

# Strategic Plan

## 2018-2023

**empower | connect | inspire**

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*The things I want to know are in books;  
my best friend is the man who'll git me a book I ain't read.*

Abraham Lincoln



empower | connect | inspire

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2018 snapshot

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*We do not need magic to change the world, we carry all the power we need inside ourselves already:  
we have the power to imagine better.*

J.K. Rowling

# letter from our mayor



The City of Springfield  
Office of the Mayor  
Springfield, IL 62701

Dear Friends,

As Mayor of the City of Springfield, I would like to thank the staff of Lincoln Library for their time, dedication and participation in developing the library's 2018-2022 strategic plan, and for the leadership of Director Will O'Hearn during this process.

The City of Springfield is unique because our departments have the opportunity to serve and interact with members of our great community each and every day. Lincoln Library is no exception. Every day, the library opens its doors to the community from all ages, races and walks of life. It encourages the community to unlock their imagination; it connects people with fellow residents who share common interests; it assists people to succeed through teaching a new skill; it is a place to find answers to questions; or simply allows someone to escape into a book. Our Lincoln Library truly empowers, connects and inspires.

As you read through this document remember, strategic plans grow with the organization. Patrons and employees are stakeholders in this plan. Change is inevitable and it is our responsibility to evolve with the transformation and steer these moments into a positive direction.

Thank you for engaging with Lincoln Library and the City of Springfield. Remember, we are here to serve you.

Sincerely,

James O. Langfelder

Mayor



what | we | want

**we want to**  
empower  
our community,  
and **be empowered.**

**we want to**  
connect  
our community,  
and **be connected.**

**we want to**  
inspire  
our community,  
and **be inspired.**

# our why: plan and process

*The Lincoln Library staff is proud to present our community with a new strategic plan. This five-year plan will be in effect from June 2018 through February 2023.*

## Strategic Purpose

The purpose of this plan is to guide the library at all levels of decision-making in an organized and strategic way to ensure we are all working collaboratively toward common goals. This plan outlines our values and vision, which will not only be helpful in terms of high-level planning, but will also guide our staff in day-to-day activities.

While this plan is a deliberate approach to serving the citizens of the Springfield area, it also recognizes the dynamic times in which we live. With that in mind, the strategic planning committee will meet on an annual basis to review the plan in order to ensure its relevance, create specific measurable goals for that year, and monitor its impact on our community. It should be a **living document** – something we constantly keep in mind and continue to author as time goes on.

## Planning Process

Our strategic planning process started in March 2015. A small group of library staff, board members, and community representatives came together to begin the strategic planning process, guided by the American Library Association text, *Strategic Planning for Results* by Sandra Nelson. In order to create a plan that reflected the community's needs and wants, a survey gathered feedback from 92 community members through the library's website. The committee also consulted with The University of Illinois at Springfield to contact a diverse group of 39 community stakeholders, with 11 respondents. The feedback from these surveys laid the groundwork for this plan. The committee suggested nine service responses and presented them to library staff, who weighed their potential effectiveness and relevance, ultimately selecting four of them. These service responses have become the strategic goals the library staff will use to fulfill identified community needs. In February 2017, the committee created our mission statement: "**Empower. Connect. Inspire.**" This statement was approved by the Lincoln Library Board of Trustees in August 2017.

In September 2017, the committee shared the mission statement and strategic goals with Lincoln Library staff, and invited them to contribute ideas and activities that correlate with those goals. The response was overwhelmingly positive, generating over seven pages of ideas. Many of these ideas have been incorporated into the final strategic plan, which was approved by the Board in 2018.

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*It is not more bigness that should be our goal. We must attempt, rather, to bring people back to ... the warmth of community, to the worth of individual effort and responsibility...and of individuals working together as a community, to better their lives and their children's future.*

Robert F. Kennedy

# our mission

Empower. Connect. Inspire.

## our vision

**Lincoln Library will be part of  
an empowered | connected | inspired community where...**

- Every child has the opportunity to succeed in school and beyond.
- Every citizen is empowered to participate fully in our democracy at every level.
- Every community member has the opportunity to use technology to enrich their lives.
- People of all backgrounds feel welcome and connected to one another.
- Every community member has the opportunity to express their own creativity.
- No one's greatness is limited by lack of resources.

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*Continuous improvement is better than delayed perfection.*

Mark Twain

# our approach

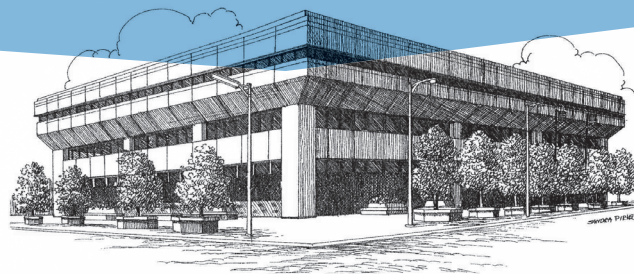
## Our Approach

We plan to use a broad range of methods in order to meet our strategic goals. **We will think outside the building** and get out into the community. We will consider those library users who may never come into the building, and **connect our digital and physical spaces**, increasing access and knowledge. No matter where we are, whether that is in the library, online, or during an outreach event, we will ensure that every space that we create and maintain is a **safe and inclusive space for all people**.

*Think outside the building!*

Connect our digital <-----and-----> PHYSICAL spaces.

