

QUINCY PUBLIC LIBRARY – STRATEGIC PLAN: 2019-2022

VISION: CREATING, SUPPORTING AND PROMOTING A LITERATE COMMUNITY.

MISSION: Quincy Public Library will provide its patrons with materials, facilities, programs to meet lifelong learning, cultural & recreational needs.

Objective: From its approval through 2022 Quincy Public Library’s Strategic Plan will become established as a living document that is referred to quarterly and annually, as outlined below.

STRATEGIES	ACTION STEP(S)	WHEN?	WHO IS RESPONSIBLE?	RESOURCES NEEDED	COMMUNICATION / PARTNERS	COMMENTS
Talk about the plan	Explain plan in detail to staff.	Immediately after approval.	Administration Team	Creation of simplified version of plan. Creation of letter of explanation.		Once established the Strategic Plan will guide future initiatives, planning, services and funding of the Quincy Public Library
	Provide bulleted, simplified version for public, including city council and partner organizations.	Within 1 month of approval.	Marketing and Events Librarian, Administration Team		QPL Staff	
	Distribute bulleted, simplified version to public.	Within 2 months of approval.	QPL Board of Trustees Administration Team		QPL Bd., TQAPL Bd., QPL Staff	
	Discuss plan progress quarterly at board meetings and staff meetings.	Within 1 month of approval.	QPL Board of Trustees Administration Team			
	Post full plan on our website.	Within 1 month of approval.	Marketing and Events Librarian		Rokuesk	
	Report to City Council progress yearly.	Yearly during National Library Week (April)	Administration Team		City Council	
	Regularly talk with patrons about the plan and current progress.				Staff	

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Make everyone responsible	Assign goals and clear metrics to each aspect of the plan. Assign goals to staff performance reviews. Celebrate Success Acknowledge failures	Immediately after approval. As determined. Immediately after occurrence.	Administration Team Administration Team Administration Team QPL Board of Trustees Staff		QPL Staff QPL Staff Fund, QPL Staff	

Objective: QPL will be staffed at a sustainable level to provide programs and services to meet the needs of the community as reflected by annual staff engagement surveys and patron surveys.						
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Improve Internal Communication	Implement structured Meeting schedule.	Fall 2018	Administrative Team		QPL Staff	
	Dedicated Time for Staff to read emails or communications every shift.	Spring 2019	Administrative Team QPL Staff	Computer Availability Scheduled time daily		Use Read Receipts
	Provide staff with easy access to email, network drives, Internet, and work related software. (Tech Plan)	Ongoing				Host book study
	Crucial Conversations Training	Spring 2019	Administrative Team QPL Staff	Books		QPL Day topic
	Advanced Notice / Regular Communication- Daily or Weekly staff email	Spring 2019	Administrative Team	Email		
	Debriefing	As needed. After each major event.	Staff involved. QPL Staff	In Person. Via Email.		
	Clear messages around key issues					Continuously review and update.
	Improve Internal Forms		Marketing and Events Librarian. QPL Staff	Style Guide		

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Staffing	Evaluate current staffing levels, needs and task assignment. Reassign duties and tasks, as needed. Adjust Job Descriptions. Create a Hiring Philosophy that reflects the mission, vision and values of QPL. Hire additional staff.	Fall 2018-Spring 2019. Spring 2019. Summer 2019.	Administrative Team Administrative Team Personnel Committee	Job Descriptions Job Descriptions		Time Study Additional Staff: Donor Development Delivery Services Specialist Information Technology Specialist (Tech Plan) Grant Writer / Researcher Marketing Clerk Circulation Clerk PT Information Services Clerk PT
Build a Growth Mindset by offering Continuing Education and Training	Offer Regular Training Sessions Require Continuing Education on Performance Evaluations. Develop, implement, evaluate and improve programs to enhance the use of technology by staff. (TechPlan)	Monthly Ongoing with 2019 evaluations.	Administrative Team Individual QPL Staff Technology Committee Administrative Team	Evaluation Survey	RAILS, L2, RSA, ALA, PLA, ILA, Webjunction, community partners, Tracy Family Foundation Forefront Management Association	Topics to include: Poverty, Homelessness, Budgeting, Safety, Service Mentality. Attend Conferences: ALSC, PLA, ILA

