *If it weren't for _____, we would.*
3. *The most important thing to focus on is _____.*
4. *We need to finally _____.*
5. *_____ will have the biggest impact on our success.*

Exercise 1: Surrender or Lead

GROUP NAME: *Pioneers*

1. We want to better serve the unserved and underserved, but state law prohibits it.
2. If it weren't for the historical and nostalgic value of the Main Library, we would serve the east side differently.
3. The most important thing to focus on is providing the programs and services that meet the needs of the community we serve.
4. We need to finally address parking, accessibility, and convenience ("Li bra ry mobile") issues.
5. Funding will have the biggest impact on our success.

GROUP NAME: *The Fab Four*

1. We want to renovate the Main building, inside and outside, and preserve its historical value but it's very costly. We also want to enhance ALL facilities, but its cost prohibitive.
2. If it weren't for the lack of resources, we would be further along in implementing our goals.
3. The most important thing to focus on is all forms of literacy and the changing needs of our community.
4. We need to finally address the changing needs of our diverse community, especially their language needs; the structural needs of main building; the parking at main building; including a walkway from parking to building.
5. Listening to our constituents and involving them will have the biggest impact on our success. This helps them take ownership of these projects and work toward their success.

GROUP NAME: *Cooking with Gas*

1. We want to effectively serve the diverse groups in our community but we need to make better use of monetary resources and staff.
2. If it weren't for staff limitations (number and abilities), we would be better able to engage these diverse community groups.
3. The most important thing to focus on is overcoming staffing issues so that current and additional/new staff can devote more energy and time to these areas.
4. We need to finally commit funds.
5. More effective communication within the community we serve will have the biggest impact on our success.

GROUP NAME: *4-Words*

1. We want to achieve excellence in serving our community but there are budget constraints.
2. If it weren't for public perception regarding downtown Joliet, we would have more use of the Main Library.
3. The most important thing to focus on is focusing all resources (staff and money) on diverse community needs.
4. We need to finally prioritize our goals using all available information about the needs of both staff and community.
5. Budget and relevance to the community will have the biggest impact on our success.

Exercise B - SWOT Identification

The fall 2014 workshop included a SWOT analysis. In this exercise participants were asked to revisit the prior/exploratory SWOT analysis and offer any changes, revisions or additional thoughts about the Library's strengths, weaknesses, opportunities or challenges. Below is the updated SWOT analysis offered by participants.

SWOT Exercise

Strengths	Weaknesses
<ul style="list-style-type: none"> • Passionate Staff • Main Library is historic site • Digital Media Studio (DMS) • Variety of programs • Teen and kids programs • Book budget • Spanish speaking staff at downtown • Public computer area • Security staff at Main • Our computer infrastructure • Cross-training teams and collaboration between locations • Long-term staff • Innovative staff • We wear a lot of hats • New organizational structure • Part of Pinnacle Library System has improved customer service • We can make Library cards for other libraries • Cooperation among libraries • Member of RAILS-State Library System • Enthusiastic staff to develop Spanish outreach programs • Person-in-charge manual • Security cameras • Community engagement staff • Greater community outreach efforts 	<ul style="list-style-type: none"> • Parking at the Main Library • Main Library age, placement, layout • Adult programming • Number of cardholders in Joliet Public Library • More space for quiet areas and for study • Our Library locations are not located in our boundaries according to population patterns • Allocate collection funds to better match patron demands • Technology budget below demand levels • Lack of community relationships with organizations or patrons • Lack of meeting spaces • Lack of staff offices • Lack of cohesive department spaces • Lack of internal department communication • Location of public computer spaces • Lack of family bathroom at the Black Road branch • Not enough maintenance staff and staff shortages • Too many hats can hurt quality • Need for additional Spanish speaking staff at both locations • Teen spaces at both locations • Current location and/or design of DMS • Furniture is outdated and lacks modern technology and functionality