Create **safe and inclusive** spaces.  
(AND MAINTAIN)



*Bad libraries build collections, good libraries build services,  
great libraries build communities.*

R. David Lankes

# our goals

## **Support Young Minds**

## **Create Informed Citizens**

## **Embrace Diversity**

## **Encourage Curiosity**

*Note: In order to help us set objectives for 2018 and beyond, we have identified four goals for each of our strategic responses. In each category on the following pages, we have also listed a possible target objective to give an idea of how the goals will be used to form expectations and plans throughout the years ahead. To learn more about specific objectives for a particular year, see the snapshot for that year.*

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*Goals determine what you are going to be.*

Julius Irving

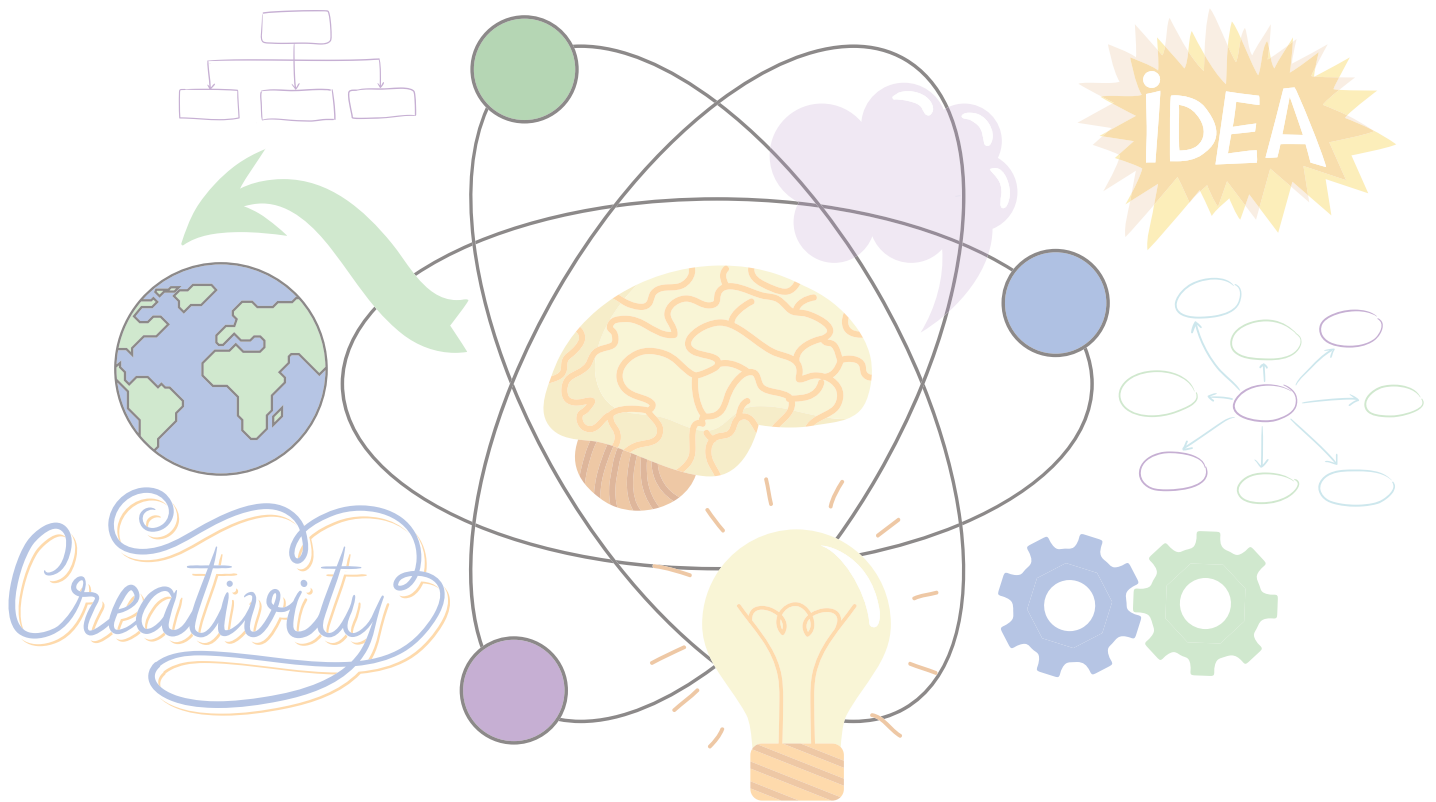


# our goals: support young minds

Libraries are trusted, welcoming places where young people make discoveries, deepen interests, expand knowledge, and connect their natural curiosity to the wider world. By offering support for learning and a safe place for children and teenagers to explore and grow, we will cultivate a brighter future for our community.

- Empower youth by providing a space to explore, learn, connect and be inspired.
- Connect youth with new and emerging technologies.
- Present programming that engages young people, from infants to teens, to help them learn and grow.
- Provide support for parents and caregivers.

