



# JCPL

Johnson County  
Public Library

**STRATEGIC PLAN 2019-2023**

“

Libraries are more relevant today than ever before. They are spaces and places for all ages to have opportunities to learn, stores for the imagination, a home for personal growth and a hub for every local resident to connect with one another through programs and events.

-Dana Monson, Director of Economic Development at Johnson County Development Corporation

”

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**JCPL Strategic Plan Adopted  
December 18, 2018**

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# FROM THE DIRECTOR

“

**W**e launch into the future with confidence in our mission and commitment to Johnson County Public Library's core values in making a difference in Johnson County. JCPL provides a premier educational experience, fosters a learning environment that supports residents of all ages and empowers people to embrace their challenges. We have always been an institution that faces forward. As we plan improvements to our facilities, we are planning to meet the current and future needs of our residents. Libraries that are designed to meet the needs of 21st century learners will add to our community's quality of place and spur economic growth. As economic development transforms, the business of public libraries evolves as well.



**Lisa Lintner,  
JCPL Director**

*Public libraries are catalysts for a community's physical development. We see this in Trafalgar where, since opening in 2007, development has grown around the Trafalgar Branch. Both businesses and residents have discovered that building near the public library is a major asset to the community. Libraries are highly regarded and seen as contributing to the stability, safety and the quality of life in neighborhoods. They fit in well with a wide mix of public and private sector developments. Planning for careful and responsible improvements to our other three branch locations will contribute to making Johnson County an outstanding place to live and to do business.*

”



## *never stop learning*

### **Mission**

**Strengthening our community by connecting people, resources and experiences.**

### **Vision**

**A community of empowered learners, enthusiastic readers and engaged citizens.**

### **Values**

***Community:* Provide a gathering place for all persons and points of view**

***Service:* Treat everyone with respect and dignity**

***Making a Difference:* Work together to foster positive change**

***Learning:* Inspire lifelong growth and creativity**

A photograph of the Johnson County Courthouse in Indiana, featuring a prominent clock tower and classical architectural details. The building is constructed of red brick with white stone accents. An American flag and a smaller flag are visible in the foreground. The sky is clear and blue.

# JOHNSON COUNTY, INDIANA IS

## Growing

- Johnson County has grown from 139,865 (2010) to nearly 154,000 residents in just seven years—that makes us the 3rd fastest growing county in the state!
- The population has nearly doubled since 1987—the year our White River and Franklin Branches opened.

## Aging

- In 2015, Johnson County was home to about 22,000 seniors. By 2030, it is estimated that those 65+ years will number near 30,000 strong.

## Diverse

- In 2016, Johnson County ranked 10th in the state for international migration—11,410 people moved to Johnson County from other countries.

