

Johnson County Public Library

Strategic Plan

Each Library:
A Community Place – A Digital Space

2014 – 2018



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High Energy PlanningSM Methods for JCPL

0. Planning-to-Plan
 - I. Professional and Community Research
 - II. Vision Hypothesis with Staff Input
 - III. Feasibility Studies and Plan Integration
 - IV. Strategy Realignment with Resource Plan
 - V. Implementation with Accountability



High Energy Planningsm is different from traditional long range and strategic planning in several ways:

1. HEP is contextual. It begins by scanning the Johnson County community, the Indiana library funding trends, and emerging national library services practices. Because JCPL did this research in 2008, this planning team will build on that work. This planning cycle will include community interviews.
2. HEP includes an opportunity for all staff to critique what has been accomplished by the last strategic plan – what worked, what could be better, what past project needs to go into an advanced phase, what may no longer be needed. Revisiting the last plan could be done as part of All Staff Day, using the Appreciative Café format which the staff knows.
3. HEP includes a visioning session, but does not stop there. The vision is a hypothesis to be tested by **Feasibility Study Teams**. The FSTs consider if JCPL has access to the resources of time, talent, and treasure needed to achieve results with each vision component. FSTs are led and staffed by a broad cross section of hand selected staff.
4. HEP addresses the barriers to success. True strategies lay out the way to overcome the obstacles that may cause other organizations to sit back and eventually lose ground in the ability to serve a community's real needs.
5. HEP is about working with the community to develop solid partnerships. There are opportunities throughout the process for input and feedback from patrons and citizens, and leaders of other service organizations. HEP is an opportunity for constructive civil dialogue within the community.
6. HEP's final product is an approved implementation plan which links every department and branch to the plan. New strategies (externally focused projects) and initiatives (internal projects) are included in annual agency goals and in the professional goals of all affected staff.
7. HEP strategies and initiatives are also integrated into the long term budget projections and space allocation plans. The HEP team practices saying “no” as well as “yes”: YES when the collective wisdom says that it is time to add or expand services, NO when less needed services should be reduced or eliminated.
8. Finally, HEP is conducted in the spirit of public service and with the commitment of our democratic society to free and equal access to information. Equal access means providing proximity to information resources and offering programs that increase the literacy skills necessary to use those materials. The role of the librarian is essential to providing both information resources and programming.

The Planning Calendar



Our Planning Process Calendar



- ✓ **Summer 2012 – 4 Public Forums**
- ✓ Fall 2012 – Research Library Trends
- ✓ **Winter 2013 – Interview 200 County Leaders**
- ✓ Spring 2013 – Vision Hypothesis
- ✓ Summer 2013 – Feasibility Study Teams
- ✓ All Staff Feedback
- ✓ **Fall 2013 – 11 County Focus Groups**
- ✓ **Fall 2013 – Two Public Forums**
- ✓ Fall 2013 – Plan Integration
- Winter 2014 – Finalize Plan
- Winter 2014 – Begin Implementation

4

Red = Public Input

The Public Theme



What is our Public Theme?



- One County, several networked communities.
- Addressing the **unique needs** of each community and each audience it serves as well as the **county-wide commonalities**.

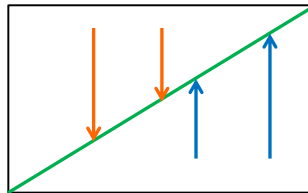
2

The Commitment to Fiscal Responsibility



Our Commitment to Fiscal Responsibility

Decreasing Underutilized Services



= Strong:
Return
On
Investment

Increasing High Demand Services

The 3 R's

- Right-size
- Repurpose
- Replicate

3

Johnson County Public Library: High Energy Planning™

The 8 Board Priorities

March 2013

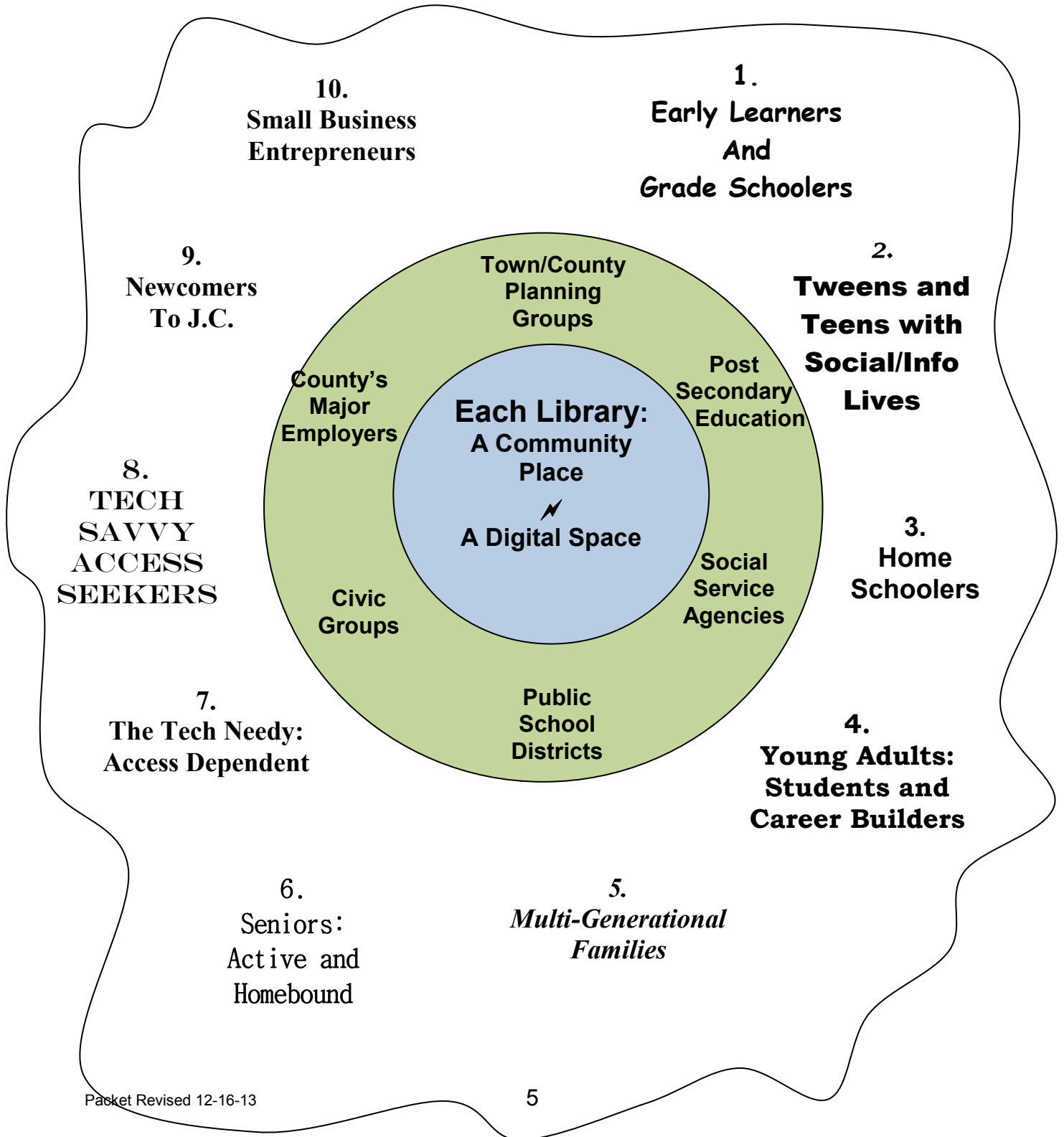
Topics for the Core Team to Explore in Depth:

1. **Making the Digital Shift Efficiently and Effectively**
2. **Setting Priorities within the Context of all County Needs**
3. **Learning to Collaborate for Equity and Results**
4. **Transforming Existing Spaces for 21st Century Needs**
5. **Optimizing Early Literacy Programming as Needed**
6. **Supporting Statewide Educational Initiatives Proficiently**
7. **Responding to Township Population Distribution Economically**
8. **Redefining “Household” to Recognize Statistically Significant Diverse Needs**

Note: **Green** is the **opportunity** side of the topic and **red** is the **limitations** side of the topic.

Johnson County Public Library

Serving Patrons: Working with Partners 2014-2018



Key Concepts for the JCPL 2014-2018 Strategic Plan

1. Repurposing – the process of converting existing resources from the current use to a new use. This is best done when the current function of a resource is no longer adding significant value to the organization and when a newly proposed application would offer greater value. Repurposing can be done with buildings and equipment, and also with the allocation of time of existing staff positions.

2. Partnering – the process of formally engaging other organizations to share in the cost and the benefits of programs and projects that can be done jointly over time. Partnering requires that individuals who have the ability to bind their organizations to reach agreement on the scope of the project, the timing, the resources required of each partner, and assign senior staff to hold joint accountability. Though there may not be a legal contract, there should be documentation of the agreement and written role expectations for the staff who are major players in implementation

3. Replicating across Communities – the process of assigning teams to projects where the members represent multiple communities with the intent of designing a core model that could work in each community with only minor local modifications. The measure of an effective core model is neither to over-generalize nor to prematurely customize. Effective, customizable replication saves resources and links towns across the county while honoring the uniqueness that creates community identity. A pilot is often done before replicating.

4. Right-sizing – the process of measuring existing programs and services, and projecting outcomes for newly proposed programs and services, to find the thresholds at which optimal utilization and optimal return on investment meet. When current programs and services are right-sized resources are freed for new products that are more appealing to contemporary audiences. A key component to successful right-sizing is encouraging staff to want to design the new and to gracefully let go of the declining products.

5. Multi-media Communications – the process of using all the channels for connecting with the residents, workers and organizational leaders which they routinely use to connect. Though many of the communication channels may be used free of charge, the design of messages for specific audiences and the effective placement must be planned and requires professional time. A broader understanding of marketing and communications assures that programs and services are more fully utilized by the segments of the population for which they are intended which increases the return on investment for all taxpayers.

The 5 Major Strategy Charts w/ Budgets

1 Supporting the Education of Children and Youth

JCPL		Chart I: Supporting the Education of Children and Youth																Strategic Rollout 2014-2018					
Strategies With Deliverables	FST Links	Strategy Leader 2014	Calendar																				Cost by Deliverables
			2014				2015				2016				2017				2018				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Str. 1: Early Literacy																							
a. "Every Child Reads" Training	3A		P				L		E		B										\$1,000.00		
b. 1000 Books	3A			P			L		E		B										\$23,000.00		
c. Literacy Kits	3A						P				L		E		B						\$13,000.00		
d. Play and Learn Space Pilot	5A										P				L		E		B		\$15,000.00		
e. Replication																							
Investment Required				\$4,000.00		\$24,000.00		\$23,000.00		\$1,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$52,000.00			
Str. 2: Elementary School Pilot																							
a. LibraryCard Challenge	3B		P		L		E		B												\$3,000.00		
b. Resource Sharing	3B		P		L		E		B												\$13,000.00		
c. School Break Programs	3E		P		L		E		B												\$0.00		
d. Themed Outreach Programs	3B					P			L		E		B								\$16,000.00		
e. Replication																							
Investment Required				\$16,000.00		\$16,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$32,000.00			
Str. 3 Middle/High School Pilot																							
a. e-Resource Sharing	3C		P		L		E		B												\$500.00		
b. Teen Spaces Pilot	5D			P			L		E		B										\$18,500.00		
c. Library Programs	3C						P		L		E		B								\$500.00		
d. Replication																							
Investment Required				\$18,000.00		\$1,500.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$19,500.00			
Investment Required - Total by Year				\$38,000.00		\$41,500.00		\$23,000.00		\$1,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$103,500.00			