*Potential Objective: Create, maintain, and promote a Parent and Educator Resource Collection during 2018.*



*At the moment that we persuade a child, any child, to cross that threshold, that magic threshold into a library, we change their lives forever, for the better. It's an enormous force for good.*

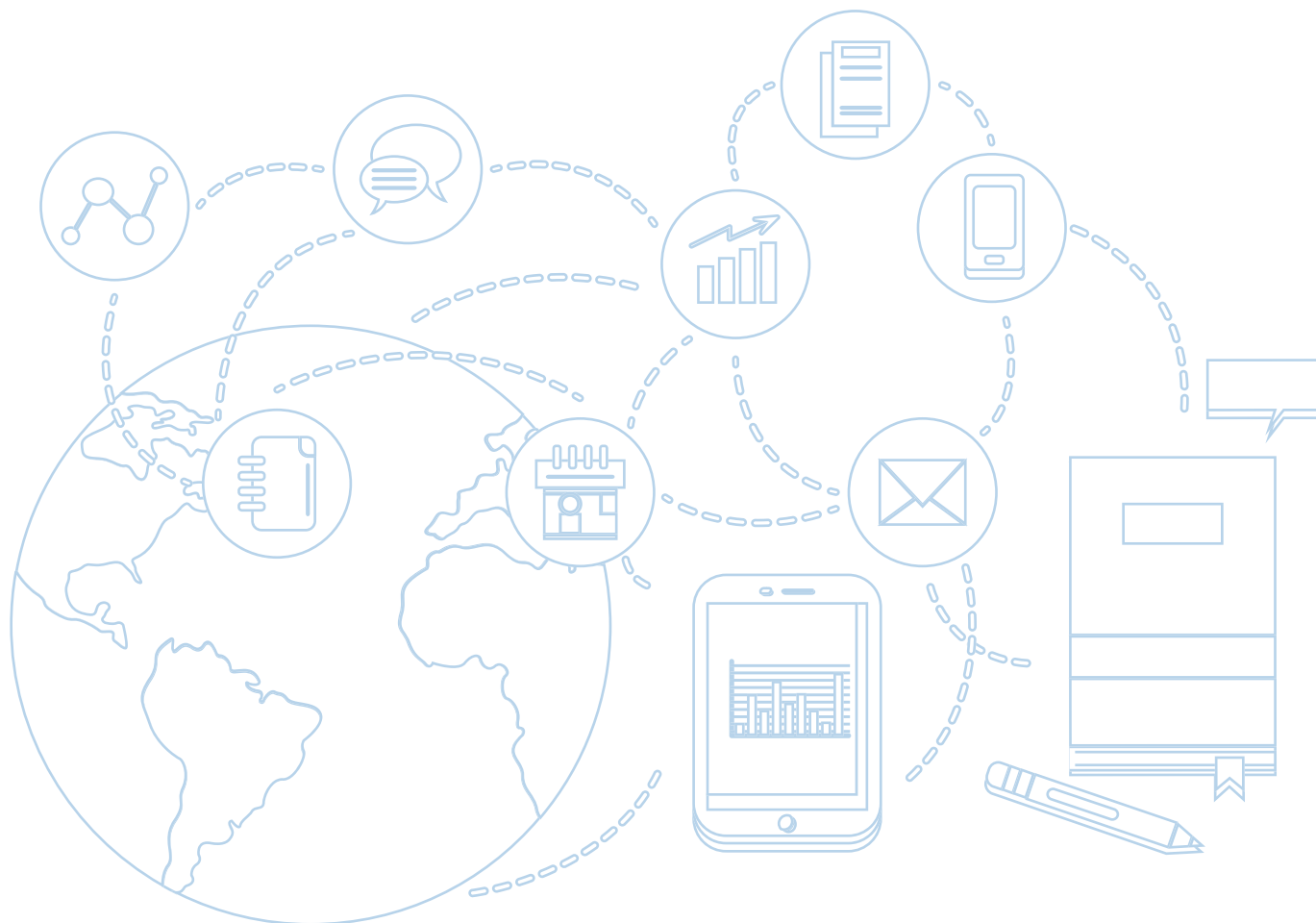
President Barack Obama

# our goals: create informed citizens

Libraries play an integral role in giving people the ability to find, understand, evaluate, and create information. By connecting people with the right information at the right time, we hope to empower them to be more knowledgeable, critical, and independent individuals who are able to make informed decisions and participate more in the community we share.

- Connect citizens with information about current events and issues.
- Empower citizens to find and recognize credible and reliable information.
- Connect patrons to community organizations and resources.
- Empower people to participate in government.

*Potential Objective: Provide four classes a year on how to evaluate credible and reliable information with program attendance of at least 40 people total.*



*Libraries are a gold mine for the inquisitive and the cornerstone of a democratic society.*

Mary Feliz

# our goals: embrace diversity

Equality and inclusion are necessary for intellectual freedom, the foundation upon which libraries are built. With that in mind, libraries and library employees should embrace diversity in everything that we do, including programming, collections, displays, and all interactions.

- Empower individuality.
- Cultivate collections, displays, and programming that reflect the diversity in ourselves, our communities, and our world.
- Inspire learning and engagement by facilitating opportunities for connection.
- Empower staff to promote and embrace diversity.

*Potential Objective: Host an annual intercultural festival to celebrate and embrace the community's diversity with at least 300 attendees.*



*(Images were selected from a 2016 Lincoln Library community-wide self-portrait project.)*

*Libraries represent the diversity and immensity of human thought,  
our collective knowledge laid out in rows of revealing inspiration.*

Manuel Lima

# our goals: encourage curiosity

Libraries are places where individuals can be curious. By supporting patrons as they pursue their passions, we will encourage our community to explore, interact, learn, and imagine.

- Empower patrons to develop skills and interests with hands-on learning.
- Connect patrons to entertaining resources.
- Empower patrons to explore and learn.
- Promote community engagement.