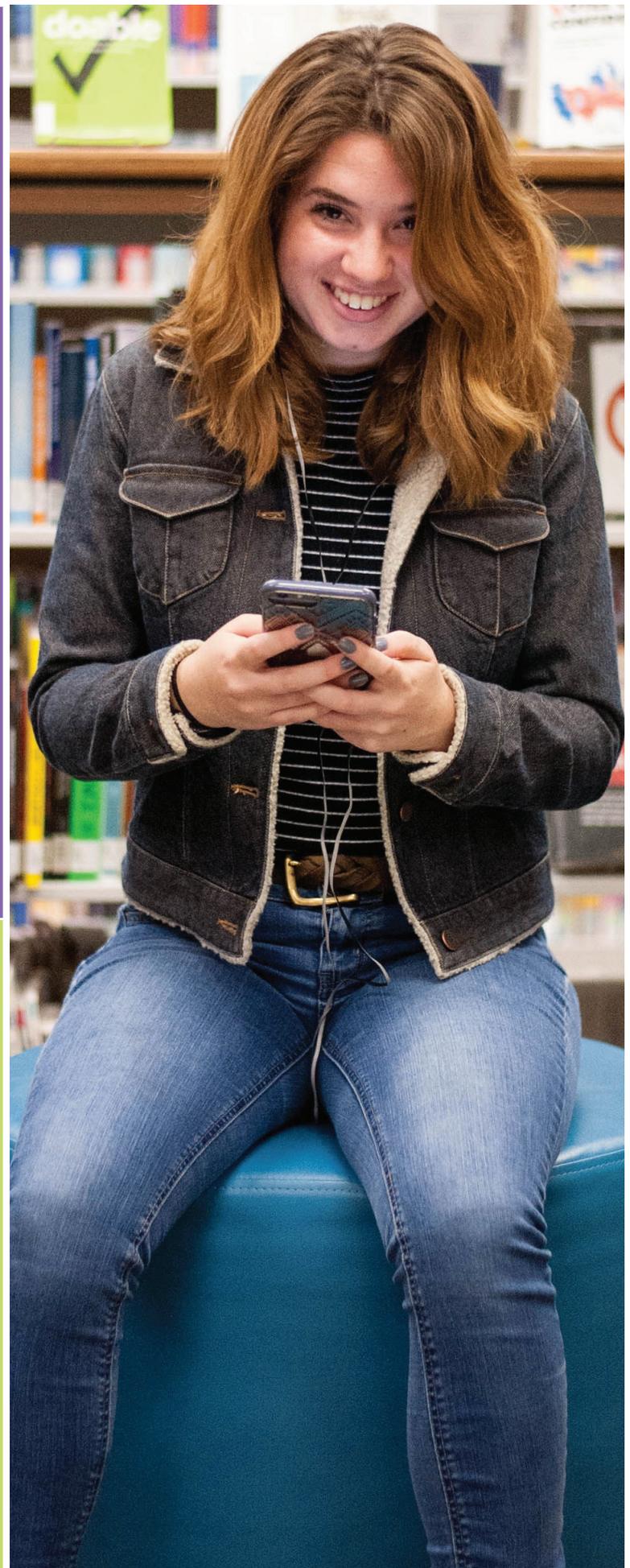
# OUR FIVE STRATEGIC FOCUS AREAS

- 1** Elevating **Collections, Services** and **Resources** to 21st Century Excellence
- 2** Reducing **Barriers** to Library Services
- 3** Encouraging **Learning** and **Growth** for All Ages
- 4** Guiding **Organizational Development**
- 5** Leveraging **Our Community**

Writing this new Strategic Plan is just the first of many important steps that will guide the library over the next five years. The library's task now is to make the plan come alive through detailed implementation plans that help us understand our growth and challenges over time. We will be tracking progress in the key areas identified in the Strategic Plan, and reporting on our progress to the Library Board quarterly.

Implementation will be led by library staff teams, and in many cases will continue to involve those who contributed to the development of this Strategic Plan – Friends of JCPL, Board of Trustees, Foundation Board members, library users, community partners and elected officials.

In addition to these priorities, the library is inspired to exceed expectations for outstanding customer service and continue to provide exceptional value for tax dollars.



# Strategic Focus #1

## Elevating Facilities, Technology, Resources and Service to 21st Century Excellence

*Includes: Buildings, Technology, Physical and Digital Resources, and Data Collection*

### OUR GOALS

#### 1. Support Library Board initiatives based on the Building Analysis Plan.

- Develop a timeline based on the document that outlines the “Turning the Page Project for a Proposed New and Relocated Clark Pleasant Branch.” (2019)
- Support the initiatives outlined in the “Turning the Page Project” document. (2019-2023)

#### 2. Implement JCPL’s 2019-2023 Technology Goals and Strategies.

- Follow the timeline developed by JCPL’s IT Manager which includes a new phone system in year one of this plan, new copiers in year three as well as public and staff PCs replaced every four years. (2019-2023)

#### 3. Build diverse collections of materials in a variety of formats in response to changing community needs.

- Analyze JCPL’s collections and databases using evaluation tools. (2019-2023)
- Maintain a collection of circulating items with a minimum of 25% of the items acquired within the last five years and a minimum of 5% of the items weeded every year. (2019-2023)
- Work towards an excellent quality measure of spending 15% or more of the library’s operating expenses on circulating materials. (2021-2023)
- Conduct an inventory of physical items every five years. (2020)