Key: P = Project Plan D = Design F = Fund C = Construct	T = Train M = Market L = Launch 1st Cycle E = Evaluate ROI	Notes: 1. Strategy Leader 2014 is a council member sponsoring a strategy. 2. Refer to the FST master book for details of each component. 3. Replications and upgrades will be budgeted after the first cycle.
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2 Community Building

JCPL		Chart II: Community Building																Strategic Rollout 2014-2018					
Strategies With Deliverables	FST Links	Strategy Leader 2014	Calendar																				Cost by Deliverables
			2014				2015				2016				2017				2018				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Str. 4: Community Building																							
a. Collaboration with Town/County Planner	1		P	L		E	B															\$5,000.00	
b. Newcomer Program	4A		P		L	E	B															\$3,000.00	
c. Social Service Links: Process Improvement	6		P		L		E	B														\$5,000.00	
d. Local History/Culture Program	4B			P	L		E	B															
e. Links to Civic Groups	4C					P		L	E	B												\$3,000.00	
f. Forums on Community Issues	4B						P		L	E	B											\$3,000.00	
g. Replication																							
Investment Required			\$11,000.00				\$6,000.00				\$2,000.00				\$0.00				\$0.00				\$19,000.00
Str. 5: Economic Development																							
a. Ec. Dev. Partnerships	2B		P		L	E	B															\$5,000.00	
b. Library as an Economic Asset	2B		P		L	E	B															\$2,000.00	
c. Small Business Center	2B		P				L	E	B													TBD	
d. Workforce Development	2B, 7A				P		L	E	B													\$3,500.00	
e. Upgrades																							
Investment Required			\$10,500.00				\$0.00				\$0.00				\$0.00				\$0.00				\$10,500.00
Investment Required - Total by Year			\$21,500.00				\$6,000.00				\$2,000.00				\$0.00				\$0.00				\$29,500.00
Key: P = Project Plan D = Design F = Fund C = Construct T = Train M = Market L = Launch E = Evaluate ROI R = Refine The Model B = Business-as-Usual										Notes: 1. Strategy Leader 2014 is a council member sponsoring a strategy. 2. Refer to the FST master book for details of each component. 3. Replications and upgrades will be budgeted after the first cycle.													

3 Enhancing the Digital Branch

JCPL		Chart III: Enhancing the Digital Branch																Strategic Rollout 2014-2018					
Strategies With Deliverables	FST Links	Strategy Leader 2014	Calendar																				Cost by Deliverables
			2014				2015				2016				2017				2018				
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Str. 6: Digital Tools																							
a. Digital Reference	7B		P	L			E	B															\$5,000.00
b. Mobile Web	7D		P	L			E	B															\$15,500.00
c. Multi-Media Content	7E			P		L	E	B	L	E	B	→											\$181,000.00
d. Upgrades																							
Investment Required			\$	62,000.00	\$	46,000.00	\$	31,000.00	\$	31,000.00	\$	31,000.00	\$	31,000.00	\$	201,500.00							
Str. 7: Creation Station: A "Maker" Space Pilot																							
a. Maker Tools	5B			P			L			E	B											\$5,500.00	
b. Maker Guides	5B				P					E	B											\$500.00	
c. Collaborative Spaces	5C					P		L		E	B											\$23,000.00	
d. Replication																							
Investment Required			\$	6,000	\$	23,000.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	29,000.00							
Investment Required - Total by Year			\$	68,000.00	\$	69,000.00	\$	31,000.00	\$	31,000.00	\$	31,000.00	\$	31,000.00	\$	230,500.00							

Key: P = Project Plan D = Design F = Fund C = Construct	T = Train M = Market L = Launch E = Evaluate ROI	R = Refine The Model B = Business-as-Usual	Notes: 1. Strategy Leader 2014 is a council member sponsoring a strategy. 2. Refer to the FST master book for details of each component. 3. Replications and upgrades will be budgeted after the first cycle.
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4 Additional Library Funding

JCPL		Chart IV: Additional Library Funding																Strategic Rollout 2014-2018						
Strategies With Deliverables	FST Links	Strategy Leader 2014	Calendar																				Cost by Deliverables	
			2014				2015				2016				2017				2018					
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
Str. 8: A Library Foundation																								
a. Governance Structure	9		P	L			E	B																
b. Founding Board	9		P	L			E	B																
c. Director	9			P	L		E	B																
d. Friends of JCPL	9			P	L		E	B																
e. Johnson Co Com Foundation	9				P		L				E	B	L	E	B									
f. Upgrades																								
Investment Required			\$30,000.00				\$65,000.00				\$0.00				\$0.00				\$0.00				\$95,000.00	
Str. 9: The Collection																								
a. Material Selection	8A		P			L			E	B													\$16,500.00	
b. RDA Cataloging	8B				P	L			E	B													\$1,000.00	
c. Collections Layout Pilot	8C								P		L		E	B									\$9,500.00	
d. Upgrades																								
Investment Required			\$17,500.00				\$9,500.00												\$27,000.00					
Investment Required - Total by Year			\$47,500.00				\$74,500.00				\$0.00				\$0.00				\$0.00				\$122,000.00	

Key: P = Project Plan D = Design F = Fund C = Construct	T = Train M = Market L = Launch E = Evaluate ROI	R = Refine The Model B = Business-as-Usual	Notes: 1. Strategy Leader 2014 is a council member sponsoring a strategy. 2. Refer to the FST master book for details of each component. 3. Replications and upgrades will be budgeted after the first cycle.
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5 Internal Initiatives

