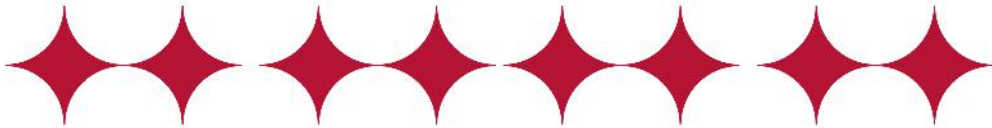


2025-2030

STRATEGIC PLAN

of the Rock Island Public Library





In 2022, the Rock Island Public Library launched a strategic plan, simply named by the acronym, TREE. It focused on four goals: Transformative, Relevant, Equitable, and Engaged. I am proud to share that the library has been extremely successful in all four goals, insomuch that we're launching a new plan almost one-year ahead of schedule!

Why have one tree when you can plant a forest? Let me introduce you to our follow-up plan: TREES! In other words, our goals remain the same, with one new addition - "Sustainability." This new plan takes us to the end of another decade of library service. In our case, more than 150 years of serving Rock Island.

When I first started my library career in 1997, library webpages were new and included graphics! Flash forward to the present. Artificial intelligence (AI) wasn't even a blip on the radar in our previous plan. Now it is everywhere.

Times are changing faster than anyone could have predicted, which makes planning for the future very challenging. However, as I stress to staff, we're here for the people. If we listen to the people in our service area, we'll know where to focus our limited resources and efforts. This plan reflects our community at the time the data was gathered. Updates to notice are the mission statement, vision, and values. There are no major changes, rather, a subtle refinement to the verbiage.

As stated in the last plan, flexibility in service is the key to our success. I look forward to what the next five years brings to the Rock Island Public Library, and what the Rock Island Public Library can bring to the community.

Angela Campbell, Director





MISSION

The Rock Island Public Library makes our community stronger by freely connecting people to resources and each other. Begin Here.



VISION

The Rock Island Public Library is the first step to discovery and a constant contributor to community vitality.



VALUES

Acceptance:

- All are welcome.
- Fostering social connections.

Accessible:

- Multiple locations for ease of use.
- Safe and clean facilities.

Supportive:

- Serving as a hub for collaboration.
- Sparking joy in all learning endeavors.

Honest:

- Transparent with the community.
- Providing accurate, up-to-date information.



TRANSFORMATIVE - *We Change Lives*

GOAL - Our community will experience renewal by using library resources, including materials, services and events.

Objective: Transform staff by giving them the skills and tools to help all patrons. By the end of 2025, all staff will receive training on providing trauma-informed services to patrons.

Strategies:

- Staff training, focusing on Trauma-Informed Services, QCON referrals, and Dementia Friendly QC

Objective: Secure funding to hire a social worker to provide personalized social service needs. Implement the program by the end of 2027.

Strategies:

- Grant funded pilot-program, where the social worker is responsible for the services, partnerships with other service organizations, and incorporating staff training, maintaining performance metrics.

Objective: By the end of 2026, create a “teacher portal” on the library’s website that includes curated curriculum-based links for public and private school educators, while also promoting library awareness.

Strategies:

- Soliciting feedback from teachers, making the site easy to understand, and promoting it to all schools and homeschoolers in the service area.

Objective: Promote resources that encourage the growth of Rock Island microbusinesses and small business by reaching out to city departments and organizations who would benefit from library resources.

Strategies:

- Opt-in newsletters, quarterly schedule of partnership meetings, social media posts on partner sites, explore building modifications to handle co-working spaces.



RELEVANT- *We Are Here for You*

GOAL - Our community will experience resources and facilities in response to community needs.

Objective: Release the request for proposals for master planning services for the Downtown Library by Spring 2025, with an award by early summer.

Strategies:

- Focus on ADA accessibility, including exterior spaces, such as parking lots and building lighting.

Objective: Following the master planning study, define the library's unique spaces that provide unique experiences.

Strategies:

- Create unique experiences at each location, highlighting spaces to make them more desirable and distinctive from each other, while meeting the highest level of technology requirements in the *Serving Our Public* statewide standards.

Objective: Annually review the Collection Development policy in accordance with the diversity audit and usage statistics, with the intention of increasing circulation each year of this strategic plan.

Strategies:

- Hold quarterly collection development meetings, analyze expenditures and transfer dollars to more popular collections; evaluate publishing trends.

Objective: Increase e-cardholders by 20% by 2026, with the expansion of the pilot program with students at Rock Island High School.

Strategies:

- Streamline the library card registration process, review the policy annually, and create targeted handouts for students and teachers.



RELEVANT- *Continued*

Objective: Increase online resource usage of databases by 10% each year.

Strategies:

- Feature one specific database each month and send the info to teachers/students.

Objective: Increase library outreach to underserved areas, as researched by our marketing software, by Fall 2025.

