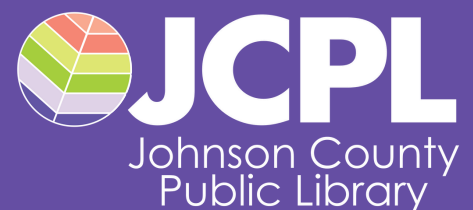




# Strategic Plan

## 2024-2028





# TABLE OF CONTENTS

Introduction/Community Needs .....	1
Mission, Vision, Values .....	2
Strategic Priorities .....	3-5
2025 Action Plan .....	6
Evaluation .....	7
Financial Stewardship .....	7
Staff Development .....	7
Collaboration and Partnerships .....	8
Technology Plan .....	9
Equipment Replacement Schedule ..	9
Programming Plan .....	10
Facilities Plan .....	11
Dedication .....	12
Previous Years' Action Plans .....	13

## 2025 Library Board Members

Kathleen Anderson Ratcliff, President  
Lee Ann Uecker, Vice President  
Gretchen Beaman, Secretary  
Kirk Bixler  
David Boggess  
Becky Courtney-Knight  
Dr. Timothy Edsell

## Special Thanks to:

Paige Banos  
Kathleen Anderson Ratcliff  
All JCPL staff for their vital input and feedback  
Residents who participated in our survey

## 2025 Library Leadership

Kelley Gilbert  
Todd Jones  
Linda Kilbert  
Erin Kirchhoff  
Wes Klutts  
Lisa Lintner, Director  
Cindee Phillips  
Kelly Staten  
Sarah Taylor, Assistant Director  
Amber Turner  
Jody Veldkamp  
Tiffany Wilson

**Strategic Plan Adopted by the  
JCPL Board of Trustees: November 21, 2023  
Revised Edition Approval Date: January 21, 2025**

# INTRODUCTION

## ABOUT JOHNSON COUNTY

The Johnson County Public Library (JCPL) serves approximately 125,000 residents in Johnson County, Indiana, through library branches in Franklin, Greenwood, Trafalgar, and Whiteland. Our library district also includes residents of New Whiteland, Bargersville, Nineveh, Prince's Lakes, and unincorporated areas. Johnson County is the fifth fastest-growing county in Indiana with almost 165,000 residents making their homes in our community. Johnson County is slowly becoming more diverse, and almost 6% of residents were born outside of the United States. The county is home to a large senior population as well, with almost 16% of residents over the age of 65. Almost 8% of children under the age of 18 are living in poverty.

In a July 2023 patron survey, residents shared what they view as some of the largest needs and challenges in our community:

- High cost of living and the impact of inflation
- Lack of affordable housing
- Need for connection with social services and mental health support

As we look at this data, we embrace the responsibility of being a library system that addresses the needs of all our residents, including community members of all ages, literacy levels, and economic statuses. JCPL will continue to provide a place for our residents to gather together to learn and share information.

## OVERVIEW OF THE PLAN

JCPL's strategic plan exists to ensure that our priorities reflect the current needs of our community. The plan is guided by our mission, vision, and core values. A vital part of the creation of this plan included direct feedback from our community through conversations and surveys. With the input of our residents, we've created a plan that reflects the traditional strengths of the library and sets priorities for responsive services moving forward.

**In addition to these priorities, we will exceed expectations for outstanding customer service and continue to provide exceptional value for tax dollars.**

## OUR 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





# WELCOME LIBRARY USERS

## Access and Customer Experience

**GOAL:** We welcome all Johnson County residents by providing inclusive and compassionate library service. We will provide the best customer experience for our patrons who are entrusting us with their time. By providing convenient access to library resources and services, we will support the informational needs of our community.