JCPL		Chart V: Internal Initiatives																Strategic Rollout 2014-2018						
Strategies With Deliverables	FST Links	Strategy Leader 2014	Calendar																				Cost by Deliverables	
			2014				2015				2016				2017				2018					
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
Str. 10 Strategic Staff Development																								
a. Project Management Skills w/Balanced Scorecard	multiple		P	L		E	B															\$15,000.00		
b. Advanced Leadership Practices for Council	multiple		P	L		E	B															\$8,000.00		
c. Partnering w/Teachers: State Standards	multiple		P	L		E	B															\$5,000.00		
d. Strategic Board Development	multiple		P	L		E	B																	
e. Maker Space Guide Skills	multiple				P	L				E	B											\$2,000.00		
f. Public Facilitation Skills	multiple							P	L	E	B											\$5,000.00		
g. Replication												C	C	C	C	C	C	C	C	C	C			
Investment Required			\$28,000.00				\$7,000.00																	
Investment Required - Total by Year			\$28,000.00				\$7,000.00				\$0.00				\$0.00				\$0.00	\$35,000.00				

Key: P = Project Plan D = Design F = Fund C = Construct	T = Train M = Market L = Launch E = Evaluate ROI	Notes: 1. Strategy Leader 2014 is a council member sponsoring a strategy. 2. Refer to the FST master book for details of each component. 3. Replications and upgrades will be budgeted after the first cycle.
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Budget Summary

JCPL

Annual Cost of Strategies by year

Strategic
Rollout

Prior to Replication

Chart #	Title	2014	2015	2016	2017	2018	Total
1	Supporting the Education of Children and Youth	\$ 38,000	\$ 41,500	\$ 23,000	\$ 1,000		\$ 103,500
2	Community Building	\$ 21,500	\$ 6,000	\$ 2,000			\$ 29,500
3	Enhancing the Digital Branch	\$ 68,000	\$ 69,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 230,000
4	Additional Library Funding	\$ 47,500	\$ 74,500				\$ 122,000
5	Internal Initiatives	\$ 28,000	\$ 7,000				\$ 35,000
	Investment Required by Year	\$ 203,000.00	\$ 198,000.00	\$ 56,000.00	\$ 32,000.00	\$31,000.00	\$ 520,000.00

The Intent and Deliverables of Each Strategy

Strategy # 1: Early Literacy

1. Our Strategic Intent: Academic expectations are rising for incoming kindergarteners. Johnson County school corporation statistics show that a large percentage of children entering kindergarten county-wide are not ready to start school. In order for our children to be ready to start school, high-quality early education is imperative. In this challenging economic environment, some families cannot afford preschool or may not see it as a priority. By increasing the awareness of the importance of early literacy education and making training affordable, JCPL intends to assist parents and schools in raising kindergarten readiness percentages. Partnerships with daycares, educational institutions, health care providers, and social service organizations are key in getting the message to the families in need of assistance.

2. Our Deliverables:

a. Every Child Ready to Read Training: In order to spread the importance of early childhood education, Children’s Librarians will conduct Every Child Ready to Read (ECRR) training sessions for daycare providers, parents, and other caregivers. Managers will select liaisons responsible for coordinating training sessions. These training sessions will be done in three main ways – 1) in the library as special events, 2) outreach at select partnering organizations, 3) recorded and broadcast on our website. All Children’s Librarians will have up-to-date training on the ECRR initiative. New staff will receive the training within their first year. Staff will be certified to offer LEU or CEU certificates. Librarians will track Johnson County school corporation statistics on the percentage of kindergarteners ready for school to see the results over the long-term.

b. 1000 Books Before Kindergarten: JCPL will start a 1,000 Books Before Kindergarten program to encourage caregivers to read to their preschool children. A taskforce will be created to tailor a program specifically for JCPL. The taskforce will explore the possibility of submitting grants to assist in funding for the program. In conjunction with the taskforce, Community Relations will design publicity and necessary program materials. The taskforce will decide on materials, purchase incentives, and deliver to the branches. The taskforce will find a software program or other method of recording participants’ progress. Staff will be trained on implementing and promoting the program.

c. Literacy Kits: JCPL will expand literacy kits to include classroom kits teaching ECRR for preschools and daycares. A literacy kit includes books, music, manipulatives such as puppets, and tips on how to use the materials to increase early literacy skills. A taskforce will create a program for JCPL. The taskforce will choose themes, number of kits, and budget for each kit. The taskforce will explore grant possibilities. Kits will be entered into a database and catalogued. Community Relations will create publicity materials in conjunction with the taskforce. The taskforce will create partnerships with local organizations interested in using the kits. Kits could be offered to daycare providers who participate in ECRR training.

d. Play and Learn Space Pilot: JCPL will create a pilot Play and Learn Space, to encourage learning while playing, at one of the branches. The Branch Manager/Children’s Manager will assist in selecting furniture, installations, and shelving. The space will be renovated and equipment and shelving will be installed. Technology, such as tablets pre-loaded with early literacy apps, will be selected and installed by IT. A policy for using the space will be written and approved by the Library Board. Children’s Librarians will choose rotating materials for high-quality preschool books. In order to encourage parents to meaningfully play with their children in the space, Children’s Librarians will write early literacy play tips to include in the space. Children’s Librarians will create themed boxes of educational toys that can be rotated between the branches.

Strategy # 2: Elementary School Pilot

1. Our Strategic Intent: Studies have clearly proven that students perform better in **direct** relationship to the size and quality of the library they use regularly. Despite this fact, Johnson County school systems are reducing the funds and staffing for their school libraries. If our students are to learn how to access, evaluate, and convert information to applied content, then JCPL needs to support media specialists, teachers, and students in our schools. To do this, it is essential to form long term partnerships with the educational providers in each town and school district. As mandatory state educational standards change, librarians will learn a great deal from teachers and other school professionals with whom we partner.