#### 4. Strengthen visibility and usage of the library.

- Circulate more than 1 million items per year. (2019-2020)
- Increase circulation by 5% each of the last three years of this plan. (2021-2023)
- Increase by 30% the number of visitors at a branch within a year of a major improvement. (2019-2023)
- Maximize in-house merchandising techniques. (2019-2023)

*“When my grandchildren get in the car after school and ask ‘Can we go to the library today?’ I say that is success! They love just browsing and looking through movies to take home for an evening with family. I am convinced that the library is the home away from home in what it has to offer, how it treats us as family and how it cares for everyone that walks through the front door.*

*- Diane Black, JCPL Foundation Board Member*



## National Trend:

**Unplugged:** In a world where information and technology are everywhere and ever-present opportunities to unplug may become more essential, benefitting both professional and personal experiences.

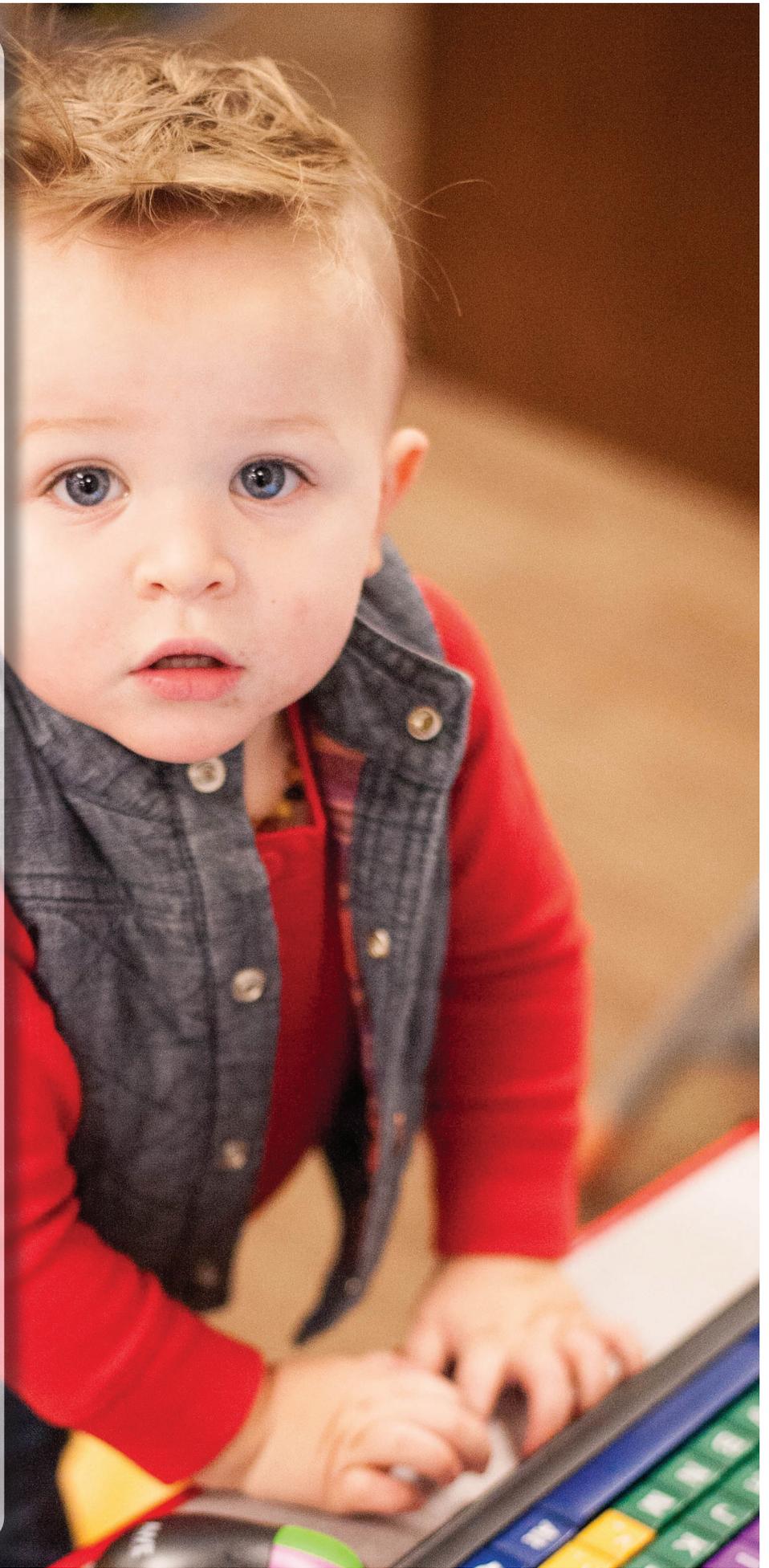
Libraries may capitalize on users' perceptions of libraries as quiet spaces, marketing at least some space in their buildings as places to unplug, concentrate and focus. (ALA.ORG)