Strategies:

- Create a new mobile library calendar, focus on partnerships in underserved areas, and create a master list of card drives to attend.

Objective: Create a reporting mechanism by 2027 so that staff can visualize how their work impacts library usage and changes lives.

Strategies:

- Analyze data collection methods, define key performance indicators, and share data results each month with staff.

Objective: Create a Teen Advisory Board by the end of 2025.

Strategies:

- Distribute appealing promotional items to the schools, survey students on best available meeting times, create a Teen board shirt for volunteering.



Objective: Monitor Artificial Intelligence (AI) software throughout the length of this plan. Use when legal and beneficial to library operations; understand it well enough to help patrons with questions.

Strategies:

- Mandatory staff continuing education on GPT software, discussing AI in the workplace at staff meetings, research AI policies and implement.

EQUITABLE - *We Welcome All*

GOAL: Our community will experience mutual respect and belonging at all library facilities and events.

Objective - Review the library's website to ensure it continues to meet the required Americans with Disabilities Act (ADA) and Web Content Accessibility Guidelines (WCAG 2.1) standards by 1/1/2027.

Strategies:

- Educate staff about requirements, work with website vendor, coordinate with all City departments, purchase updated screen readers for all libraries.

Objective - Finalize the Americans with Disabilities Act (ADA) bathroom renovations for all areas of the Downtown Library by the end of 2026.

Strategies:

- Include renovation design in the master plan; apply for CDBG funding in 2025 and 2026, solicit donations for any shortfalls.

Objective - Communicate library values to staff, stakeholders, and the public via branded communication at all library locations and in the community.

Strategies:

- Include signage at all locations, translate items into most used languages, discuss values at all staff meetings.

Objective - Expand the Community Comfort Carts program annually to ensure that items are easily available to anyone who need them.

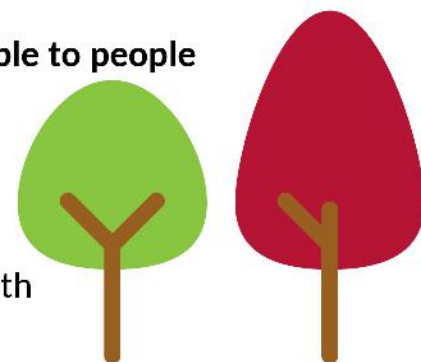
Strategies:

- Create an evaluation tool, add to statistics worksheet, schedule promotional talks with interested organizations.

Objective - Make onsite library programs and resources more accessible to people with disabilities by 2029.

Strategies:

- Research best practices, create "event kits" containing assistive items/technology, turn on closed-captioning for any video, work with local organizations, apply for grants that can help aid in this effort.



ENGAGED - *We Bring People Together*

GOAL: Our community will experience a connection with the library that is intentional, with measured outcomes.

Objective - Provide a social connection for everyone in the service area who is seeking it.

Strategies:

- Create a loneliness hotline, increase homebound delivery service, pilot after-hours events, revise evaluation form to include social connectiveness, solicit positive library stories from patrons.

Objective - Amplify external opportunities with strategic programming and marketing initiatives.

Strategies:

- Branded vendor tents and grab-and-go packets for offsite programs, create a PALS outreach team, monthly check-ins with partners, communicate positive stories at city council meetings, partner with local podcasts.

Objective - Support newly-arrived residents by offering care and welcome packages about the library.

Strategies:

- Create a welcome program for new residents, fund welcome mailings, offer new resident “meet-ups.”



Objective - Develop and implement a “Library 101” open house series of programs to provide in-depth information about the library as an essential city service by 2027.

Strategies:

- Create a four-week intensive program about libraries, with graduation ceremony; evaluate the effectiveness and outcomes of this program.

Objective - Install interactive displays and digital signage at all library locations by 2027 to encourage patrons to use library services and collections.

Strategies:

- Find the lowest responsible bidder for 4 displays, promote library news and happenings, survey public and evaluate outcomes.

SUSTAINABLE - We Engage in Viable Operations

GOAL: Our community will trust the library to be financially prudent while offering consistent operations that are aware of environmental impacts.

Objective - Increase the volunteer and People Advocating for Library Services (PALS) group by 20% over the next three years.

Strategies:

- Create a plan to increase donations, work with Library Foundation on volunteer perks, establish a book sale “pre-sale” for PALS members, distribute a targeted handout for this objective.

Objective - Determine the best hours of operations for each library location by evaluating usage patterns and data, making changes as necessary.

Strategies:

- Quarterly door-count analysis, extending hours for special events, discuss having summer and winter hours of operation.

Objective - Find four new sponsorships for key initiatives that help with funding and publicity.

Strategies:

- Focus on summer/winter reading programs, concerts, and other big attendance events; find Rock Island/Milan sponsors first; analyze asset package to create donor levels for events.