2. Our Deliverables:

a. Library Card Challenge: In order to ensure access to library resources and to excite students about using the library, JCPL will implement a library card application drive, with the goal of having 100% library card ownership for students in elementary schools in JCPL's district. Managers at each branch will appoint a school liaison. School liaisons, in conjunction with Community Relations, will create an identity for the program, giving it a name and creating publicity materials. Partnerships will be built with all elementary schools to promote the program. Friendly competitions between schools could be created to drive numbers. School liaisons will meet with school staff, deliver applications, and promote the library card to students.

b. Resource Sharing: JCPL can increase access to library resources, both print and digital, through a resource sharing program with local elementary schools. School liaisons will partner with schools to make them aware of databases JCPL offers and to learn about their resource needs through surveys or other requests. A courier system will be created, either from JCPL or from the school corporation, to deliver and pick-up physical resources. This serves to get materials in the hands of busy teachers and staff who may not be able to get to the library. Children's Librarians must be proficient in databases offered and trained on new procedures for sharing resources. School liaisons will visit classrooms to teach students and/or staff about databases and how they can be used. Information about the program should be added to a teacher webpage and shared with all local schools.

c. School Break Programs: As school systems county-wide transition to a balanced calendar, JCPL will explore new ways to meet the needs of students who are on break as well as their parents. A new model for in-house programming will be explored during fall/spring breaks, offering extended programming as part of a series. Since many children may be in daycare as parents continue to work through the break, a daycare outreach component will also be added. Children's Librarians will reach out to local daycares offering a outreach programming series. This will serve to provide access to library resources to a guaranteed audience, continue education during extended breaks, and to provide excitement and familiarity about the library.

d. Themed Outreach: With changing educational standards, Children's Librarians will modify outreach programming for elementary schools to meet state standards as well as the needs of teachers. All Children's Librarians will be trained on Common Core standards and how to integrate them with programs. School liaisons will reach out to teachers and media specialists through surveys and other methods to gain input on desired topics for programs. Children's Librarians will put together possible programs to take to schools, including all activities, books, and standards met. Liaisons will compile a list of topics, and share through publicity, teacher webpage, and multiple face-to-face meetings with school staff. School liaisons will take requests for outreach and delegate to Children's Librarians.

Strategy # 3: Middle/High School Pilot

1. Our Strategic Intent: Studies have clearly proven that middle and high school students perform better in **direct** relationship to the size and quality of the library they use regularly. Despite this fact, many school systems, including some in Johnson County, are reducing the funds and staffing for their school libraries. For middle and high school students to learn how to independently access information, evaluate its accuracy, and convert it to applied content useable in a project, JCPL and its professional staff need to support media specialists, teachers, and students. To do this, it is essential to form long term partnerships with the educational providers in each town and school district.

2. Our Deliverables:

a. e-Resource Sharing: In order to save expenses on databases and get maximum results out of library databases, JCPL will partner with the school corporations to share e-Resources. A dialogue will be started with schools on databases owned and ways to provide access to all students. Teen Services Librarians will be trained on the library's collection of databases and other resources. Teen Services Librarians will meet with teachers or media specialists to determine what training outreach programs would be most beneficial for each school. After creating themed outreach programming on using e-Resources, librarians will contact schools and arrange visits for teacher and/or student training. Programs will be consistently evaluated by teachers to ensure topics are timely and beneficial.

b. Teen Spaces Pilot: JCPL will create a Teen Space pilot at one of the branches. Council will select a space. The Branch Manager/Teen Librarian will assist in selecting furniture, installations, and shelving. Local teens will be offered the opportunity to provide input on the space. The space will be renovated and equipment and shelving will be installed. Technology, such as tablets and video game consoles, will be selected and installed by IT. A policy for using the space will be written and approved by the Library Board. A promotional plan will be created by Community Relations.

c. Library Programming: In order to meet the new educational standards, JCPL librarians will plan some programming around the Common Core standards. Children's and Teen Services Librarians will be trained on the Common Core and ways to integrate it into programs. Librarians will gather input from teachers on topics they would like to see librarians bring to their classroom. Teen Librarians and Children's Librarians will prepare programs based around teacher preferences. The programs will be publicized and a list will be created to share with teachers on courses we offer and how they meet the state standards. This list could be added to the website for teachers to easily access. Librarians will reach out to schools and present programs. Programs will be evaluated by teachers and shared with the Teen Librarian's and/or Children's Librarians manager.

Strategy # 4: Community Building

1. **Our Strategic Intent:** JCPL has traditionally served our community as places for lifelong learning and socializing for persons of every age. As Johnson County communities grow and become increasingly economically and culturally diverse, it is essential for civic leaders to create and maintain cohesion and foster a sense of community among residents. JCPL can play an important role by serving as a hub for civic activity. Establishing partnerships, collaborations and networking opportunities for individuals and organizations will support and enhance civic engagement. Drawing on the strength and depth of our resources, the Library will bring people together as they seek to learn and build consensus on community issues.

2. **Our Deliverables:**
 - a. **Collaboration with Town/County Planners** – A new spirit of cooperation is emerging among the leaders of Johnson County’s agencies and organizations as demonstrated by Aspire Johnson County. The Library will contribute to this spirit of cooperation through proactive participation at all levels of town, city and county planning. JCPL is rich in resources which will be used to support the mission of these groups. Having a “seat at the table” will position the Library to become an integral component in community building.
 - b. **Newcomer Program** – The population of Johnson County has increased greatly in recent years and the rich amenities of the County continue to attract new residents. The Library will help integrate these new residents into our community by proactively reaching out to them and introducing them to the County resources. This may include an “Information-at-your-fingertips” sheet with contacts of interest to newcomers (i.e., utility companies, BMV offices, library branches, etc.) and a welcome packet of information about the Library and community resources. This type of information will also be provided through a website maintained by the Library, giving direct links to agencies and resources which are helpful for those new to the community.
 - c. **Social Services Links: Process Improvement** – Social service agencies in the county are overextended and less capable of meeting customers’ needs – particularly for information resources and government documents. County agencies frequently send their customers to the library for assistance in finding legal forms and to use our public computers to enroll in a program or service. Many individuals and families seeking assistance from local social service agencies and government programs turn to the library for help locating the appropriate agency. The library will assist these individuals and support agencies by providing a webpage to serve as a pathfinder to social services in Johnson County, as well as relevant state and federal programs. We will seek training from agencies that refer their customers to the library, so that we can better understand what is needed, and streamline our services. Depending on need, we may also provide dedicated social service workstations at each of our branches and include pamphlets, how-to’s and other literature to assist these patrons.
 - d. **Programs about Local History and Culture** – The Library’s reputation as a place of knowledge makes it an excellent place to offer programs which impart the value of history, culture, and current public issues of each community and Johnson County. A regular series of programs for all ages will showcase topics and presenters with strong community ties. Through partnerships with local educational and civic organizations, JCPL can provide programs which highlight these strengths and foster a sense of community and belonging among residents.
 - e. **Links to Civic Groups** – The Library has always provided space for area groups to meet. Now this service will be expanded through revised room policies which enable more groups to meet on a more regular basis. JCPL will encourage area civic groups to use library meeting space as a welcoming and information-rich environment to enhance their meetings and promote greater

