

2014-2016

Strategic Long Range Plan



Jeffersonville Township
PUBLIC LIBRARY

JTPL Planning Committee, Board, Staff and
Community Members

Facilitated by: The IU Southeast Applied
Research and Education Center

2014-2016



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Vision

Through the work of the Jeffersonville Township Public Library, citizens will have opportunities to engage new technologies, enjoy cultural and educational events, build successful enterprises, and develop a strong, diverse, and vibrant community.

Mission

The Jeffersonville Township Public Library will identify and meet the informational, entertainment and technological needs of the community, fostering lifelong learning and informed citizenship in a safe and comfortable environment.

Core Values

Lifelong Learning

At the heart of all the programs and services of the Jeffersonville Township Public Library is a firm belief in the value of lifelong learning in all its forms. The Library fosters learning through reading, use of technology, programs, and diverse activities across the lifespan.

Creativity

The Jeffersonville Township Public Library embraces freedom of expression through art, literature, information, and programs that help people explore their creative interests, free of charge.

Community

The Jeffersonville Township Public Library seeks to provide space for sharing ideas and resources among community members. The Library will be inclusive and accessible, fostering an environment where diversity is embraced.

Service

The Jeffersonville Township Public Library seeks to provide friendly, caring service delivered by a knowledgeable and committed staff.

Integrity

The Jeffersonville Township Public Library seeks to act with integrity in all its endeavors. The Library will act as responsible stewards of public resources, will protect the privacy of all patrons in its operations, and will seek to provide the most accurate information through its collections, resources, and programs.

Community Profile

The Jeffersonville Township Public Library (JTPL) serves a population of 59,062 residents.¹ A full 56 percent of service area residents have library cards. Sixty-four percent of the population is aged 18 to 64 years. Another 22.3 percent of the population is under 18 years of age and 13.7 percent are aged 65 years or older.² A quarter of all households have related children under 18 living in them.³

The racial and ethnic makeup of Jeffersonville Township is more diverse than Clark County as a whole. Among Jeffersonville Township residents 80.8 percent identify themselves as “white only” compared to 87.7 percent for the county as a whole; 11.4 percent identify themselves as Black or African American, compared to 6.9 percent for Clark County; and 6.3 percent of Jeffersonville residents (of all races) identify themselves as Hispanic or Latino compared to only 4.9 percent of Clark County’s population overall.⁴ Five percent of the population is foreign born and a full sixty-four percent of these residents entered the country since 2000. The immigrant community is comprised of people from different parts of the world, but it is worth noting that the Hispanic population of Clark County grew from 1.9 percent of the total population to 4.9 percent between the 2000 and 2010 decennial censuses (Figure 1).

In the 2006-2010 period, an estimated 16.6 percent of the Jeffersonville Township adult population (25 years or older) had not graduated from high school, 36 percent had graduated high school or received an equivalency degree and 16.5 percent had a bachelor’s degree or higher. These figures reflect no significant change in the portion of the population whose highest level of attainment is high school or an equivalency degree, but they do reflect a significant increase in the portion of the population with a bachelor’s degree and small increases in the portion of the population with associate’s degrees and graduate and professional degrees. The overall increase in education levels suggests a good environment for public library support while moderate poverty and unemployment suggest potential leverage points for public library impact.

Nearly sixteen percent of the non-institutionalized population reported a disability, 42 percent of whom were 65 and over.⁵ Median household income was \$42,244 and 14.1 percent of households had income below \$15,000 a year. These figures confirm the likelihood of demand for services for the disabled and income figures indicate the potential for Jeffersonville Township Public Library to reach populations where public libraries may have the greatest impact in bringing needed services to populations that would not otherwise have access.

¹ U.S. Census Bureau, "U.S. Decennial Census 2010," (2010).

² Ibid.