SUSTAINABLE - *Continued*

Objective - Review chapters of the most current Illinois State Library Standards at each Library Board and staff meeting, ensuring that each chapter is reviewed at least one time per year.

Strategies:

- List any unmet or minimally-met standards; create an improvement plan; discuss a chapter of the standards at each board meeting.

Objective - Develop staff to be educated and knowledgeable about all library services, with the goal of retaining them indefinitely as positive workers and community role models.

Strategies:

- Standardize onboarding packets for all new hires, including a “continuing education” guide, outlining professional development expectations; provide a “core competency” list for staff to achieve annually; partner with work-study programs to encourage youth involvement.

Objective - Create a local CREW (Communities Responding to Extreme Weather) Hub network by 2028.

Strategies:

- Develop pollinator and rain gardens at all locations; explore related partnerships; create emergency preparedness kits for checkout; promote library as resiliency partner, specifically on our webpage.



Objective - Reduce plastic use, seek alternative energy sources by 2029.

Strategies:

- Research alternative energy sources, de-paving/permeable paving options, educate staff and patrons on the benefits of recycling; develop a sustainability plan.



METHODOLOGY

The planning process for TREES included help from the library's administrative team, the Board of Trustees, the Board Community and Planning Committee, and an internal Strategic Planning Committee, including members representing all library departments. We also partnered with the Rock Island Parks & Recreation Department during a public comment portion called "Community Conversations." By actively engaging the community, we were able to gather information to make data-driven decisions about our future. In addition to the all-ages conversations, library workers interviewed teens at Rock Island High School to get their opinions about the library. Finally, we released a survey in different formats and shared it throughout the community. A heartfelt "Thank You" to everyone who participated!

PUBLIC SURVEYS - 1,229 Responses

COMMUNITY CONVERSATIONS WITH RI PARKS & RECREATION - 38 Attendees

TEEN CONVERSATIONS AT RI HIGH SCHOOL - 20 Attendees

PERPETUAL FEEDBACK

Throughout the year, library patrons with an email in their library account receive a quick survey through our Orange Boy/Savannah software to measure net satisfaction with library services. Called a Net Performance Score (NPS,) this survey is randomly sent to a subsection of library customers, with no patron receiving it twice.

252 surveys have been sent over time, with a response rate of 90.1 percent.

"On a scale from 0 (not at all likely) to 10 (very likely), how likely are you to recommend the library to others?" Out of 246 answers, the results have yielded an overall NPS of 91.9*.

Promoters 93.5% 230

Passives 4.9% 12

Detractors 1.6% 4

(*The creators of the NPS metric, Bain & Company, say that although an NPS score above 0 is good, above 20 is great and above 50 is amazing. Anywhere above 80 is the top percentile.)





SUMMARY OF METHODOLOGY

By using multiple techniques to encourage public and stakeholder feedback, the library is confident they received quality, unbiased information from users and non-users alike. As will become clear in the strategic plan, there are many areas for growth, which multiple cross-sections of the population have agreed upon. Ultimately, it is the library's mission to connect our community to our resources and each other. This plan will help pave the way to achieving our mission. A huge "thank you" to the following people who helped in the process:

Rock Island Public Library Board

Jenni Swanson, President
 Elizabeth Russell, Vice-President
 Debbie Freiburg, Secretary/Treasurer
 Dr. Yolanda Grandberry Pugh
 Nick Hammond
 Jackie Nelson
 Jo Noon
 Aleatha Quarles
 Eudell Watts III

Staff Strategic Planning Committee

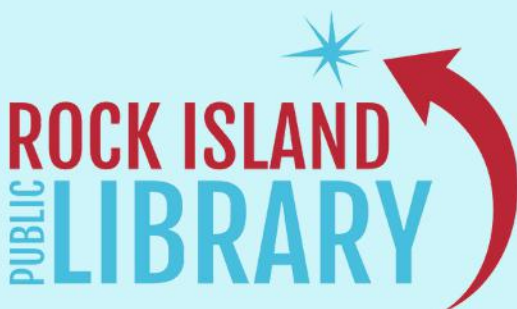
Angela Campbell, Library Director
 Fred Heffernan, Technical Services Aide
 Htoo Htoo, Library Aide
 Noel Huntley, Former Library Aide
 Lisa Lockheart, Publicity/Outreach Liaison
 James Shearouse, Adult Services Librarian
 Kayla Steffen, Business & Facilities Director
 Emily Tobin, Youth Services Librarian

Milan-Blackhawk Area Public Library District Board

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 Tari Weeks, Secretary
 Donna Abolt Stone, Treasurer
 Bill Favri
 Mary Lundquist
 Connie Schwab
 Michele Sharp

Rock Island Public Library Foundation Board

Kathy Lelonek, Executive Director
 Frank Lambert, President
 Nathan Gibbs, Treasurer
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 Lori Bebber
 Angela Campbell, ex-officio
 Bill Cleaver
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 Lisa Maynard
 Heather Muir
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