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Mentoring	Develop a system to Onboard new staff members.	Spring 2020	Administration	Onboarding system		
	Develop a Mentor System to support staff members in new roles or in crisis.	Fall 2020	Administration	Mentor System		
Performance Evaluations	Meet to evaluate performance semi-annually.	Semi-Annually	Administration Team Individual Staff			
	Meet to set goals.	Annually	Administration Team Individual Staff			
	Make Performance Evaluations more meaningful. Evaluate the tool.	Winter 2019/2020	Administration Team			
Raise Staff Morale	Team Building Training Respond Brainstorm / Dream	Staff Training Sessions. Monthly Staff / Committee meetings. Monthly	QPL Staff QPL Board of Trustees	Staff Satisfaction Survey- Annually		

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STRATEGIES	ACTION STEP(S)	WHEN?	WHO IS RESPONSIBLE?	RESOURCES NEEDED	COMMUNICATION / PARTNERS	COMMENTS
Grant Writing	Assign Grant Research / Writing Duties to specific staff. Assess need. Assess feasibility. Apply for relevant funding.	As grants become available. Ongoing.	Administration Team Marketing and Events Librarian		ISL, Community Foundation, Tracy Family Foundation, United Way.	Potential position to hire
Donor Development Plan	Estate Planning Prestige Wall / Incentives Monthly Giving Corporate Donations Corporate Sponsorships	Timeline to be set after 1/4/19 meeting with Suzanne Irwin-Wells.	Administration Team QPL Board of Trustees Mary Weems Barton Foundation Board of Trustees	Consultant Suzanne Irwin- Wells	Community Foundation Endowment	Meet with Consultant Suzanne Irwin- Wells 1/4/19 Donor Development Workshop Notes- Ruth Estimated to take up to 5 yrs to develop.
Advocacy of Services	Maintain constant communication with City Government. Communicate with Partner Organizations. Promote Library Services. Social Media Campaign.	Attend weekly City Council. Ongoing. Ongoing. Jan 2019.	Administration Team QPL Staff QPL Board of Trustees QPL Staff Marketing and Events Librarian	Return on Investment Calculator		

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Income Generation	Explore possible methods of Income Generation. Consult with City Legal Team regarding outstanding items.	Monthly during Marketing Team Meetings Quarterly, or as needed.	Administration Marketing and Events Librarian Circulation and Delivery Services Manager		Community Foundation Endowment	Notary Service. Passport Service. Raise fines or fees.
Diversify Funding	Income Generation. Donor Development. Tax Levy.	Ongoing. See above timeline. Summer 2019	Mary Weems Barton Foundation City Council			Hire Donor Development Personnel. Potential Donor Pools: Elderly patrons, mailing campaign, online donations, Pay Pal, Amazon Smile,
Library District	Explore possible methods to becoming a Library District with taxing authority	Possibly Summer 2019	Administration Team QPL Board of Trustees City Council			

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Objective: QPL will increase early literacy participation in library sponsored programs by 10% each year.						
STRATEGIES	ACTION STEP(S)	WHEN?	WHO IS RESPONSIBLE?	RESOURCES NEEDED	COMMUNICATION / PARTNERS	COMMENTS
1,000 Books Before Kindergarten Initiative	Attain Funding Develop Benchmarks Roll out to Public Sustain Program Evaluate	Summer 2018 Summer/ Fall 2018 October 2018	Children’s Librarian, with assistance from School Delivery Specialist, Marketing and Events Librarian, and members of QPL staff		United Way Transitions Birth to 3 programs QPS -ECFC	Target Parent Engagement.
Offer Interactive Story time	Plan and Prepare Implement Evaluate	Fall 2018 Fall 2018 January 2019	Children’s Event Specialist, Children’s Event Clerk, Consultants	Project Outcome Survey		Large and Fine Motor Skills What does Kindergarten Ready mean? How can we measure readiness?
Reach Out For Reading- Grant Initiative	Attain Funding Plan and Prepare Implement Evaluate	Spring 2018 Summer 2018 Summer, Fall, Winter 2018-2019 Spring 2019	Administration Team/ Grant Writer Consultant Administration Consultant	Project Outcome Survey		

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Develop Partnerships with organizations with similar objectives or goals to better meet community needs.	Identify organizations with similar goals. Attend those meetings. Offer ways to support similar goals.	Fall 2018 Ongoing. Summer 2019.	QPL Staff QPL Board of Trustees	Intergovernmental Agreement. Partnership Agreement.	AOK United Way-Community Impact Associate Unity Lodge	QPL needs to look for win/win partnerships that support organizational goals and community needs.