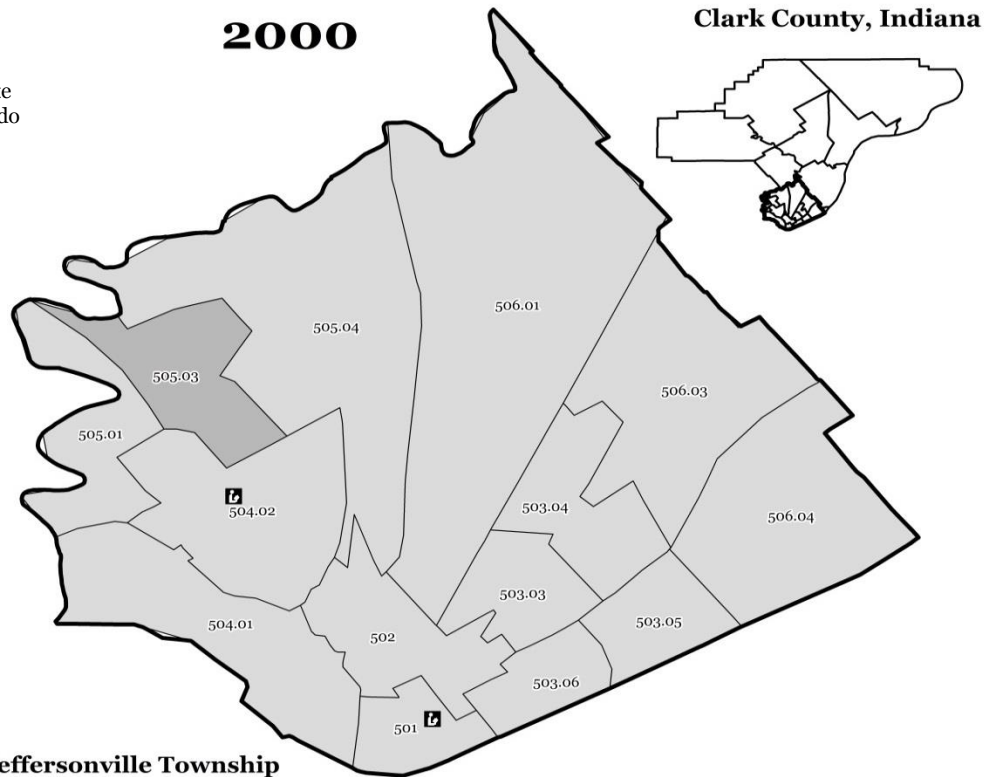
³ Ibid.

⁴ Ibid.

⁵ Data on disability were not reported for Jeffersonville Township in the 2006-2010 American Community Survey data set. These figures are from the American Community Survey 2008-2010 3-year estimates (U.S. Census Bureau, "American Community Survey 2008-2010 3 Year Estimates," (2010)).

Figure 1: Change in Hispanic Population 2000-2010

Note: Numeric labels designate census tracts used by the U.S. Census Bureau for the appropriate years. As populations change, so do the tracts. Each contains roughly 4,000 residents.









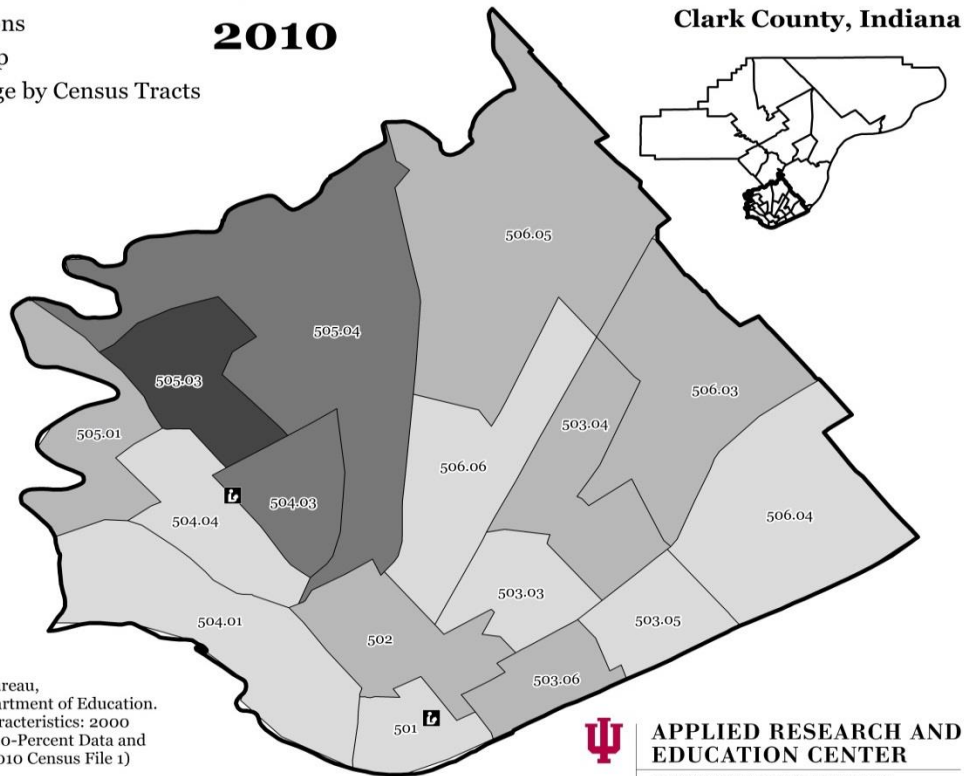
Latino Population in Jeffersonville Township