*Potential Objective: Offer at least 20 community outreach events during the year with at least 150 total new or renewed accounts.*



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*My alma mater was books, a good library....  
I could spend the rest of my life reading, just satisfying my curiosity.*

Malcolm X

**EMPOWER**

**CONNECT**

**INSPIRE**

2018



empower | connect | inspire

# snapshot of our library

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## about this document:

A key feature of our strategic plan is a commitment to publishing a *snapshot* of our library and community each year that the plan is in effect. Our snapshot affords us a glimpse of our library and our impact on the community, allowing us to share our progress with the public. Each snapshot will include local demographic information, statistics from our library, a letter from the director, and a list of our objectives for the coming fiscal year. This year, the statistics and photographs represent FY18, with objectives for FY19. The fiscal year is March through February.

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*If you want to go fast, go alone.  
If you want to go far, go together.*  
African Proverb

# letter from our director



326 S. 7th Street  
Springfield, IL 62701

[lincolnlibrary.info](http://lincolnlibrary.info)  
217.753.4900

April 2018

Dear Community,

I am genuinely excited to have shared our strategic plan for Lincoln Library with you! Our goal was to develop a direction that truly reflects your wants, needs, and interests so as to better serve you now and in the future. We have carefully reviewed your input and are confident this plan will have a significant impact on your life and on the City of Springfield.

Our community is the heart of Lincoln Library, and we are committed to making a real impact on each and every community member. A strategic plan guides us, making sure our day-to-day activities add up to something bigger than the sum of their parts. With our mission of "**Empower. Connect. Inspire.**" we hope to continue to provide programs and services that will help you grow throughout all of life's stages.

This is just the beginning. We will be making strategic objectives on a regular basis, adjusting them as needed in order to stay relevant in your lives. Instead of sitting upon a dusty shelf, this dynamic plan will grow and change according to the needs of our community. Therefore, your feedback and use of the library is absolutely essential in strengthening this plan. Please let us know what we can do to help make the biggest impact in your life, in the lives of your neighbors, co-workers, family, and friends. Get actively involved and invested in the library. Connect with the Friends of the Lincoln Library organization. Attend a program. Find a new interest. Discover more about yourself and the community. All those opportunities (and more) are ready and waiting for you at the Lincoln Library.

We need strong libraries more than ever, and our success as a community relies on continued growth and strong personal development. We hope to provide a place for you and your family to reach the potential that all of you so richly deserve. Your library believes in you and wants you to learn more, do more, and be more!

Faithfully Yours,

A handwritten signature in blue ink that reads 'William Thomas O'Hearn'.

Will O'Hearn  
Lincoln Library Director

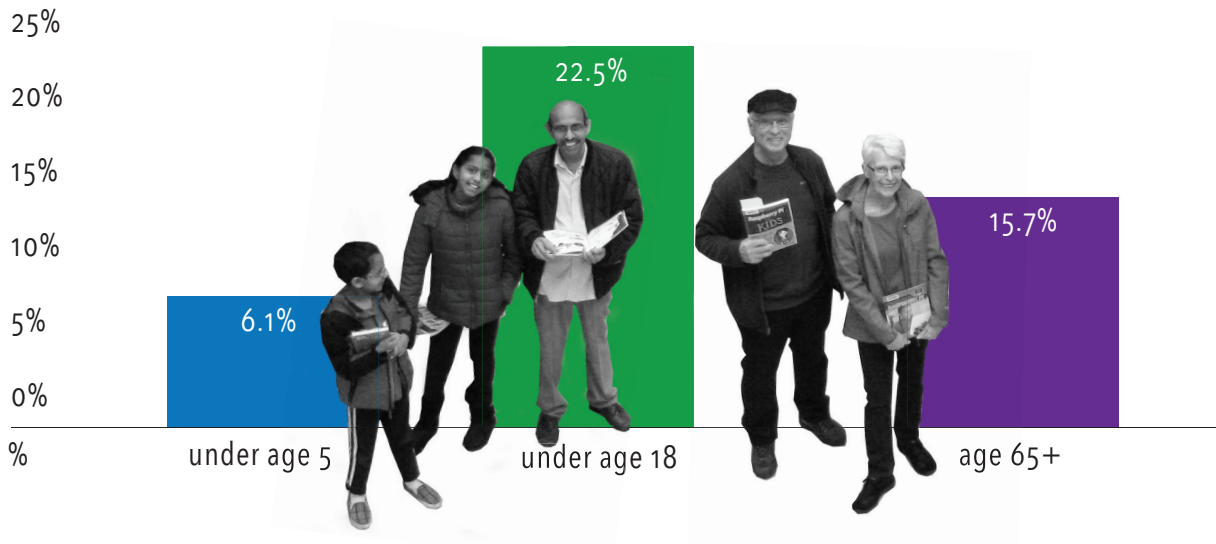
# our community: population demographics

To create a plan that best serves the community, the strategic planning committee should consider Springfield’s unique composition. The committee will regularly gather and use demographic data to identify trends, allowing the library to respond to community needs. The following statistics, from both internal and external sources, constitute a current snapshot of the Springfield area. The committee will use this and future data to design and evaluate strategic plan objectives each year.