civic participation. The Library will better enable groups to advertise their meeting schedules by hosting a web calendar of meetings at the library. This will help these organizations recruit new members and promote their mission. The Library will provide opportunities for local groups to be represented at a community fair during which they can provide information about their club or activity or seek volunteers for their organization.

- f. **Forums on Community Issues** – The Library’s reputation as a place of knowledge makes it an excellent place to offer forums on current public issues of each community and Johnson County. An annual series of forums which examine topics of concern will orient residents to these issues. As a neutral space where all are welcome, the library is well-suited for promoting a more constructive and civil civic dialogue and inclusive participation. Trained facilitators can lead discussions which demonstrate the value of multiple points of view and the need to discuss issues constructively.

Strategy # 5: Economic Development

1. Our Strategic Intent: Kelley School of Business studies show a direct correlation between library expenditures and positive economic impact in Indiana counties. Every one dollar spent on public libraries generates \$2.38 of direct economic benefits. Therefore, Johnson County Public Library makes a major contribution to developing jobs and training the workforce. The library's benchmarking also proves that economic development entities -- including Greenwood and Franklin city governments, county government and the Johnson County Development Corporation -- see JCPL as a true business asset. They encourage greater Library involvement in public-private partnerships and economic development initiatives. Local government entities and private sector companies have economic development initiatives in progress or are planning them. These initiatives intend to help existing businesses expand and bring new businesses to the community. Other initiatives include helping develop a qualified workforce for these new jobs. The Johnson County Public Library will be a partner and a resource in these efforts.

2. Our Deliverables:

a. Economic Development Partnerships – The Johnson County Public Library will participate in and invest resources (research, leadership and financial) into local economic development initiatives. These will include memberships and participation in the Johnson County Development Corporation and Aspire Johnson County. The library leadership team will become an active partner with local government economic development organizations at the county, city and town levels. Library leadership will assess and determine how best to serve these organizations and become a vital resource in support of their efforts to attract more well-paying jobs to Johnson County.

b. Promoting the Library as an Economic Asset – According to the Johnson County Development Corporation, commercial real estate developers and others, a strong library is one of several key factors a company reviews when considering an investment within our county. Decision-makers value quality of life entities, one of which is the library. They also see the value of the Library's workforce development services. The Library will provide information to JCDC and others about the vital services and resources offered by the Library.

c. Small Business/Entrepreneurial Center – JCPL will collaborate with other local government and/or non-profit entities and help create a Small Business Center. This will be a place where entrepreneurs, small business owners and independent contractors can find information and resources they need to assist their enterprises. The library already has internet, computers, business databases, fax machines, business books, legal documents and other material. The library will establish or become a partner to bundle and market those resources. The Library will provide meeting and working space, including equipment for virtual meetings.

d. Workforce Development Programs – The library will provide services assisting employer decision makers with finding and developing a qualified workforce. This will include promoting library programs and services through employers' communication channels. In addition the Library will promote and develop programming through adult education partnerships that local businesses can use to move their businesses forward. Likewise, the library will continue to develop and promote computer and workspace availability for job seekers, assistance with job searching and resume writing and partnering with other agencies to assist the unemployed and underemployed.

Strategy # 6: Digital Tools

1. Our Strategic Intent: New technology is creating new opportunities for JCPL to extend our services and collections. New technology also increases the expectations of our patrons regarding accessibility. We must remain aware of the tools and services patrons are using to connect with information and each other online so that we can "meet them where they are" - and maintain a balance between traditional and virtual collections and services. We are able to collect more useful and extensive composite data about our patrons' use of online library resources, so we can customize our services.

2. Our Deliverables:

a. Digital Reference – JCPL will acquire a digital reference product that enables patrons to interact with library reference staff in real time or asynchronously across a variety of online platforms. Patrons will have the option of submitting reference questions via SMS or a real-time chat window embedded on the library website. All questions, regardless of point of origin, will be received through a web interface accessible to approved library staff. Staffing schedule for the "virtual reference desk" will be determined by the Virtual Branch Manager in consultation with the appropriate department managers. The virtual reference desk will be staffed during normal library hours. Questions submitted after hours will be queued for response when the library re-opens. Completed answers can be saved into a knowledge base for consultation by staff and/or patrons, streamlining the answer process for common or repeat questions.

b. Mobile Web – JCPL will provide online services to patrons using mobile devices such as smartphones and tablets. The new JCPL website, launching in early 2014, will provide mobile-optimized viewing for a variety of screen sizes, and the already available BookMyne mobile app provides patrons access to the online catalog and the capability to place holds and renew materials. These services will be aggressively promoted as part of the 2014 Digital Marketing Plan, and we will continue to explore enhancements to users' mobile experience, including the possibility of a branded library app.

c. Multi-Media Content – Patrons' viewing habits will continue to shift away from physical media such as DVDs and towards streaming and downloading content online to their computers, mobile devices, and televisions. Current developments from library vendors allow public libraries to offer patrons streaming multimedia services via their preferred platform. JCPL will evaluate the various options offered and select the products that best meet our patrons' interests and fit our budget. Any new services will be proactively marketed to both current and potential patrons, and an education process will be necessary to help patrons understand the differences in selection available across the different platforms.

d. Upgrades – Technology continues to change at a rapid pace, and JCPL will commit to staying abreast of developments, particularly as they pertain to knowledge-seeking, online content, and other areas of interest to JCPL patrons. The Virtual Branch Manager, in collaboration with other JCPL staff, will continuously evaluate both current and potential online products and services to ensure we obtain maximum return on investment for our community.