 Library Branch Locations

 Jeffersonville Township

Latino Population Percentage by Census Tracts

-  0% - 3.65%
-  3.66% - 6.93%
-  6.94% - 10.2%
-  10.21% - 13.48%
-  13.49% - 16.75%
-  16.76% - 20%



Sources: U.S. Census Bureau, American FactFinder, and Indiana Department of Education. (Profile of general Demographic Characteristics: 2000 Census 2000 Summary File 1 (SF 1) 100-Percent Data and Hispanic or Latino by Type: 2010 2010 Census File 1) June 6, 2013.



Summary of Key Components of the Strategic Plan

The JTPL Strategic Plan includes attention to the key concerns included in the state's requirements for planning. The summary of attention to these concerns provides direction on where to find more details on how the library plans to address each item. Performance measures (not included in this summary) provide greater detail on how JTPL staff will measure their progress toward meeting these goals.

Statement of Community Needs and Goals

In order to assess community needs and goals, the Jeffersonville Township Public Library employed a multipronged approach. The planning process incorporated findings from the library's 2012 annual report, 2010 user survey, 2012-2013 nonuser survey, the input of a long range planning committee, library staff, the Board of Trustees, and the comments of residents who attended the community forum (see appendices B-H).

Each of the planning meetings engaged a community visioning process that asked participants to imagine a successful community ten years from now. From that starting point, participants shared their ideas for the library's role in meeting needs to achieve the vision they shared.

The Mission, Vision and Value statements capture a broad sense of community needs and goals and the Strategic Plan embodies the more specific expressed needs and goals.

Abstract: The community needs the library to maintain up-to-date print collections and technology and online resources that support lifelong learning, education, training, job hunting, access to community and family history and broad information resources. Community members would like the library to be a resource for current information on the area. All groups agreed that the library should also function as a site for cultural appreciation and expression, socializing, and engaging in creative and educational activities. In addition, the library serves an important entertainment function that gives residents access to literature, music, movies, and programs free of charge.

Service Responses Included in the Strategic Plan

The planning committee and management staff incorporated all 18 library service responses into the eleven goals that comprise the strategic plan (see Appendix A for *New Planning for Results* service responses). Priorities over the next few years include attention to ready reference, the implementation of a new Integrated Library System to improve access to all of the library's physical and online resources, development of the Indiana Room for local history and genealogy resources, and ongoing program development to promote creative expression and information literacy. The growing Latino and aging populations will be targets for programming designed to meet their more specific needs.

Assessment of facilities, services, technology, and operations

The user and non-user surveys that informed the discussion provided some assessment of services. These assessments can be found in Appendices G-I. Several elements of the strategic plan include ongoing assessment and evaluation of programs and services to ensure that services grow and change with shifting needs of patrons. For example, all events will include brief evaluations and opportunities for feedback and suggestions.



Attention to facilities, services, technology, and operations can be found in the following sections of the Strategic Plan:

Goal 1: The Jeffersonville Township Public Library will develop tools, programs, and resources to help patrons **succeed in pursuits** across the life course.

Objective 1.1: Create a five year collection development plan that reflects changing demographics as well as changing technologies.

Objective 1.2: The library will evaluate current and additional online resources.

Objective 1.3: The library will enable patron use of new technologies to support lifelong learning and enjoyment.

Goal 2: Library staff will enable patrons to discover information to resolve issues or answer questions and will help patrons develop the skills to search, locate, evaluate, and effectively use resources to meet their needs.

Objective 2.1: The library will identify subject areas where patrons may seek to discern the quality of information available and will locate subject experts to offer programs to help patrons navigate those areas.

Goal 3: Patrons will have access to the Internet with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available.

Objective 3.1: Explore the purchase of tablets, e-readers, and laptops for check-out to expand the ways that patrons can connect to the Internet. [Also objective 1.3.a]

Objective 3.2: The library will protect the digital privacy of patrons using library computers.

Objective 3.3: The library will maintain a plan for equipment rotation and acquisition that will allow the library to be responsive to changing technology.

Objective 3.4: The library will provide opportunities for staff to receive training in new technologies, online resources, and software so they can better help patrons utilize available resources.

Goal 4: Business owners and non-profit managers will have access to the information resources they need to develop and maintain strong, viable organizations.

Objective 4.1: Library staff will provide information to social and business entrepreneurs.

Objective 4.2: Library staff will make connections with relevant community partners to ensure that they know what is available at the library for small business owners and organizations.