## Ongoing Actions

- Increase active library cardholders
- Increase annual visitors
- Improve and update facilities by implementing the Facilities Plan
- Support student access through partnerships with local schools





## CREATE CONNECTION

### Community Engagement and Outreach

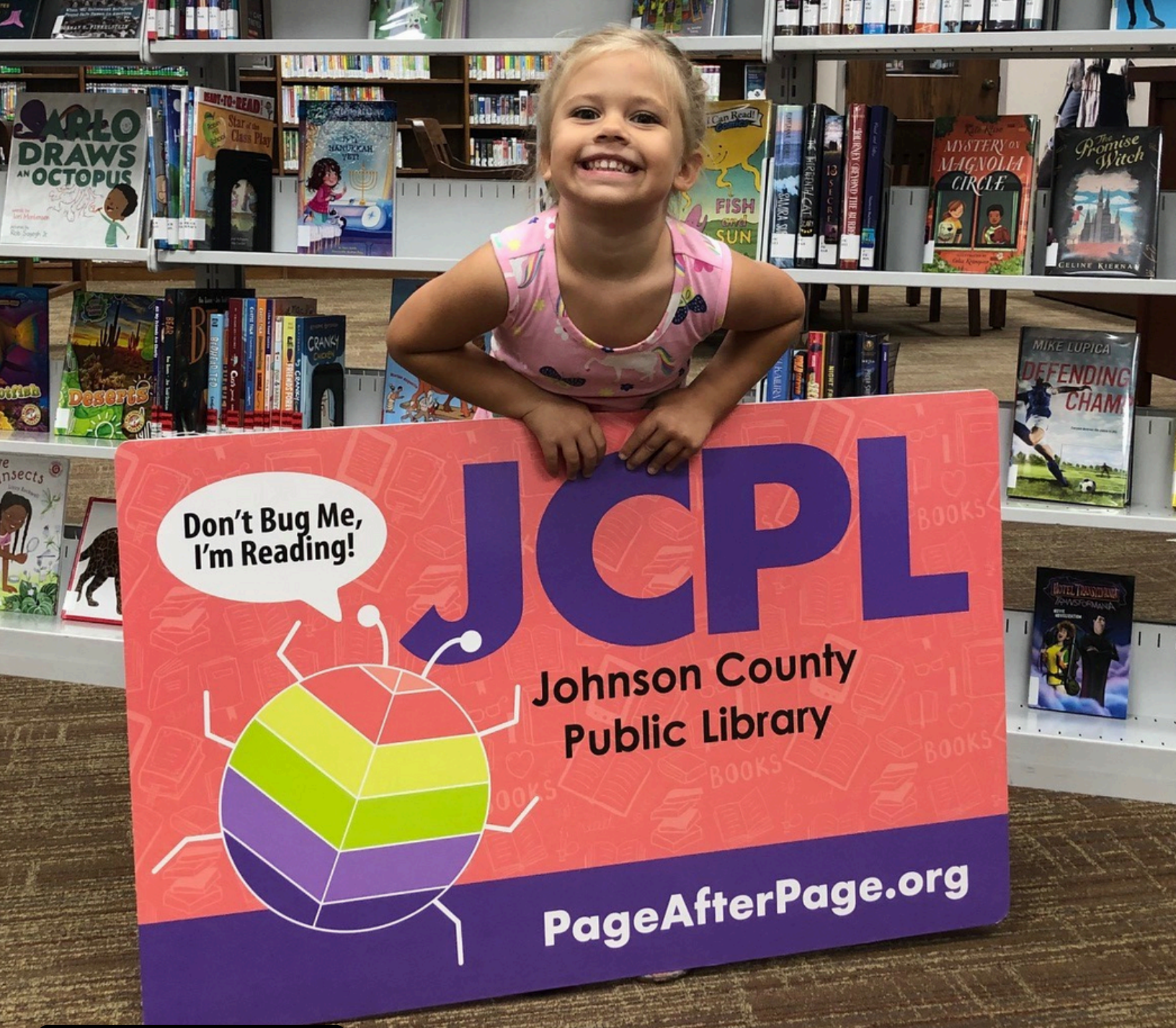
GOAL: We will cultivate enduring relationships and a culture of connection to support our vibrant community. By connecting people to resources that broaden their world, vital social support networks, and neighbors in Johnson County, we will strengthen our community.

### Ongoing Actions

- Update and follow the annual Equity Action Plan
- Support socialization needs through regular programming
- Support the JCPL Foundation and Friends with enhanced teamwork, communication, and volunteer opportunities







# INSPIRE EXCITEMENT

## Programs, Experiences, and Innovation

GOAL: We will offer our community a chance to gather together to explore and learn new things. By providing unique and engaging experiences, we'll create a sense of community and inspire our users to read, create, and discover with us.