SWOT Exercise

Opportunities	Challenges or Threats
<ul style="list-style-type: none"> • Growing Spanish population • Size of Main Library • Urban location of Main Library. We can reach out to the business community • Digital Media Studio (DMS) • Low literacy rates • More targeted programs • Targeted adult programming • Address space and usage disparity between locations • Build and/or strengthen relationships and partnerships with community and educational organizations • Training for organization capacity and growth • Continued cooperation and collaboration with other libraries • Opportunity to develop, have, and execute a strategic plan • Serving the homeless population • Provide assistance and understanding for the homeless population • Increase community engagement and community participation • Opportunity for public/private partnership especially in relation to our facilities • The availability of commercial and/or underutilized space for satellite facilities • Improve our outdated furniture • Circulate non-traditional items such as green screens, tablets, cameras, etc. • Redesign space configuration at both locations • Increase communication through improvements to our newsletter, website, and social media 	<ul style="list-style-type: none"> • Growing Spanish speaking population • Serving homeless population • Insufficient parking at Main Library • Main Library's age, placement, layout • Low literacy rates • Strain on resources to meet facility imbalance • Locations are not distributed according to our population • Local economy • Downtown and perceptions of security • Tax base and population fluctuations • Unserved school population that doesn't coincide with Joliet Public Library's boundaries • Location of computer spaces • Lack of security personnel at Black Road

<ul style="list-style-type: none"> • Tax base and population fluctuations • Higher order customer service training for staff • Better educate and inform City officials with respect to State laws governing Libraries 	
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During these exercises, all participants had the opportunity to generate and share ideas, weigh alternatives, and further explain or refine their thinking. Following these exercises, Library Board members and senior staff were asked to offer their individual goals for the Library.

Part IV: Group Goal Identification and Consolidation

Exercise A: Goal Identification - Time/Complexity Classification

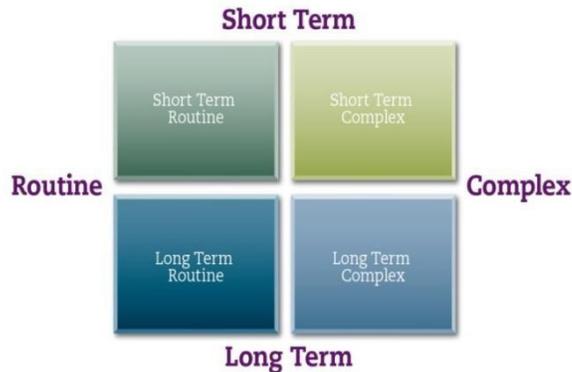
The final workshop session provided a forum for the collaborative identification of strategic goals and objectives that will be necessary to achieve the future vision of the Library. With the preceding sessions serving as a foundation, this session provided participants with the opportunity to present their individual goals and ideas beginning with members of the Library Board. Each participant was allotted time to highlight their most important policy or program goals that he or she thinks the Library should accomplish in the next one to seven years. In order to encourage people to introduce and discuss ideas of all types, participants were instructed that goals could be highly specific or general.

Goal Classification Grid

After all goals were offered, participants were asked to classify each goal according to a matrix model of complexity and time (methodology created by Dr. Gerald Gabris and depicted below). Specific criteria were used to classify a goal as short-term or long-term and as complex or routine. This final piece of the goal development exercise allowed decision-makers to cluster goals of roughly the same type together, so that when prioritization occurred, participants could avoid the problem of comparing “apples to oranges,” in terms of the type of goals being prioritized against each other.

The agreed upon criteria for the classifications were as follows: short-term goals were those that could or should be completed (or substantially underway) in the next two to three years while long-term goals were any that fell within a three to seven year time span. Complex goals were those that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies. Routine goals, although not necessarily simple, were goals that could be accomplished upon unilateral decision of the Board and within present budget streams, or with minor revenue enhancements or reallocations.