## Innovative Opportunities:

*(to explore in the future)*

A library low-power FM radio station, elements of co-working spaces offered in library branches, 24-hour access to the buildings, 3D printers for the public, print-on-demand services.



# Strategic Focus #2

## Reducing Barriers to Library Services

*Includes: Reaching Out to the Underserved and the Patron Experience*

### OUR GOALS

- 1. Address barriers created by fines and fees for patrons with economic concerns.**
  - Continue to offer the Read-Down-Your-Fines program to all JCPL patrons. (2019-2023)
  - Investigate the automatic renewal of borrowed items. (2020)
  - Continue to monitor the national trends regarding fines and fees. (2019-2023)
- 2. Extend the presence of the library beyond its facilities to residents unable to come to the library.**
  - Develop a Traveling Library program to deliver services to senior centers, homebound patrons and agencies caring for people with disabilities. (2019)
  - Continue pop-up library outreach to children in underserved areas as a component of Explore Summer. (2019-2023)
- 3. Increase the number of active card holders and retain current users.**
  - Grow the number of cardholders by 5% each year. (2019-2023)
  - Re-engage inactive cardholders. (2019-2023)
- 4. Develop programs and services to aid library usage for people with disabilities, veterans and those experiencing homelessness.**
  - Develop policies, procedures and programs to provide services to these populations. (2021)
- 5. Identify and meet the needs of the community.**
  - Conduct an in-house and online survey of users every three years to determine if hours, services, collections, technology and programs are adequately serving patrons. (2021)
- 6. Expand the Library's presence in Bargersville.**
  - Participate in outreach and programming opportunities at events and organizations, i.e. Farmers' Market, Senior Center, etc. (2019-2023)
  - Investigate unstaffed kiosks, bookmobile service or similar extensions of the library collection. (2020)

*JCPL is actively working to expand the services it offers patrons in order to remain a destination of choice in today's world where there are so many ways to expend time. STEAM/STEM activities, author meet and greets, multi-cultural activities, free use of color-blind glasses and reading programs are just some of today's available activities. The success of these programs can be seen in the ever increasing numbers of residents who take part.*

- Jackie McNeelan, JCPL Foundation Board Member



## National Trend:

**Income Inequality:** In an economy where income potential is dependent on educational achievement, programs that combat the “achievement gap” – preschool, tutors, summer camps, after school activities – will be recognized as opportunities to combat income inequality. (ALA.ORG)



## Innovative Opportunities:

*(to explore in the future)*

A bookmobile, afterschool bus transportation from the schools, tutoring to support school curricula, kiosks in school parking lots and other high-trafficked areas.