### Ongoing Actions

- Support the Programming Plan to provide exciting new signature events
- Nurture staff creativity, engagement, and innovation through intentional professional development

# 2025 Action Plan

## Strategic Goals

### **1 WELCOME LIBRARY USERS: Access and Customer Experience**

- A.** Explore the creation of a World Language collection to meet the informational needs of a more diverse community
- B.** Enhance our customer service philosophy by defining our expectations for exceptional patron interactions and providing training for staff
- C.** Evaluate JCPL's physical materials collection and make enhancements to ensure it meets the community's needs

### **2 CREATE CONNECTION: Community Engagement and Outreach**

- A.** Support school-readiness through a partnership program focused on baby/toddler literacy education with underserved audiences
- B.** Explore ways to connect our community with social services and mental health support. Continue Social Work Support internship
- C.** Provide training and tools for staff on outreach expectations and community engagement in order to actively promote the library
- D.** Enhance intentional services for senior citizens through training, programming, and outreach

### **3 INSPIRE EXCITEMENT: Programs, Experiences, and Innovation**

- A.** Provide educational programming around food with the potential to create community meals to bring community members together
- B.** Create meaningful art experiences by providing programming, performances, and opportunities to engage with the arts
- C.** Support the long-range programming plan with the creation of a new How-To Festival that encourages independent hands-on learning

*Updated: January 2025*





## **EVALUATION**

---

The strategic priorities outlined in this five-year plan help us fulfill our mission, vision, and values. These priorities will drive our decisions for the next five years.

To remain community-centered, our leadership team will create annual goals that support our priorities. Staff at all levels will create performance goals based around these priorities that support community needs. Annual goals will be assessed on a quarterly basis and shared with the Library Board.

## **FINANCIAL STEWARDSHIP**

---

JCPL's primary sources of revenue are property taxes and local income tax. The Library has been very fortunate during the last decade to see a pattern of continued growth in revenue, and we anticipate that will continue. JCPL has adopted the State Board of Accounts's internal control requirements and provides necessary support and training for all staff to exceed financial responsibility standards. The Library will continue to provide exceptional services while managing tax dollars responsibly.

The JCPL Foundation and Friends generously offer financial support for additional services and programs.

## **STAFF DEVELOPMENT**

---

In support of the strategic plan, JCPL will identify and provide opportunities for meaningful staff development that will allow us to improve library services. To ensure employee growth, JCPL will:

- Include funding for staff training in the annual budget
- Provide staff a method for sharing feedback with their department and library leadership
- Ensure all staff receive necessary guidance, coaching, and support from their supervisor





# COLLABORATION AND PARTNERSHIPS

## FOUNDATION AND FRIENDS

The JCPL Foundation and Friends assist JCPL to provide unique learning experiences for all community members by granting supplemental funding to assist the library in promoting literacy in Johnson County. Through fundraising campaigns, volunteer assistance, and annual book sales, they support Library services, programs, and staff development.

## CIVIC PARTNERSHIPS

JCPL supports the learning and growth of our community through vital partnerships with a variety of organizations including the Rotary Clubs of Johnson County, Aspire Johnson County for our CommUnity Matters initiative, Johnson County Museum of History, The Historic Artcraft Theatre, and the AARP for popular tax appointments. The list of community partners is extensive, and we are grateful for the work that we can do together.