Goal Prioritization Time and Complexity Matrix



Methodology: Dr. G. Gabris

Exercise B: Goal Consolidation

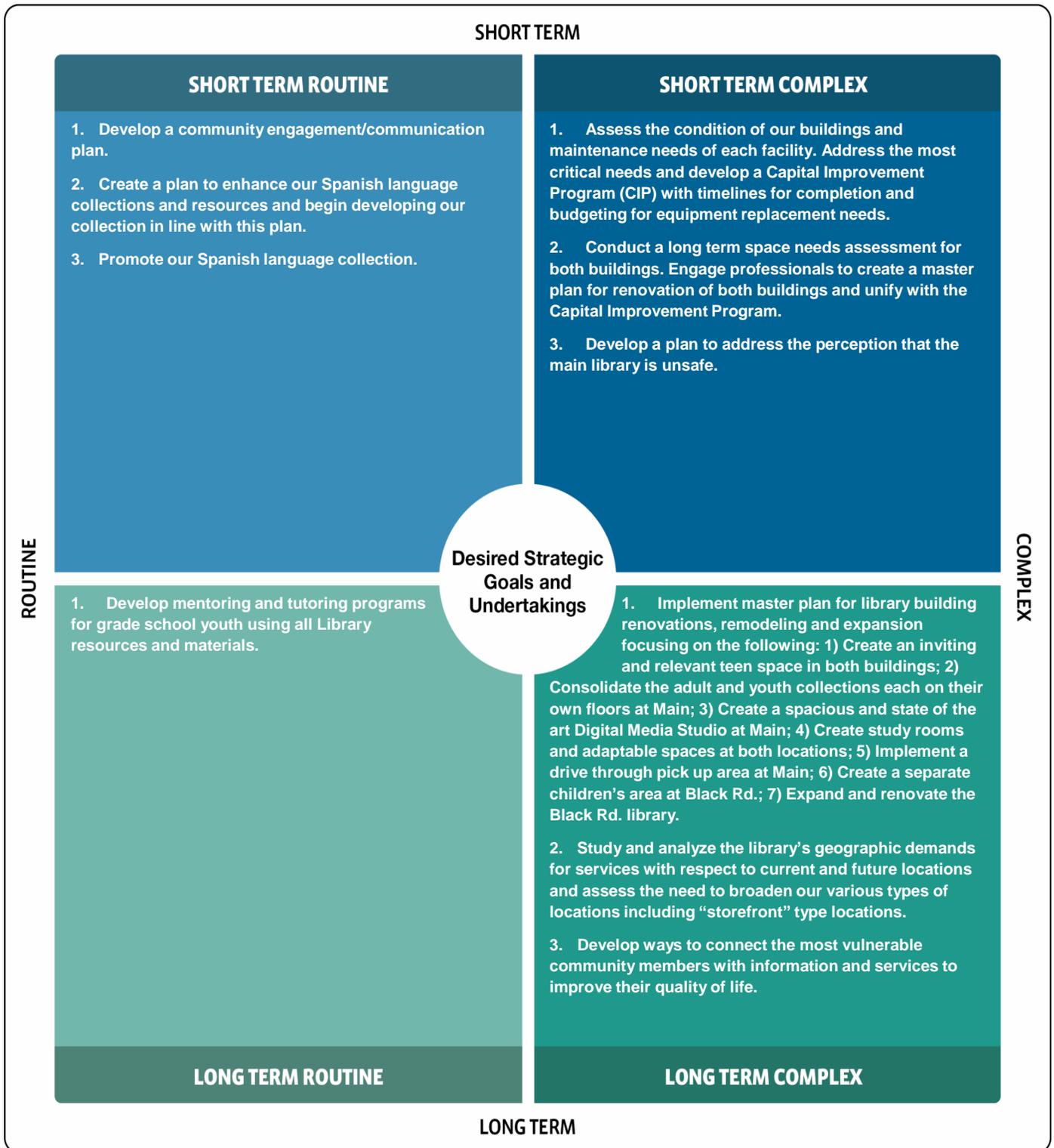
After the conclusion of the workshop, staff was asked to work with the facilitators to consolidate goals and refine or clarify some goals where appropriate. This process resulted in a final listing of goals from the prior exercise in logical groupings. The combined and consolidated goals were reviewed and converted to ranking sheets that maintained the agreed upon criteria for both time and complexity. Subsequent to the workshop Library Board members, administration, and management staff were asked to rank the goals within the time and complexity matrix described above. The unranked goals developed as part of the workshop sessions can be found in **Exhibit A**.

Part V: Goal Prioritization/Rankings

The final exercise in developing the 2016 list of Strategic Goals was for the Board to produce a consensus ranking of short and long-term goals and objectives. These group prioritization rankings are designed to aid the Board, administration, and management staff in developing action plans and decision points required to attain the goals. Board members, administration, and management staff were asked to indicate their priority ranking for each goal as compared to other goals in the same category (i.e., prioritize all short-term complex goals against one another, prioritize all long-term routine goals against one another, and so on). This exercise ultimately produced a collaborative ranking of goals within each of the four quadrants of time and complexity. Below are the top three goals in each category of time and complexity, and final tabulations from the ranking exercise.