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Place Making-- Maintain Physical Building Provide Space Access to All	Develop a timeline and budget for routine maintenance of the building- paint, HVAC, repairs, furniture, landscaping, etc. Evaluate patron satisfaction Evaluate need for things like bicycle racks, pedestrian accessibility, improved green space, etc. Evaluate patron safety: ADA compliance, security cameras Allow community to use library spaces (study rooms, meeting rooms, etc.)	Spring 2019 Annually. Bi-annually	Maintenance Supervisor	 Meeting Room Policy	Building and Grounds Committee	Safety Training Topics
Access and Connections— Homebound Delivery Services School Delivery Services Reach Out for Reading –Grant Initiative	Hire additional staff. Expand Delivery services to all residential institutions and schools within service limits. Evaluate un-served populations and how to serve them.	2021 Fall 2019	Circulation and Delivery Services Staff Administration Team	Intergovernmental Agreement.		

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Hospitality District— Free services for travelers	Wireless Access Computer Access Information Hub- brochure racks	Ongoing.	QPL Staff Information Services Librarian			Possibly Adjust Business Hours
Train a Skilled Workforce	Provide free access to computers and employment searching opportunities. Partner with Workforce Development to offer trainings at QPL. Provide current training materials.	Ongoing.	QPL Staff			

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Grow a Diversified Economy	<p>Provide workforce readiness materials and workshops.</p> <p>Provide free access to computers and employment searching opportunities.</p> <p>Provide free services like resume reviews.</p> <p>Provide current employment materials like resume builders.</p> <p>Provide space for job fairs, employment seminars, or employee trainings.</p> <p>Provide local tourism information, inclusive of current events, and history.</p>	Ongoing.	QPL Staff			
Foster Startups and Innovations	<p>Provide STEAM skills training activities for school aged patrons.</p> <p>Provide space for study, meetings, etc.</p> <p>Provide space for organizations like to hold workshops.</p> <p>Provide materials and resources for entrepreneurs.</p>		QPL Staff			Maker Space – Justin Crouch

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Encourage In Fill Housing	Revive the relationships with Quincy preserves Promote Historic Newspaper Archive Promote Historic Photo collection		QPL Staff Information Services Librarians	Historic Newspaper Archive Historic Photo collection	Quincy Preserves GRGS	
Riverfront Development / Build a Greenway System	Lend Fishing Poles Walking Tour IDNR Resource Kits		QPL Staff	Park brochures Maps		

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Objective: Increase awareness and understanding of QPL services to the public through an increase of 20% in active cardholders by 2020.						
STRATEGIES	ACTION STEP(S)	WHEN?	WHO IS RESPONSIBLE?	RESOURCES NEEDED	COMMUNICATION / PARTNERS	COMMENTS
Partnerships	Increase Partnerships Strengthen Partnerships		Administration Team QPL Staff Board of Trustees	Intergovernmental Agreements- if applicable.		
City Council	Invite Aldermen to events Invite citizens to contact Aldermen Be invited and attend events within the community	Immediately and ongoing Immediately and ongoing Immediately and ongoing	Administration Team QPL Staff QPL Staff Administration Team QPL Staff	Program Guides Contact information for Aldermen- Bookmark		

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Increase Library Card Holders / Users	Provide Electronic Access Cards to ALL QPS Students. Provide Library Cards to all City Departments. Increase the # of cardholders in the 20-50 year old bracket	Roll out 2018-2019 School Year.	Circulation Staff	Additional patron cards.	QPS	Cardholders as of Nov 30, 2018 15,469. 10%= 1,547. 20% =3,094
Community	Simplified version of Strategic Plan Acknowledge Success or Failures Aggressive Technology campaign	Immediately	Administration Team Marketing and Events Librarian			Success with Obj 1 will result from strong advocacy from the community.

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Objective: By 2022, the Mary Weems Barton Foundation will increase the endowment capacity by 25%						
STRATEGIES	ACTION STEP(S)	WHEN?	WHO IS RESPONSIBLE?	RESOURCES NEEDED	COMMUNICATION / PARTNERS	COMMENTS
Annual Appeal	Increase reserves. Increase endowment Donor Development	Timeline to be set with Donor Development initiative.	MWB Board of Trustees QPL Board of Trustees Administration Marketing and Events Librarian			Develop a list of prioritized investments: <ul style="list-style-type: none"> • Maker Lab