Strategy # 7 Creation Station: A "Maker" Space Pilot

1. Our Strategic Intent: The library has always supported traditional and nontraditional learners of all ages. Today's learners are often expected to create a new type of knowledge product at the end of information gathering. Whereas the students of previous generations presented their research in the form of a term paper, current instructional methods encourage creating knowledge products in many different formats, such as displays, PowerPoints, interactive activities and videos. The intent of a creation station, or Maker Space, is to provide these learners with the tools to create their knowledge products after information gathering is complete. Assistance and instruction in information gathering has always been a core element of library services. Now the librarian's role will include assisting patrons to use the Maker Space. The Maker Space can also be used by business patrons, for example performing market research and creating a presentation and brochures.

2. Our Deliverables:

a. Maker Tools – The Maker Tools are the actual equipment used in the Maker Space. These can be scaled to meet the needs of users, added to and improved gradually as the product matures and expands. Some examples of Maker Tools may include: video cameras, sound recording devices, and dedicated computer workstations and software for multimedia creation and editing. Some Maker Tools can be adapted from existing library supplies, repurposed and reallocated specifically for use by Maker Space patrons. Other equipment may need to be purchased new.

b. Maker Guides – The Maker Guides are the staff members responsible for the administration and day-to-day operation of the Maker Space. The guide (or guides) will have special knowledge in using the tools and equipment available in the Maker Space and can provide instruction to patrons in the use of these tools. We will begin the Maker Space pilot by selecting an existing staff member with the relevant skills and interests, and provide appropriate training as necessary.

c. Collaborative Spaces – The concurrent pilot of a library Business Center (see Strategy #5) may provide an opportunity to share resources and serve multiple audiences, by placing both the Maker Space and Business Center pilots in the same building. This approach can create cost savings by avoiding duplication of equipment and reducing staffing needs. Care will be taken to keep the two spaces connected but discrete, in order to accommodate the working needs of both groups of patrons.

Strategy # 8: The Foundation

1. Our Strategic Intent: In the challenging economic climate, the people living and working in Johnson County are relying on the library more than ever. At the same time there is a desire to contain the level of taxation and share government funds among a variety of government agencies with growing needs, all of which provide vital services across the county. By increasing the flow of private funding from individual donors and from granting institutions, the Library will be able to offer more services that the public wants and expects in this day of advancing information technology. As benchmarking with other organizations has shown, both donors and grantors are more satisfied that their contributions will be used productively when private funds go through a library foundation. The general intent is to designate foundation funds for the design, piloting, and replication of specific new programs and services and not for the support of general operations.

2. Our Deliverables:

a. JCPL Board Agreement 501(c)(3) – The Foundation will be a separate legal entity with tax-exempt status. This will ease the process of receiving donations, grants, and planned giving contributions. It will also open new investment opportunities which are currently limited by state law when done by the Library itself. The separation also creates a layer of accountability that many granting funders require.

b. A Founding Board – The new Foundation will be established by a founding board which will initially include the Library Director, one Library Board member, and one Friends member. Those three will select additional leaders from within the county to serve on the founding board who have a passion for the Library's mission. The founding board will have more responsibilities in the first two years than future boards will have since policies and protocols need to be established and the Foundation staff will be hired. All Foundation Board Members will be required to make an annual contribution and to actively promote the Library's mission and strategic projects to others within their network. They will determine policy, provide fiscal oversight and accountability for results from funded programs as well as advice on the design of fundraising products.

c. Director – A Foundation Director will be hired by the Foundation Board and will report to that board. He/she will be responsible for leading the creation of Foundation policies and protocols and for designing the core funding products. Once the Foundation is established, the business-as usual role will focus on recruiting and training Board members, filing appropriate reports and returns, promoting fundraising products, managing the donor base and communications with donors, investing and managing funds, reviewing the progress reports from Library staff who are leading projects which use Foundation funds, and reporting to donors on outcomes.

d. Friends of the Johnson County Public Library – The Friends will continue to function as they have with the book sales and may be asked to participate in new fundraising events. The friends will be organized as a volunteer committee of the Foundation and will have the support of the Foundation Director and access to the office systems of the Foundation.

e. Johnson County Community Foundation – The Library will have a fund within the Community Foundation and will encourage individual local donors who wish to contribute through that channel to do so. The Foundation Director will assure that the relationship is healthy and will work with the Foundation Board to have guidelines for appropriate use of funds through this channel.

Strategy # 9: The Collection

1. **Our Strategic Intent:** To stretch budget dollars and with most of the branches of JCPL bursting at the seams, it is increasingly important to ensure that collection purchases are relevant to patron needs. New library materials need to cover the subjects and genres that are of interest to our patrons, and also be available in the various formats that our patrons prefer, including digital formats. In addition to making relevant purchases we need to ensure easy access. Once materials are selected, JCPL needs to catalog the materials using the most current cataloging standard, Resource Description and Access (RDA). Finally, once new materials hit the shelves, they will be easily accessible to today's users. By implementing new methods of organizing and displaying materials, patrons will be able to locate and browse items more readily.