The results of the Board, administration, and management staff's goal identification and prioritization exercises are presented in **Exhibits B** and **C**. A summary presentation of the top three goals, within each quadrant of the time and complexity matrix is below:

Top Three Goals within Time/Complexity Matrix



By: G. Gabris

CONCLUSION

This Strategic Planning Summary Report represents leadership's vision of the future and long and short-term goals for the Library. The Library Board's ideas and prioritized goals were revisited, refined, and expressed within the context of the current operating environment and, therefore, are a working guide for both the Library Board and management staff to pursue through the budget process and, through staff and community actions. This report is designed to capture the topics and processes of your discussions and as previously stated, should be used to assist the Library in the budget process and in developing the Library's action plans for 2016 and beyond. One noted organizational observer summarized the challenges of progress this way:

"The art of progress is to preserve order amid change, and change amid order..."

A.N. Whitehead

You have an ambitious and exciting couple of years of work ahead of you. Best of luck to all as you work through these important issues and goals as an organization.

Gregory T. Kuhn, Ph.D. and Cristi Musser, MPA
Process Facilitators

EXHIBITS

Exhibit A: Strategic Plan Goals by Category

Exhibit B: Goal Ranking Detail

Exhibit C: Goal Ranking Summary in Priority Order

Joliet Public Library
2016 Strategic Plan
Categorized Goals

JOLIET PUBLIC LIBRARY STRATEGIC PLAN SHORT-TERM COMPLEX GOALS	
GOAL ID #	GOAL DESCRIPTION
A	Assess the condition of our buildings and maintenance needs of each facility. Address the most critical needs and develop a Capital Improvement Program (CIP) with timelines for completion and budgeting for equipment replacement needs.
E	Develop English as a Second Language (ESL) programming.
G	Develop a plan to address the perception that the main library is unsafe.
I	Install library materials return boxes throughout the community.
J	Work to incorporate the New Lenox Public Library into our library consortium.
L	Conduct a long term space needs assessment for both buildings. Engage professionals to create a master plan for renovation of both buildings and unify with the Capital Improvement Program.
AG	Form a foundation to help fund improvements and innovations.
JOLIET PUBLIC LIBRARY STRATEGIC PLAN SHORT-TERM ROUTINE GOALS	
GOAL ID #	GOAL DESCRIPTION
B	Create a plan to enhance our Spanish language collections and resources and begin developing our collection in line with this plan.
C	Promote our Spanish language collection.
D	Expand our Spanish language programs.
F	Develop a community engagement/communication plan.
H	Improve and beautify the exterior areas of our libraries through landscaping at both locations.
K	Establish a program to broaden the types of items in circulation (Examples: sewing machines, cameras, video games, tablets, Go Pros, etc.)
M	Increase class offerings and programming for adults.
N	Determine and formalize official names for both Library locations.
Q	Explore opportunities to expand our services beyond our walls.
V	Develop smoke free zones around each location's facilities.
AA.1	Explore curb side pick-up areas at Main.
JOLIET PUBLIC LIBRARY STRATEGIC PLAN LONG-TERM COMPLEX GOALS	
GOAL ID #	GOAL DESCRIPTION
P	Develop a program for patrons to return and pick up materials at remote locations (ie train station, park district, etc.)
S, W, X, Y, AA.2, AB, AD	Implement master plan for library building renovations, remodeling and expansion focusing on the following: <ul style="list-style-type: none"> - Create an inviting and relevant teen space in both buildings. - Consolidate the adult and youth collections each on their own floors at Main. - Create a spacious and state of the art Digital Media Studio (DMS) at Main. - Create study rooms and adaptable spaces at both locations. - Implement a drive through pick up area at Main. - Create a separate children's area at Black Road. - Expand and renovate the Black Road library.
T	Develop ways to connect the most vulnerable community members with information and services to improve their quality of life.
R, U	Conduct a formal assessment of our parking issues at Main and develop a long-term parking plan.
Z	Purchase parking lot with an attendant that would provide free parking to patrons.
AC	Provide library services through a mobile library.
AE	Study and analyze the library's geographic demands for services with respect to current and future locations and assess the need to broaden our various types of locations including "storefront" type locations.
AF	If above study warrants "storefront" type locations, select appropriate sites to expand our locations on the east and west sides of our community.
JOLIET PUBLIC LIBRARY STRATEGIC PLAN LONG-TERM ROUTINE GOALS	
GOAL ID #	GOAL DESCRIPTION
O	Develop mentoring and tutoring programs for grade school youth using all Library resources and materials.