## EDUCATIONAL INSTITUTIONS

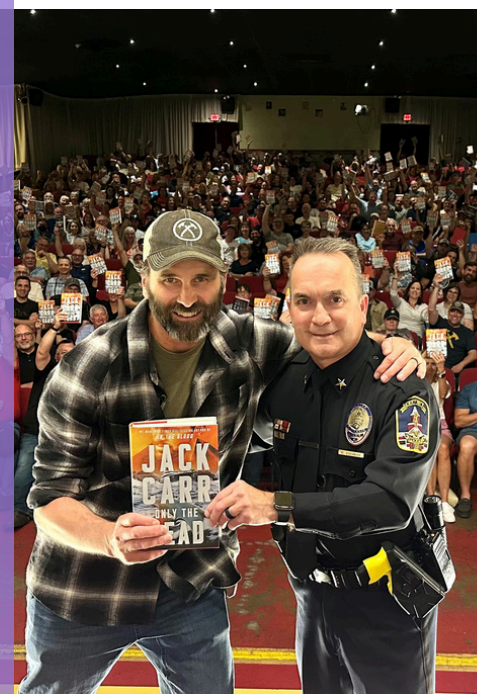
The Library partners with area schools, daycares, and other educational institutions to provide free access to information. Through our SMART card initiative, students at several school corporations and Franklin College can access digital resources. We work together to provide literacy activities and programming for our students.

## HEALTH AND WELLNESS ORGANIZATIONS

Through collaboration with health institutions, JCPL supports our community's physical and mental health. Through partnership programs with Johnson Memorial Health, Johnson County Health Department, Upstream Prevention, and Franciscan Health, the Library can assist with distributing vital healthcare services.

## INDIANA PUBLIC LIBRARIES

JCPL is fortunate to have strong relationships with exceptional peer public libraries. Through peer-to-peer connection and professional development, our staff learn about services, facilities, and programs at other libraries while also sharing the wonderful things happening at JCPL. We participate in several state-wide programs including SRCS, reciprocal borrowing, and the internet consortium.







# TECHNOLOGY PLAN

Technology is vital to both JCPL’s mission and strategic priorities. One of the most important responsibilities of the IT department is to ensure that staff and patrons have access to the equipment they need to support their information needs. As part of this ongoing process, we will:

- Investigate and assess new technologies for the Library
- Provide necessary tools and equipment to staff and patrons
- Offer training to staff to support the utilization of equipment

In our process to continually maintain and improve services, we have identified key technology priorities:

- ✓ Migrate to Microsoft Office365 (2024)
- ✓ Explore new firewall options (2025)
- Evaluate Deep Freeze cloud option (2025)
- Evaluate Envisionware cloud option (2025)
- Upgrade public PCs to Office365 (2025)
- Evaluate ILS (2026)
- Evaluate anti-virus provider (2026)

Additional goals will be identified annually to support the priorities of the strategic plan and facility improvements and renovations.

## EQUIPMENT REPLACEMENT SCHEDULE

In order to meet the needs of our community and staff, our equipment must be maintained and updated. We will continue to replace equipment that is non-functioning, no longer supported, or obsolete. Some pieces of equipment have a replacement schedule based on warranty dates or anticipated life cycles.

### 2024

- Purchase laptops for STEAM
- Add additional AWE children’s computers to the Franklin Branch

### 2025

- Laptop kiosk and equipment
- Patron laptops
- Building/programming laptops
- Install new holds lockers at Trafalgar Branch

### 2026

- Service point computers
- Printers/copiers

### 2027

- Staff desktop PCs

### 2028

- Public desktop PCs
- Patron and building laptops

### Annually

Some equipment will need replaced on an annual basis. IT will purchase items, including public catalog computers and AWE children’s computers, to replace the oldest equipment with newer models.

# PROGRAMMING PLAN

Programming is a crucial part of providing educational experiences for our community. From storytimes to book discussions, Library staff are dedicated to presenting high-quality programs.

In 2022, JCPL created a Long-Range Programming Plan. This plan established goals and priorities related to programming for 2022-2027. Our five areas of focus include:

- Teen programming
- Civic and community development
- Early literacy and school readiness
- Meaningful art experiences
- Multicultural programming

In addition to traditional programming, JCPL will create new innovative events that inspire excitement and attract new library visitors. Popular signature events such as the Authors at JCPL series, Project Prom, and the Cultural Fair will continue. Some new series and festivals have already been determined, but as we set annual goals to support our strategic priorities, we anticipate creating additional programming goals.