# Strategic Focus #3

# Encouraging Learning and Growth for All Ages

*Includes: Programming, the Historical Room and the Adult Learning Center*

## OUR GOALS

- 1. Develop new partnerships to support access to emerging technologies, software and expertise.**
  - Expand JCPL's SMART program to include all public school corporations and interested private school systems in the library district. (2019-2023)
  - Add 7,000 additional students by year two of this plan (2020) and an additional 7,000 by 2023.
- 2. Provide exceptional early learning experiences.**
  - Include highly engaging, developmentally impactful play, learn and grow spaces in all new or remodeled branch plans. (2019-2023)
- 3. Expand the offerings of the Adult Learning Center (ALC.)**
  - Relocate the ALC to a library branch when space is available. (2019-2023)
  - Investigate new opportunities to serve the community. (2019-2023)
  - Evaluate staffing needs. (2019)
- 4. Improve Summer Learning statistics.**
  - Increase registration by 20% in the first year of this plan. (2019)
  - Reach or exceed a completion rate of 50% by year two. (2020)
  - Increase teen participation by 10% by year two and each year thereafter. (2020-2023)
- 5. Enhance the Historical Room and expand genealogical programming.**
  - Purchase for public use VHS conversion equipment for each branch and a high-end scanner for the Historical Room. (2019)
  - Provide staff training in digitization and genealogical research. (2019-2023)

“

*My son turns four in January and I am happy to say the library is his favorite destination. Our family truly appreciates the play area and the opportunity to teach our son a lifelong love of the library. Your efforts are truly appreciated. Who knew the felt tree would be such a hit?!? Thanks!*

- White River Branch Patron

”



## National Trend:

**Maker Movement:** Makers take advantage of the availability of new technology and traditional craft tools, improved communication between community members and new pathways to the marketplace.

Libraries may capitalize on the maker movement as an opportunity to revitalize manufacturing, build small businesses, attract investment and revive neighborhoods or centers. (ALA.ORG)



## Innovative Opportunities:

*(to explore in the future)*

A workforce training facility for the public, a demonstration kitchen and/or community kitchen, change the Adult Learning Center to the Learning Center and include learners under 18 years of age, genealogy programs with well-known presenters.



# Strategic Focus #4

# Guiding Organizational Development

*Includes: Training, Succession Planning, Volunteers, Diversity and Wellness*

## OUR GOALS

- 1. Equip staff with the training and tools to deliver future-focused services.**
  - Provide tools and training to optimize staff time and talent. (2019-2023)
  - Identify and encourage leadership opportunities. (2019-2023)
- 2. Develop a strategy for succession planning.**
  - Identify critical JCPL positions. (2019)
  - Develop a succession plan. (2019)
  - Provide additional training for staff on planning for retirement. (2020)
- 3. Strengthen JCPL's volunteer force.**
  - Re-evaluate JCPL's volunteer liaison structure. (2019)
  - Facilitate a family volunteering opportunity where individuals and families can work together with the library on a project. (2021)
  - Present a Library Champion volunteer appreciation award to an individual or family annually. (2019-2023)
  - Continue celebrating all JCPL volunteers at an annual event. (2019-2023)
- 4. Embrace diversity at the library and in the community.**
  - Strive to attract a workforce at JCPL that reflects the communities we serve. (2019-2023)
  - Celebrate the diversity of cultures in Johnson County. (2019-2023)
  - Develop new partnerships that contribute to cultural and individual inclusion in Johnson County. (2019-2023)
- 5. Expand JCPL's employee wellness program.**
  - Offer an annual health fair for staff. (2020-2023)
  - Promote Anthem's Health and Wellness programs. (2019-2023)

*I just wanted to let you know how proud it makes me to work for an organization that makes the effort to support and promote cultural diversity, especially in this contentious time we live in. Thank you for encouraging, promoting and supporting diversity in our communities.*