Joliet Public Library
2016 Strategic Plan
Detailed Board Ranking of Goals - Not in Priority Order

JOLIET PUBLIC LIBRARY STRATEGIC PLAN																	
SHORT-TERM COMPLEX GOALS																	
BOARD MEMBER RANKING															GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O			
3	1	1	1	1	2	1	2	1	1	1	1	1	1	2	1.33	A	Assess the condition of our buildings and maintenance needs of each facility. Address the most critical needs and develop a Capital Improvement Program (CIP) with timelines for completion and budgeting for equipment replacement needs.
5	6	5	6	3	4	6	6	3	4	4	7	2	3	7	4.73	E	Develop English as a Second Language (ESL) programming.
2	4	4	3	6	3	3	1	4	3	2	2	6	4	4	3.40	G	Develop a plan to address the perception that the main library is unsafe.
6	7	6	4	4	5	5	7	7	5	6	6	5	5	6	5.60	I	Install library materials return boxes throughout the community.
7	5	7	7	7	6	7	5	6	7	3	5	4	7	5	5.87	J	Work to incorporate the New Lenox Public Library into our library consortium.
1	2	2	2	2	1	2	3	5	2	5	4	7	2	1	2.73	L	Conduct a long term space needs assessment for both buildings. Engage professionals to create a master plan for renovation of both buildings and unify with the Capital Improvement Program.
4	3	3	5	5	7	4	4	2	6	7	3	3	6	3	4.33	AG	Form a foundation to help fund improvements and innovations.
JOLIET PUBLIC LIBRARY STRATEGIC PLAN																	
SHORT-TERM ROUTINE GOALS																	
BOARD MEMBER RANKING															GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O			
1	4	4	2	3	2	5	5	1	2	6	11	6	5	6	4.20	B	Create a plan to enhance our Spanish language collections and resources and begin developing our collection in line with this plan.
2	5	5	3	1	4	7	7	5	3	5	9	10	6	7	5.27	C	Promote our Spanish language collection.
4	6	6	7	2	5	6	11	4	4	8	2	2	7	8	5.47	D	Expand our Spanish language programs.
5	1	2	5	5	--	9	1	2	5	1	3	1	1	5	3.29	F	Develop a community engagement/communication plan.
11	10	1	4	8	3	8	4	10	1	4	10	8	9	1	6.13	H	Improve and beautify the exterior areas of our libraries through landscaping at both locations.
3	8	8	11	6	10	11	9	7	9	9	1	7	8	9	7.73	K	Establish a program to broaden the types of items in circulation (Examples: sewing machines, cameras, video games, tablets, Go Pros, etc.)
7	7	7	10	4	6	1	8	3	10	7	8	3	2	4	5.80	M	Increase class offerings and programming for adults.
10	9	11	1	10	1	10	3	9	11	3	6	9	11	10	7.60	N	Determine and formalize official names for both Library locations.
8	2	10	9	7	9	4	6	6	6	2	7	4	3	3	5.73	Q	Explore opportunities to expand our services beyond our walls.
9	--	3	6	11	7	3	2	11	7	10	5	11	10	11	7.57	V	Develop smoke free zones around each location's facilities.
6	3	9	8	9	8	2	10	8	8	11	4	5	4	2	6.47	AA.1	Explore curb side pick-up areas at Main.
JOLIET PUBLIC LIBRARY STRATEGIC PLAN																	
LONG-TERM COMPLEX GOALS																	
BOARD MEMBER RANKING															GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O			
5	6	7	5	5	2	6	2	8	7	7	1	8	5	--	5.29	P	Develop a program for patrons to return and pick up materials at remote locations (ie train station, park district, etc.)
1	5	1	2	2	1	1	1	1	1	6	6	1	2	1	2.13	S, W, X, Y, AA.2, AB, AD	Implement master plan for library building renovations, remodeling and expansion focusing on the following: - Create an inviting and relevant teen space in both buildings. - Consolidate the adult and youth collections each on their own floors at Main. - Create a spacious and state of the art Digital Media Studio (DMS) at Main. - Create study rooms and adaptable spaces at both locations. - Implement a drive through pick up area at Main. - Create a separate children's area at Black Road. - Expand and renovate the Black Road library.
6	4	8	1	4	3	7	7	5	3	1	2	2	3	4	4.00	T	Develop ways to connect the most vulnerable community members with information and services to improve their quality of life.
4	1	2	7	3	7	4	3	2	2	2	5	5	8	6	4.07	R, U	Conduct a formal assessment of our parking issues at Main and develop a long-term parking plan.
8	7	3	8	1	8	5	8	3	8	8	3	4	7	7	5.87	Z	Purchase parking lot with an attendant that would provide free parking to patrons.
7	8	6	6	6	6	8	6	4	5	5	8	3	6	5	5.93	AC	Provide library services through a mobile library.
2	2	4	3	7	4	2	4	6	4	3	4	6	1	2	3.60	AE	Study and analyze the library's geographic demands for services with respect to current and future locations and assess the need to broaden our various types of locations including "storefront" type locations.
3	3	5	4	8	5	3	5	7	6	4	7	7	4	3	4.93	AF	If above study warrants "storefront" type locations, select appropriate sites to expand our locations on the east and west sides of our community.
JOLIET PUBLIC LIBRARY STRATEGIC PLAN																	
LONG-TERM ROUTINE GOALS																	
BOARD MEMBER RANKING															GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O			
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00	O	Develop mentoring and tutoring programs for grade school youth using all Library resources and materials.