2. Our Deliverables:

a. Materials Selection – More materials are available in more formats than ever before. The current JCPL Selection Policy will be reviewed and revised by library staff to accommodate current realities in library acquisitions. After board approval, staff will be trained to implement the new policy.

b. RDA Cataloging – RDA (Resource Description and Access) is the new international “style manual” for entering materials into any library catalog. The Library of Congress as well as other national libraries including the British Library, Library and Archives Canada, National Library of Australia and German National Library have switched to this new cataloging standard. In addition to complying with this new global format, the implementation of RDA will allow better integration of electronic resources into the bibliographic catalog.

c. Collections Layout Pilot – A current trend among some libraries is to reorganize the layout of physical collections to make materials more accessible to browsing patrons. This layout mimics those found in bookstores, where materials are grouped more intuitively by topic. Library staff will continue to research the implications and viability of this initiative and evaluate its appropriateness for JCPL collections.

Strategy # 10: Strategic Staff Development

1. **Our Strategic Intent:** Many of the strategies in the 2014 – 2018 Plan are pivotal rather than incremental. This means that the implementation of several strategies will take many of the staff into new territory, where they will be asked to play some new roles. A review of the 5 Key Concepts on page 6 provides insight into what will be fundamentally new for many staff. To assure the success of the plan, many staff members will need to build new skills. Following the JCPL tradition, training which is customized to the library environment is planned for delivery on a just-in-time schedule. Training will integrate the classroom learning with coaching. All training and coaching programs will build on what has been done in the past to save time.
2. **Our Deliverables:**
 - a. **Project Management Skills with Balanced Scorecard** – Much of the work of launching new programs and services will be done by cross functional project teams. Some teams may have members from partnering organizations. The middle level staff who will lead the teams will need project management skills. The existing Project Management Training Program that JCPL has used in the past will need two additional modules: 1. Building and Using a Balanced Scorecard and 2. Working with Partners. The 5 Key Concepts can be imbedded in this training series.
 - b. **Advanced Leadership Practices for the Council** – JCPL has several new leaders on its Council. It is important to the success of the plan for the Council to build skills in several areas: **1.** to work together effectively by integrating the new members into the JCPL leadership practices; **2.** to work productively with leaders of community organizations as required by several strategies; **3.** to select project teams and conduct accountability for team leaders which assures results while maximizing the use of library resources, time and talent; and **4.** to be coaches in the application of the 5 Key Concepts so these concepts are business-as-usual within a year.
 - c. **Partnering with Teachers: State Standards** – While public librarians already participate in educating young people, most are uninformed about the state standards to which teachers and students are held accountable. For librarians to be more valued partners, it is essential that library programs for youth be designed to support Indiana state standards. Otherwise library programs may be viewed as a distraction from the curriculum and not a support. To do this, librarians need to know the standards for content and skills. This information is a part of the existing training called “The Academy for Library Programmers” and can be abstracted from that program along with other skills that enhance the ability of librarians to work with teachers.
 - d. **Strategic Board Development** – Beyond approving the Strategic Plan, the Library Board will play a key role in holding the Director accountable for results. Because this plan takes the library staff and Board into new territory, periodic Board growth and development sessions will be offered. This is in addition to traditionally offered training to on-board new members.
 - e. **Maker Space Guide Skills** – The functioning of a maker space will be new to many librarians as well as to patrons. To assure that this center is used fully and appropriately, the librarians who will work in it need to learn how to guide users. The purpose of the maker space is to provide users with tools to convert information they find in the library into a useable format that suits their purpose. The guide will show a small business person how to find and format market data into tables from which conclusions can be drawn – then make a Power Point. The guide will assist a student to create a display for a science project or make a video documentary which is a format that replaces a term paper. These skills are in the “Academy for Library Programmers.”
 - f. **Public Facilitation Skills** – As the library offers itself as a site for more public discussion and civic-focused adult programming, librarians will find themselves in the roles of discussion leaders and facilitators with the ability to maintain neutrality while affirming everyone’s opportunity to participate and be heard. Some have learned these skills as part of the current strategic planning process when they have conducted community interviews and led focus groups. These skills need to be enhanced and given to more librarians who design and conduct programs.

Closing Reflections of the Core Planning Team

With excitement and pride, we present the Johnson County Public Library Strategic Plan for 2014-2018. As we, the Core Team, invested time over the past 14 months developing this plan, it was refreshing to witness the community enthusiasm and support for the Library.

Starting with four public forums in 2012, we have been listening and analyzing input from our leaders across the county as well as from residents in communities served by the Johnson County Public Library.

Guided by the Library Board's eight priorities, we have studied our county's demographics. We have examined library trends at the local, state, and national levels and reviewed the Indiana state mandates and standards for libraries.

At the heart of our discovery was the wealth of knowledge gleaned from the one-on-one interviews that library staff conducted with nearly 200 stakeholders in education, business, government, cultural and social service organizations. Several of them, not originally familiar with the many services offered by JCPL, are now open to partnerships with the library as we go forward.

Based on the public input and our research, we have formed 10 strategic directions supported by 36 initiatives formatted as projects with measureable outcomes. These projects were detailed by staff in Feasibility Study Teams and then critiqued by the full staff and by community focus groups. This plan is the culmination of what we learned as we have listened to the voice of the public and the wisdom of library professionals.

Throughout the process, we, the Core Team, have shared our discoveries and the resulting work with the JCPL Library Board in a series of special board sessions and via the Library's designated strategic planning website, JCPLNEXTCHAPTER.com. Board members, staff and the public have followed the entire process through this invaluable digital tool.

We believe that this plan is in the best interests of the public and that the proposed initiatives can be accomplished within the fiscal realities of JCPL.

A 2013 study by the Pew Internet & American Life Project found that 91 percent of Americans age 16 and older feel that public libraries are important to their communities. Throughout the planning process, we have witnessed this same enthusiasm and look forward to continually enhancing the library's role in the public life of Johnson County.

Respectfully submitted by the JCPL Strategic Planning Core Team, 12-17-13