- JCPL Staff Member



## National Trend:

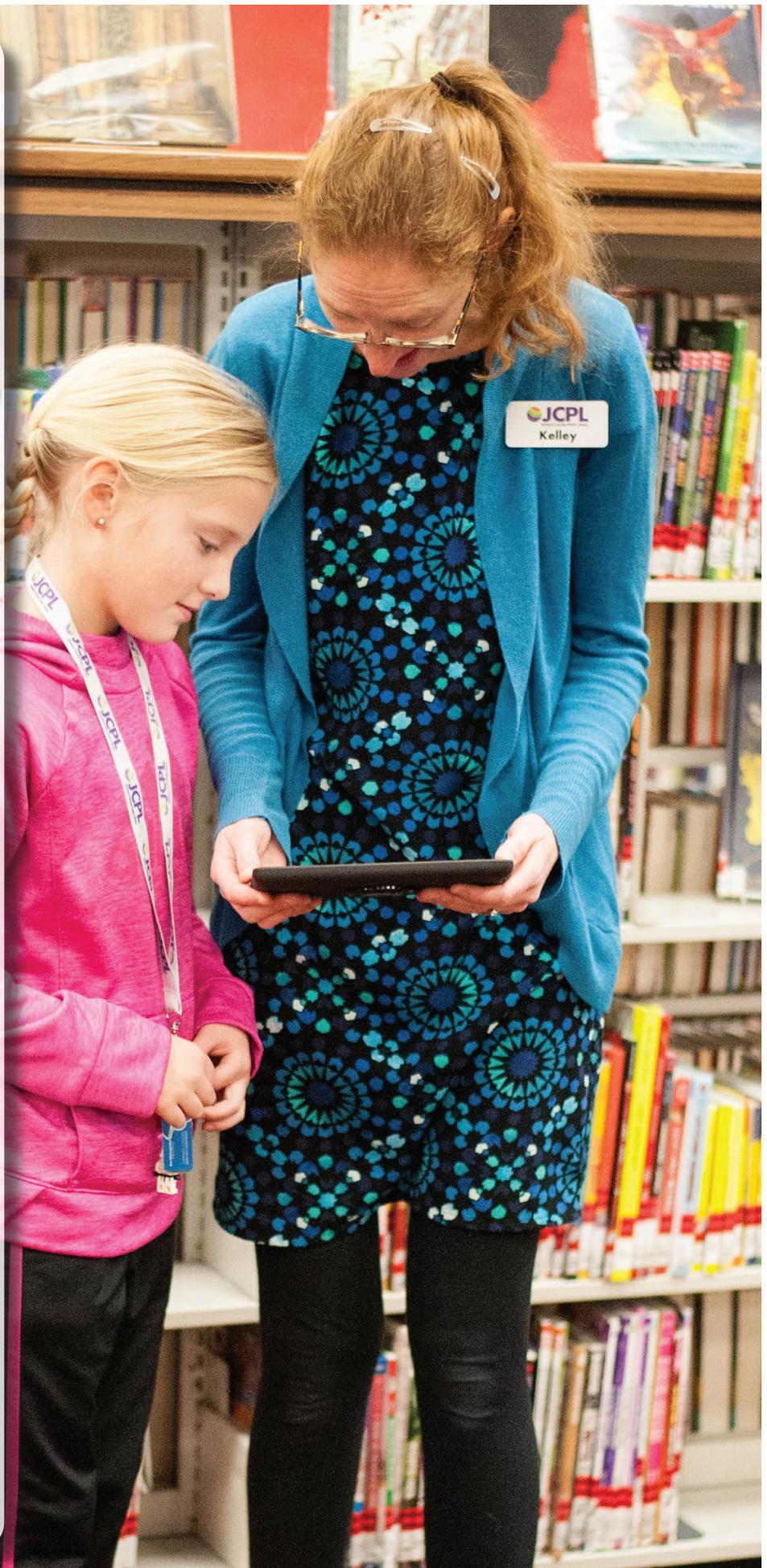
**Aging Advances:** An aging workforce and population will change the United States and other developed nations, impacting the workplace, government budgets, policy, family life and more. Increased time in retirement could result in demand for leisure activities, deeper pools of volunteer talent or need for new community and gathering spaces. Retired adults may find their way back into the workforce. (ALA.ORG)



