SKOKIE
PUBLIC
LIBRARY

STRATEGIC PLAN
2016–2019

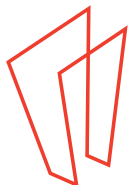# STRATEGIC PLAN
TABLE OF CONTENTS

STRATEGIC PLAN
EXECUTIVE SUMMARY

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

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

STRATEGIC PLAN
EXECUTIVE SUMMARY

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

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

STRATEGIC PLAN
EXECUTIVE SUMMARY

VISION

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

MISSION

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

CORE SERVICE VALUES

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

GOALS

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

STRATEGIC PLAN
VISION & MISSION

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

VISION

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

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

MISSION

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

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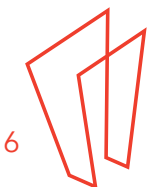
STRATEGIC PLAN
VALUES

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

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

STRATEGIC PLAN
VALUES

### PURSUING ACCESS AND EQUITY

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

CULTIVATING LEARNING AND LITERACY

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

ENGAGING THE COMMUNITY

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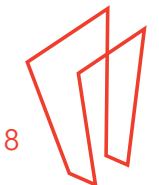
STRATEGIC PLAN
GOALS

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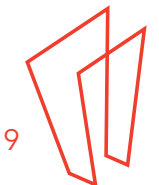
STRATEGIC PLAN
GOALS

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

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

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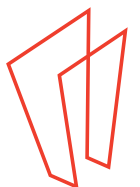
STRATEGIC PLAN
GOALS

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

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

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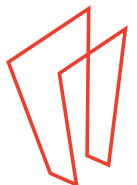
STRATEGIC PLAN
GOALS

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

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

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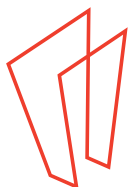
STRATEGIC PLAN
GOALS

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

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

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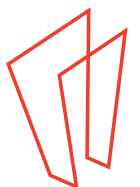
STRATEGIC PLAN
GOALS

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

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

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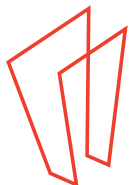
STRATEGIC PLAN
GOALS

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

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

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

STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

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

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

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

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

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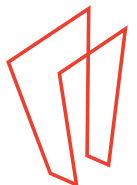
STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

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

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

STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

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

COLLECTIVE IMPACT

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

EMERGING ADULTHOOD

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

FANDOM

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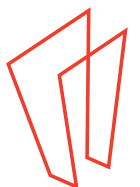
STRATEGIC PLAN
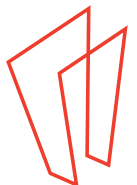## PLANNING PROCESS AND FINDINGS

FAST CASUAL

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

SHARING ECONOMY

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

INCOME INEQUALITY

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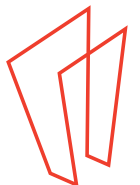
STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

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

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

STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

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

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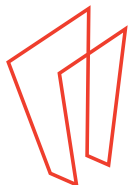
STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

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

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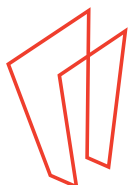
STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

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

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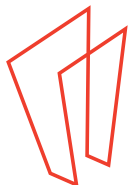
STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

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

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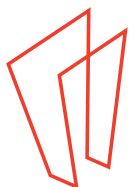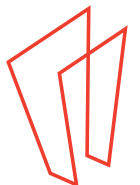
STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

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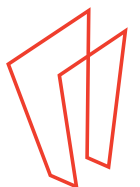
STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

COLLECTIVE IMPACT SUBCOMMITTEE

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

EQUITY, EQUALITY, AND OPPORTUNITY SUBCOMMITTEE

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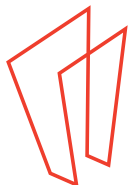
STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

EXPERIENCE AND USABILITY SUBCOMMITTEE

• Applying design thinking principles, conduct an extensive audit of our physical space, including staff space, and create and implement a comprehensive space plan.

• In order to adapt to the rapid pace of change, institutionalize a process of user testing, ensuring that it becomes a first-order method of data gathering and decision-making.

• Evaluate, research, and then create a plan to integrate catalog, website, and events calendar working toward a seamless experience.

ORGANIZATIONAL CULTURE SUBCOMMITTEE

• Form an Organizational Culture Committee and design a plan to improve organizational culture as measured by the Staff Satisfaction Survey and/or other means.

• Improve equity, diversity, and equality in library staff through ongoing training.

• Examine staff spaces with an eye to creating community, strengthening communication, and encouraging collaboration.

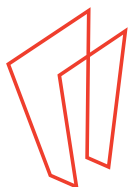# STRATEGIC PLAN
PLANNING PROCESS AND FINDINGS

SENSE OF COMMUNITY SUBCOMMITTEE

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

STORIES, OUTCOMES, AND DATA SUBCOMMITTEE

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

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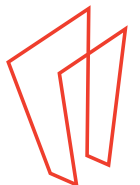
STRATEGIC PLAN
ACKNOWLEDGEMENTS

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

Core Planning Committee

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

Collective Impact Subcommittee

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

STRATEGIC PLAN
ACKNOWLEDGEMENTS

Equality, Equity, and Opportunity Subcommittee

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

Experience and Usability Subcommittee

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

Organizational Culture Subcommittee

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

Sense of Community Subcommittee

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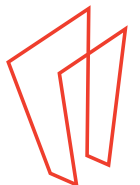
STRATEGIC PLAN
ACKNOWLEDGEMENTS

Stories, Outcomes, and Data Subcommittee

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

Community Leaders and Other Participants

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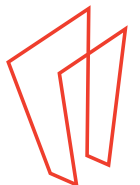
STRATEGIC PLAN
RESOURCES CONSULTED

ALA Center for the Future of Libraries - Trends (ala.org)

ALA Libraries Transforming Communities - Resources for Libraries (ala.org)

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

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

Civic Technologies - Briefing Book for Skokie Public Library

Design Thinking for Libraries Toolkit (designthinkingforlibraries.com)

Moving the Ford Foundation Forward (fordfoundation.org)

Pew Research Center's "Libraries at the Crossroads" (pewinternet.org)

Skokie Public Library Strategic Plan 2013-2016

Unlocking Latino Civic Potential: 2016 and Beyond (aspeninstitute.org)

Urban Libraries Council Leadership Brief: Building Connected Communities (urbanlibraries.org)

Urban Libraries Council Leadership Brief: Partners for Education (urbanlibraries.org)

Useful, Usable, Desirable: Applying User Experience Design to Your Library