Summary of Ranked Goals - In Priority Order

JOLIET PUBLIC LIBRARY STRATEGIC PLAN SHORT-TERM COMPLEX GOALS		
GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
1.33	A	Assess the condition of our buildings and maintenance needs of each facility. Address the most critical needs and develop a Capital Improvement Program (CIP) with timelines for completion and budgeting for equipment replacement needs.
2.73	L	Conduct a long term space needs assessment for both buildings. Engage professionals to create a master plan for renovation of both buildings and unify with the Capital Improvement Program.
3.40	G	Develop a plan to address the perception that the main library is unsafe.
4.33	AG	Form a foundation to help fund improvements and innovations.
4.73	E	Develop English as a Second Language (ESL) programming.
5.60	I	Install library materials return boxes throughout the community.
5.87	J	Work to incorporate the New Lenox Public Library into our library consortium.
JOLIET PUBLIC LIBRARY STRATEGIC PLAN SHORT-TERM ROUTINE GOALS		
GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
3.29	F	Develop a community engagement/communication plan.
4.20	B	Create a plan to enhance our Spanish language collections and resources and begin developing our collection in line with this plan.
5.27	C	Promote our Spanish language collection.
5.47	D	Expand our Spanish language programs.
5.73	Q	Explore opportunities to expand our services beyond our walls.
5.80	M	Increase class offerings and programming for adults.
6.13	H	Improve and beautify the exterior areas of our libraries through landscaping at both locations.
6.47	AA.1	Explore curb side pick-up areas at Main.
7.57	V	Develop smoke free zones around each location's facilities.
7.60	N	Determine and formalize official names for both Library locations.
7.73	K	Establish a program to broaden the types of items in circulation (Examples: sewing machines, cameras, video games, tablets, Go Pros, etc.)

Summary of Ranked Goals - In Priority Order

JOLIET PUBLIC LIBRARY STRATEGIC PLAN LONG-TERM COMPLEX GOALS		
GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
2.13	S, W, X, Y, AA.2, AB, AD	Implement master plan for library building renovations, remodeling and expansion focusing on the following: <ul style="list-style-type: none"> - Create an inviting and relevant teen space in both buildings. - Consolidate the adult and youth collections each on their own floors at Main. - Create a spacious and state of the art Digital Media Studio (DMS) at Main. - Create study rooms and adaptable spaces at both locations. - Implement a drive through pick up area at Main. - Create a separate children's area at Black Road. - Expand and renovate the Black Road library.
3.60	AE	Study and analyze the library's geographic demands for services with respect to current and future locations and assess the need to broaden our various types of locations including "storefront" type locations.
4.00	T	Develop ways to connect the most vulnerable community members with information and services to improve their quality of life.
4.07	R,U	Conduct a formal assessment of our parking issues at Main and develop a long-term parking plan.
4.93	AF	If above study warrants "storefront" type locations, select appropriate sites to expand our locations on the east and west sides of our community.
5.29	P	Develop a program for patrons to return and pick up materials at remote locations (ie train station, park district, etc.)
5.87	Z	Purchase parking lot with an attendant that would provide free parking to patrons.
5.93	AC	Provide library services through a mobile library.
JOLIET PUBLIC LIBRARY STRATEGIC PLAN LONG-TERM ROUTINE GOALS		
GROUP AVG.	GOAL ID #	GOAL DESCRIPTION
1.00	O	Develop mentoring and tutoring programs for grade school youth using all Library resources and materials.