## Innovative Opportunities:

*(to explore in the future)*

**Bilingual staff members, staff exercise stations in each building, the option of a standing desk.**



# Strategic Focus #5

## Leveraging Our Community

*Includes: Library Board, Foundation, Friends and Community Partners*

### OUR GOALS

- 1. Maintain a committed and engaged Library Board, Foundation and Friends group.**
  - Provide opportunities for the Library Board, Foundation and Friends to become visible ambassadors for the library in the community. (2019-2023)
  - Develop cross support and interest among Board of Trustees, Foundation and Friends groups; attend each other's functions and establish advocacy goals. (2019-2023)
  - Align strategic planning and activities of support organizations with JCPL's Strategic Plan. Provide quarterly strategic plan updates at regular board meetings. (2019-2023)
- 2. Support the Johnson County Public Library Foundation and the Friends in achieving ambitious fundraising goals.**
  - Supply administrative and clerical support as needed. (2019-2023)
  - Collaborate to craft customized marketing and messages to target audiences. (2019-2023)
  - Create strategic initiatives with the Foundation and the Friends to establish financial goals. (2019-2023)
- 3. Encourage the Friends of JCPL to create easily accessible, attractive book sale outlets.**
  - Provide book sale opportunities in each relocated or remodeled library location or via a free-standing store front maintained by the Friends volunteers. (2019-2023)
- 4. Maximize community impact by aligning library efforts with those of other community focused groups.**
  - Capitalize on technology to provide all students in our library district with easily accessible online resources that incur no fines or fees. (2019-2022)
  - Expand communication and conversations with learning institutions and collaborate on curriculum-supporting resources and purchase of e-content. (2019-2023)
  - Support Aspire Johnson County's economic development initiative Work Ready Communities with staff talent, public assistance and technology access. (2019-2021)
  - Construct partnerships with community, government, organizations and businesses to provide holistic, integrated solutions to community challenges. (2020-2023)
  - Explore Harwood Institute's "Turning Outward" initiative for local engagement. (2019)

“

*Libraries are so much more than books! I'm amazed at the amount of programming, meet the author events, StoryWalks and other services that the Johnson County Public Library provides!*

- Kirk Bixler, JCPL Board Trustee

”



## National Trend:

**Collective Impact:** In the face of limited resources and persistent social issues, organizations from different sectors are adopting common agendas to combat issues within their communities. Libraries and librarians are frequently considered key collaborators for projects that address big social issues and may increasingly be approached to participate in projects that utilize a collective impact model. (ALA.ORG)



## Innovative Opportunities:

*(to explore in the future)*

**U.S. Passport services in JCPL branches, mobile Friends Used Book Sales (a “Friends-mobile”) that can travel the county to have pop-up sales.**



**“It’s my escape! Plus, you can find the answer to everything. Plus, books!!”**

-- Clark Pleasant Branch Patron

“The library does a great job of assisting me with research and/or finding a novel – always willing to help. Appreciate too, the great selection of new (and old) books. Thank you!” -- White River Branch Patron

“The Read-Down Program is the greatest thing. I come here all the time. Please never get rid of it.” -- Franklin Branch Patron

**“BEST. DAY. EVER!!!”**

-- Franklin Branch Patron

“I don’t play (video) games as much anymore because I’m too busy making them.” -- STEAM Coding Camp Attendee

**“Thank you so much for planning such awesome summer activities for kids.”**

-- Trafalgar Branch Patron

**“I love the FREE classes. We are retired and this is what we can afford. We are big hardback readers and history DVD viewers and try to be good crafters.”** -- Clark Pleasant Branch Patron

**“JCPL has made an avid reader out of me, my daughter and my granddaughter!”**

-- Clark Pleasant Branch Patron

“Through the books I check out, I’m able to have adventures that I would NEVER get to have in real life and continue to be a life-long learner!” -- Kirk Bixler, JCPL Board Trustee

“My grandsons beg me to go to the library. We love the STEM camps, craft programs and, of course, the books.” -- Johannah Pollert, Friends of JCPL Board Member

**“I LOVE COMING HERE!”**

-- Trafalgar Branch Patron

**“The free web services are JCPL’s hidden gems: professional skills, languages, magazines... the gamut! My favorite, audiobook downloads via Hoopla Digital, keeps boredom and loneliness at bay during those long-haul road trips.”** -- Caleb Drake, JCPL Foundation Board Member

“I love the variety of programming that our library offers. From preschool activities to book clubs to major author visits, there’s something for everyone!” -- Gretchen Beaman, JCPL Board Trustee





**Johnson County  
Public Library**

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Trafalgar, IN 46181

**WHITE RIVER BRANCH  
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49 E. Monroe Street  
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**VIRTUAL BRANCH  
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