## 2024

- ✓ Library on the Prairie
- ✓ Community Conversations (an annual series)
- ✓ Teen Film Festival
- ✓ Space Day

## 2025

- How-To Festival
- Read to Me Jamboree
- Jane Austen Festival

## 2026

- Longest Table
- Celebrating America's 250th Anniversary

## 2027

- Teen Book Festival
- Space Day
- Library on the Prairie





# FACILITIES PLAN

---

We are planning necessary improvements and maintenance of taxpayer-owned assets while committing to maintain our current tax rate. We want our taxpayers to get the best value for the dollars they provide to support their Library system. The projects listed are upcoming major facility improvements and are subject to change.

## 2024

- Complete feasibility study to develop options for renovation and expansion to the White River and Franklin Branches at their current locations
- Present final feasibility study to County Council, Common Council of Greenwood, and Franklin City Council members regarding White River and Franklin Branches
- Begin public hearing process for renewing library bonds to pay for White River Branch project (within JCPL's current tax rate; no new taxes)
- Trafalgar Branch - complete significant landscape work and add dynamic early childhood play and learn space

## 2025

- Seek County Council approval to use library bonds and JCPL funds to start renovation and expansion project of White River Branch
- Continue pre-construction process for White River Branch
- Determine alternate Library services plan for residents during White River Branch construction
- Update 20-Year Scheduled Maintenance Plan for JCPL facilities and vehicles
- Replace courier van

## 2026

- Continue library bond process for renovation and expansion of White River Branch

## 2027

- Repave parking lot at Trafalgar Branch

## 2028

- Install new HVAC air handlers at the Franklin Branch

### *Future plans include:*

- *Evaluating the need for a Bargersville location (2030)*
- *Major renovation and possible expansion of the Franklin Branch at its existing site (2031-2033)*







***Thank you to our library users. We are proud to serve our community and grateful for your support and feedback.***



# 2024 Action Plan

## Strategic Goals

### WELCOME LIBRARY USERS

Explore the creation of a World Language collection to meet the informational needs of a more diverse community.

✓ Expand popular office services to include new convenient options, like laminating, shredding, and recycling  
*\*Installed new spaces and equipment in each branch\**

✓ Expand after-hours availability of collection and holds  
*\*Holds Lockers coming to Trafalgar Branch in JAN 2025\**

Enhance our customer service philosophy by defining our expectations for exceptional patron interactions and providing training for staff

### CREATE CONNECTION

✓ Expand outreach with JCPL on Wheels and additional staff to increase our reach into the community  
*\*Celebrated one year on the road with JOW, continuing to grow outreach services\**

Support school-readiness through partnership program focused on baby/toddler literacy education in underserved audiences

Explore ways to connect our community with social services and mental health support

Provide training for staff on outreach expectations and community engagement in order to actively promote the library

✓ Support working relationships and staff teamwork across all JCPL locations  
*\*Branch Manager rotation in 2024, Circulation Manager rotation in 2025\**

### INSPIRE EXCITEMENT

Create meaningful art experiences by providing programming, performances, and opportunities to engage with the arts

Provide educational programming around food with the potential to create community meals to bring community members together

✓ Support county-wide educational goals around the 2024 total solar eclipse  
*\*Celebrated with large events and programs, APR 2024\**

✓ Update the Play and Learn space at the Trafalgar Branch to create a dynamic educational destination for families with young children  
*\*Grand Opening in AUG 2024\**

Empower staff to lead big initiatives. Offer training and support to take big ideas and make them a reality



# READ. CREATE. DISCOVER.



## **CLARK PLEASANT BRANCH**

(317) 535-6206  
350 Clearwater Blvd.  
Whiteland, IN 46184

## **LIBRARY SERVICES CENTER**

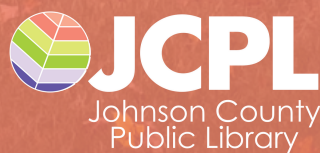
(317) 738-9835  
49 E. Monroe St.  
Franklin, IN 46131

## **TRAFALGAR BRANCH**

(317) 878-9560  
424 S. Tower St.  
Trafalgar, IN 46181

## **FRANKLIN BRANCH**

(317) 738-2833  
401 State St.  
Franklin, IN 46131



[PageAfterPage.org](http://PageAfterPage.org)

## **WHITE RIVER BRANCH**

(317) 885-1330  
1664 Library Blvd.  
Greenwood, IN 46142