**Population:** (2010 census)

116,250

**Population by Age:** (2010 census)



**Population by Major Racial and Ethnic Group: 2010, 2016 (estimate), 2021 (projection)**

Statistics drawn from the Springfield Comprehensive Plan (2017)

Group	2010	2016	2021
White alone . . . . .	76.2%	74.1%	72.1%
Black alone . . . . .	18.2%	19.2%	20.2%
Multiple Race . . . . .	2.7%	3.1%	3.6%
Asian . . . . .	2.1%	2.5%	2.9%
Hispanic Origin (any race) . . . . .	2.0%	2.7%	3.4%
<b>Diversity Index . . . . .</b>	<b>41.1</b>	<b>44.4</b>	<b>47.6</b>



# our community: education & poverty

*One of the most exciting ways we support our community is by providing access to the tools and resources needed by learners of all ages in order to advance their level of education.*



## Springfield Households Below Poverty Level

During previous 12 months by type of household: 2010-2014, estimated  
Statistics drawn from the Springfield Comprehensive Plan (2017)

Household Type	2010-14 est.	Percent
Total Households . . . . .	50,424	100%
Income in the past 12 months below poverty level . . . . .	8,391	16.6%
Married-Couple Family . . . . .	762	1.5%
Other Family - male householder (no wife present) . . . . .	566	1.1%
Other Family - female householder (no husband present) . . . . .	2,522	5.0%
Non-family Household - male householder . . . . .	2,195	4.4%
Non-family Household - female householder . . . . .	2,337	4.6%

## Educational Attainment of Springfield Residents:

ESRI 2016 Forecast Percent of Population 25 and older, and Compared to Illinois as a Whole  
Statistics drawn from the Springfield Comprehensive Plan (2017)

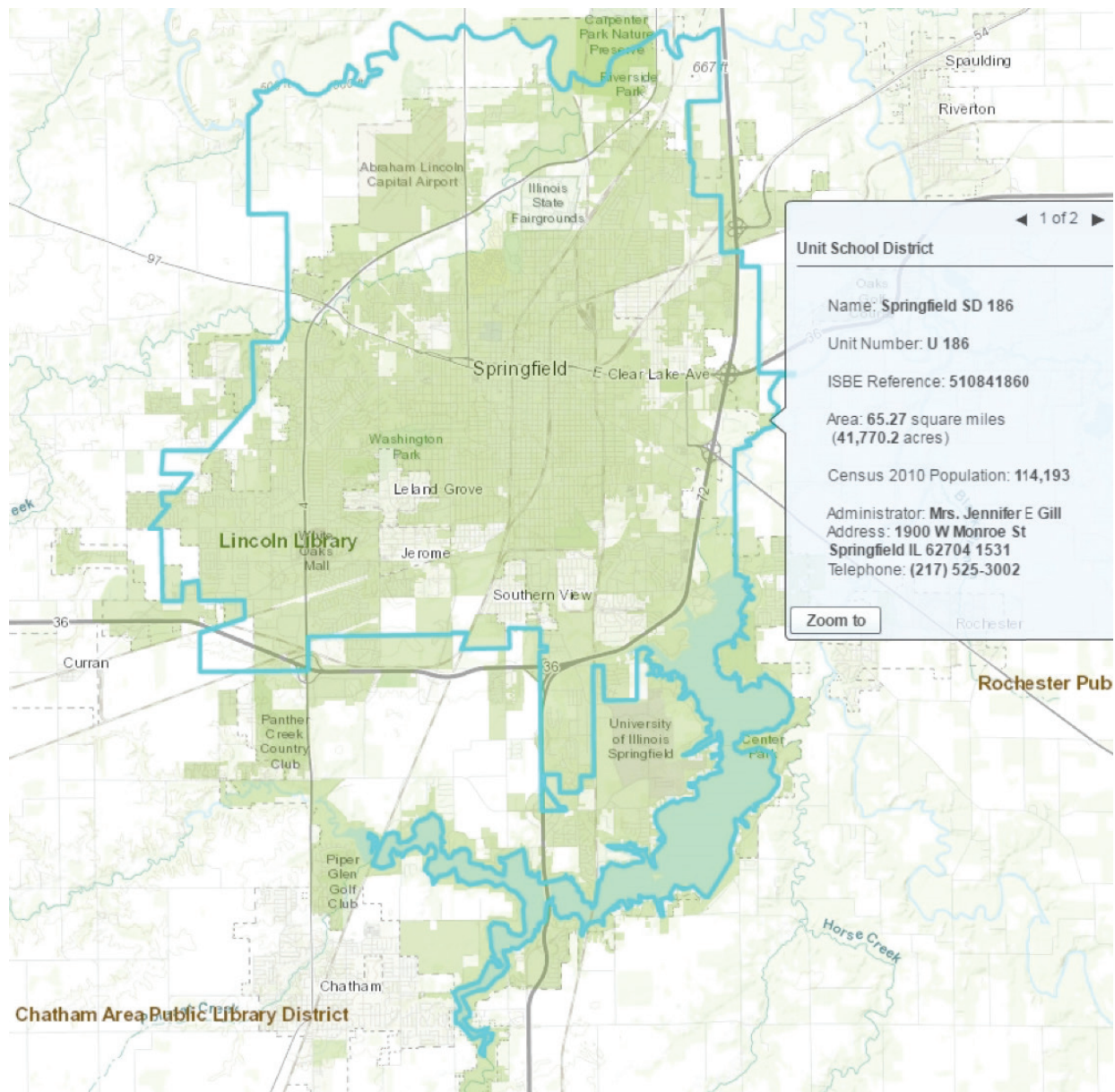
Education Level	Springfield	Illinois
Total . . . . .	79,948	8,749,912
Less than 9th grade . . . . .	2.3%	5.1%
9th to 12th, No Diploma . . . . .	5.9%	6.5%
High School Graduate . . . . .	22.1%	22.8%
GED / Alternative Credential . . . . .	4.8%	3.8%
Some College, No Degree . . . . .	21.6%	20.8%
Associate's Degree . . . . .	7.9%	7.9%
Bachelor's Degree . . . . .	21.1%	20.2%
Graduate/Professional Degree . . . . .	14.3%	13.0%

*Education remains the key to both economic and political empowerment.*

Barbara Jordan

# our library: service area map

Lincoln Library's service area is shaded green. The Springfield School District 186 service area is represented with a bright blue line.



*Getting around our service area: The library now has bike locks for check-out and SMTD bus passes available for purchase at the circulation desk.*

*No matter where I am, I always feel at home in a library.*

Mary Miley

# our library: basic facts and stats

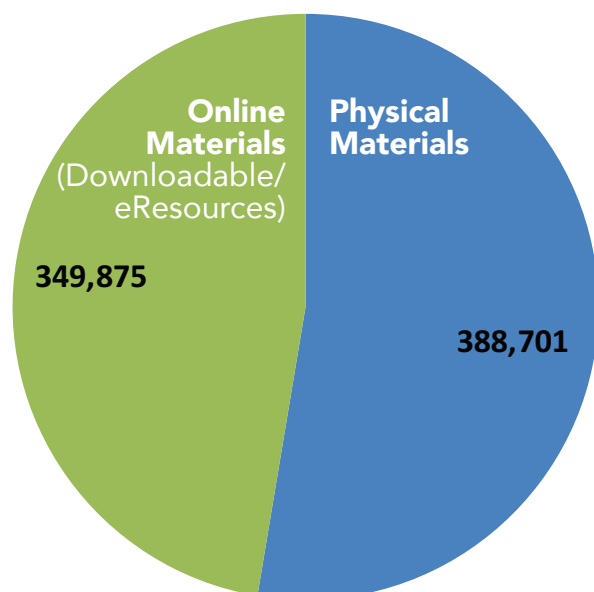
## Hours and Location

Our library consists of a single physical location in downtown Springfield, Illinois, at 326 S. 7th Street. Our current hours are Monday, Tuesday, Wednesday from 10 a.m. to 8 p.m.; Thursday and Friday from 10 a.m. to 6 p.m.; Saturday from 10 a.m. to 5 p.m.; and Sunday (October-April) from 1 p.m. to 5 p.m. Our library website domain is [www.lincolnlibrary.info](http://www.lincolnlibrary.info), and it is available to cardholders and the public 24 hours a day, 7 days a week, 365 days a year.

## Sangamon Valley Collection

Lincoln Library is also home to the Sangamon Valley Collection. The SVC, located on the third floor, provides in-depth resources for the study of Springfield, Illinois, Sangamon County, and the eleven adjacent counties. The collection, established in 1970, contains materials from the past and present. The Sangamon Valley Collection is a non-circulating collection. The SVC is open Monday through Saturday from 10 a.m. to 5 p.m. (til 8 p.m. on Wednesday), and from 1 – 5 p.m. on Sunday when the library is open (October-April).

## Circulation of Materials, FY18



## Interesting FY18 Statistics

**Public Service Hours: 2,880**

**Door counts: 280,159**

**Budget: \$4,619,339**

**Programs: 623**

**Program Attendance: 7,389**

**Reference Transactions: 30,709**

**Public Use Computers: 55**

**Public Computer Sessions: 33,253**

*Libraries always remind me that there are good things in this world.*

Lauren Ward

# our library: director and staff

When you think about it, the most important asset in the library leaves the building every night – our library staff. Without our staff, the public would have no access to the treasures of our library. Our staff brings to life the resources of the library and presents a welcoming face to the public.



Lincoln Library Staff and Volunteer Holiday Party, December 2017.



Lincoln Library Staff Institute Day May 18, 2018.

Comic Week Staff Costumes, May 2018.



*In the nonstop tsunami of global information, librarians provide us with floaties and teach us to swim.*

Linton Weeks

# our library: patrons and programs

Our library is more than books, more than a budget, and more than just our building. It is the sum total of the efforts and energies of the people who are using the library and the paid staff members and volunteers maintaining it – together we create the library and fine-tune the selection of services we offer and the ways that we interact with residents and visitors.



## Images of 2018 programs and patrons:



A young officer finds the right book here...



Summer Reading Adventures start here...



Friends gather here to stitch and chat...



Life-long learning happens here...



A community dances together here...

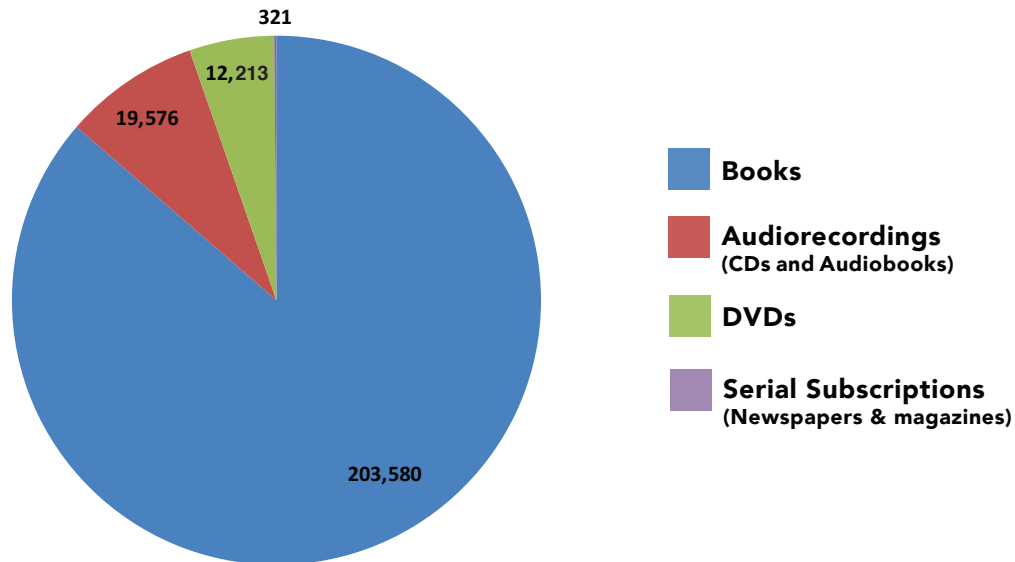


And beyond the building...

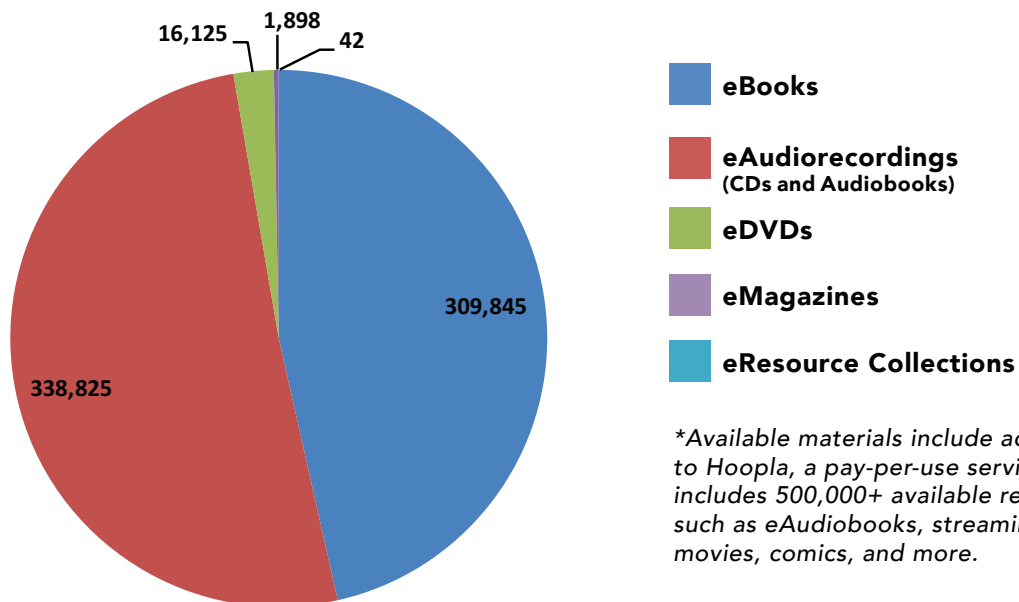
# our library: available materials

Our collection includes both digital and physical materials. The charts on this page reflect the composition of our collection during FY18.

## Physical Materials Owned by Format, FY18



## Online Materials (Downloadable/eResources) Available\* by Format, FY18



\*Available materials include access to Hoopla, a pay-per-use service that includes 500,000+ available resources such as eAudiobooks, streaming movies, comics, and more.

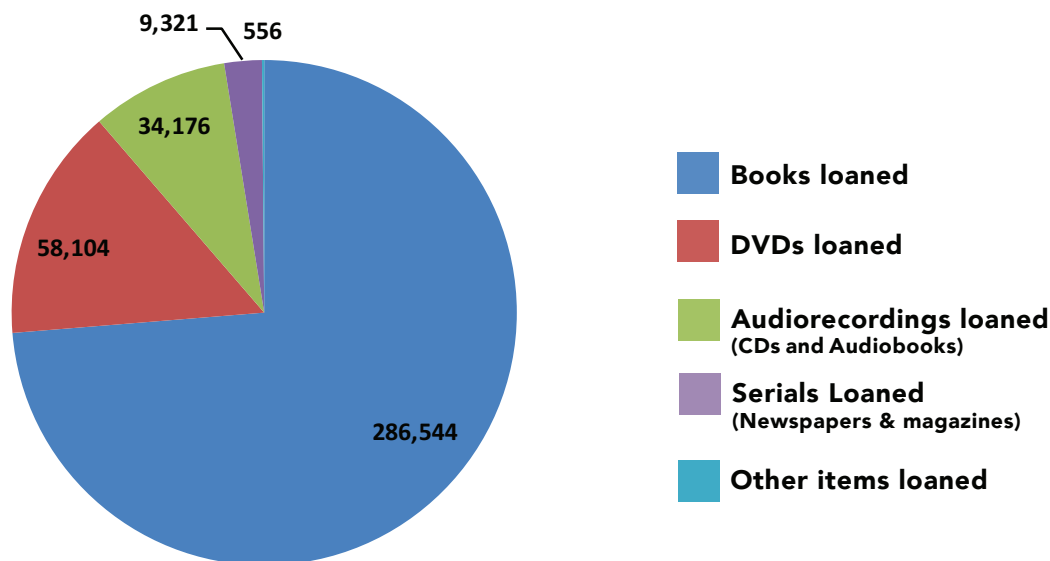
*I have found the most valuable thing in my wallet is my library card.*

Barbara Bush

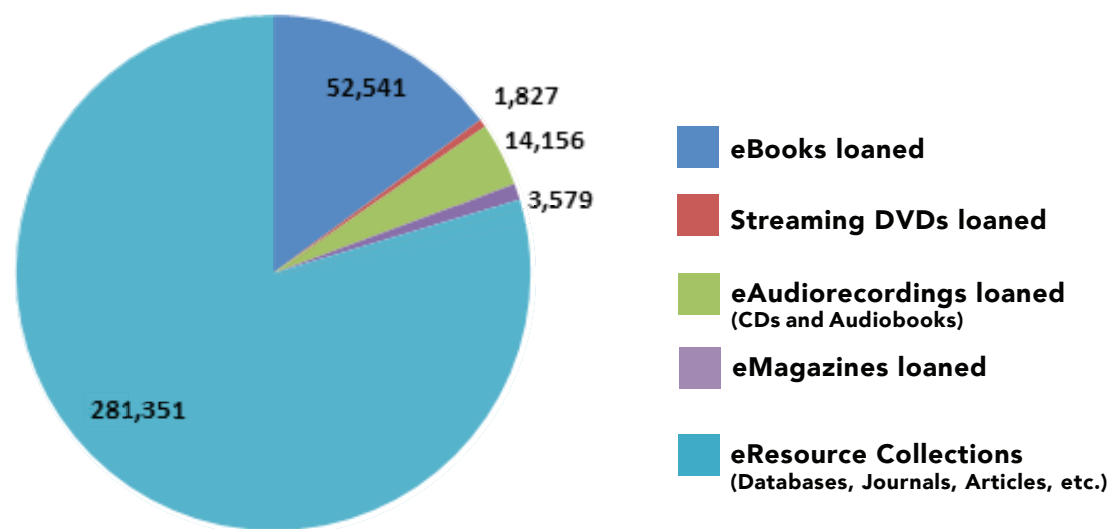
# our library: circulation of materials

Our collection includes both digital and physical materials. The charts on this page reflect how our patrons used our collection during FY18.

## Circulation of Physical Materials by Format, FY18



## Circulation of Online Materials (Downloadable/eResources) by Format, FY18



*There's a serendipity to real life that the Internet can't duplicate. Do you use the library? For anything?  
Well, sometimes you end up picking up the book next to the one you were looking for,  
and it's that book that changes your life.*

Laura Lippman

# our objectives (fy19)

*Note: The committee has identified objectives based on our strategic goals to give us a shared point of reference for our work together in fiscal year 2019.*

## **Support Young Minds**

- Create and maintain a Parent and Educator Resource Collection.
- Host 6 programs involving technology for children and teenagers.
- Offer 4 total special events for middle and high school students.
- Increase ease-of-use by creating 5 new collections and 7 topic areas within youth services.

## **Create Informed Citizens**

- Provide 4 classes a year on how to evaluate credible and reliable information with program attendance of at least 40 people total.
- Create and host 4 programs a year to engage new residents and connect them to local resources and government.
- Provide 10 programs or displays promoting civic engagement.

## **Embrace Diversity**

- Dedicate 25% of staff training hours to diversity topics.
- Collaborate with 10 diverse organizations within Springfield.
- Host an annual intercultural festival to celebrate and embrace the community's diversity with at least 300 attendees.
- Increase usage of foreign language resources, both print and digital, by 10%.
- Create 6 displays or programs that highlight diverse groups throughout the year, in conjunction with awareness dates.

## **Encourage Curiosity**

- Provide access to 10 free fine arts experiences for all ages.
- Provide 4 off-site programs with a total target attendance of 50 people.
- Host 8 physical and health education programs for all ages, levels and abilities.
- Increase the number of Lynda.com users by 5%.
- Expand collections of non-traditional items.

## **Global Objectives**

- Create 20 library-related posts per social media platform per month.
- Increase Facebook engagement by 15%.
- Increase staff training to 500 hours.
- Conduct 50 outreach events.
- Increase the number of active library accounts by 5%.



# our sources

## Resources:

City of Springfield Ward Map, City of Springfield, 20 May 2014, [www.springfield.il.us/Citizens/WardMap.pdf](http://www.springfield.il.us/Citizens/WardMap.pdf).

Comprehensive Plan, City of Springfield 2017-2037, Springfield-Sangamon County Regional Planning Commission, [www.springfield.il.us/Businesses/PARTIIFINALCOPYSFPCOMPPLANAPPENDICIES101017.pdf](http://www.springfield.il.us/Businesses/PARTIIFINALCOPYSFPCOMPPLANAPPENDICIES101017.pdf).

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Matthews, Joseph R. *Strategic Planning and Management for Library Managers*. Libraries Unlimited, 2005.

Nelson, Sandra S. *Strategic planning for results*. American Library Association, 2008.

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Reese-Cassal, Kyle. 2014/2019 ESRI Diversity Index, ESRI, Sept. 2014, [www.esri.com/library/whitepapers/pdfs/diversity-index-methodology.pdf](http://www.esri.com/library/whitepapers/pdfs/diversity-index-methodology.pdf).