Goal 5: Patrons will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

Objective 5.1: Explore making available a “maker space”—a place, and potentially equipment, for patrons to make things.

Objective 5.2: Host a variety of craft programs where community members can come together to enjoy their craft hobbies and teach one another.

Goal 6: Patrons will have a central source for information about the wide variety of programs, services, and activities provided by other community agencies and organizations.

Objective 6.1: Use new ILS to develop a community information database.

Goal 7: Patrons will have the resources they need to discover their family histories and to understand the history and traditions of the local community.

Objective 7.1: Collect and digitize genealogy and local history materials.

Objective 7.2: Develop Indiana Room page on the JTPL website.

Objective 7.3: Host programs on local history, current local issues, and current research relative to patron concerns.

Goal 8: The library will provide patrons with a safe and welcoming space to meet and interact with others. The physical structure and landscape will be managed responsibly in ways that promote community use.

Objective 8.1: Explore appropriate energy efficient lighting.

Objective 8.2: Develop and execute a landscape management plan.

Objective 8.3: Develop and execute a plan for better use of space to meet the needs of patrons, the library, and its resources.

Objective 8.4: Improve and update physical facilities.

Objective 8.5: Redesign the Young Adult area to accommodate increased usage and larger collection.

Goal 9: The library will work toward improving its services.

Objective 9.1: Improve signage to assist patrons in finding what they need.

Objective 9.2: Library staff will develop a system that allows staff to provide computer-based services (including check-out) in the stacks and throughout the facility or “roaming services.”

Objective 9.3: Evaluate staff usage in order to provide quality service and best utilize personnel time.

Goal 10: The library will develop a comprehensive communications plan to ensure community awareness of services and programs.

Objective 10.1: Improve online library presence.

Objective 10.2: Increase awareness of library services through engaging community partnerships.

Objective 10.3: Increase awareness of the library’s programs and services through branding, advertising and public relations.

Ongoing Annual Evaluation

JTPL Director Libby Pollard and the management team will use the three year strategic plan to create annual work plans. The performance measures and dates included in the strategic plan will be used as a guide for the work and each year, in conjunction with the completion of the Annual Report, the management team will assess progress on all performance measures, adjusting the plan as needed to accommodate changes and new opportunities.

Financial Resources and Sustainability

The JTPL is funded by a property tax levy. In 2009 the state of Indiana passed legislation that capped property tax rates. This change has a significant impact on the library's annual funding. In order to plan for variation in the annual impact of this change, JTPL contracts with Umbaugh, who provides a revenue estimate, and the library adjusts the budget accordingly. Additional tax policy changes could further impact the library's revenue. The JTPL Director and Board of Trustees will carefully monitor changes.

The JTPL staff will engage in networking and grant writing to access new sources of support for programs and services. The library plans to explore developing a library foundation to raise funds for sustainable supplemental funding. Performance measures provide detailed plans for meeting these objectives.

Goal 11: Diversify funding sources.

Objective 11.1: Outreach to local businesses.

Objective 11.2: Increase grant writing.

Objective 11.3: Develop new strategies and structures for fund development and financial support.

Collaboration with Other Public Libraries and Community Partners

The JTPL strategic plan includes increased effort to collaborate with local schools, community organizations, and Indiana University Southeast and New Albany-Floyd County Public Library.

Goal 1: The Jeffersonville Township Public Library will develop tools, programs, and resources to help patrons succeed in pursuits across the life course.

- **Objective 1.4:** Participate in a community common read and program series in collaboration with the IU Southeast Common Experience and the New Albany-Floyd County Public Library (2014-2016).

Goal 4: Business owners and non-profit managers will have access to the information resources they need to develop and maintain strong, viable organizations.

- **Objective 4.2:** Library staff will make connections with relevant community partners to ensure that they know what is available at the library for small business owners and organizations.

Goal 6: Patrons will have a central source for information about the wide variety of programs, services, and activities provided by other community agencies and organizations.

- **Objective 6.1:** Use new ILS to develop a community information database.

Goal 10: The library will develop a comprehensive communications plan to ensure community awareness of services and programs.

- **Objective 10.2:** Increase awareness of library services through engaging community partnerships.

Detailed Goals, Objectives, and Performance Measures

Goal 1: The Jeffersonville Township Public Library will develop tools, programs, and resources to help patrons succeed in pursuits across the life course.

Objective 1.1: Create a five year collection development plan that reflects changing demographics as well as changing technologies.

Performance Measure(s)

- a. Complete a five year collection development plan for Board approval (2014).
- b. Increase non-English language juvenile collections (number of items) by 10 percent each year at both locations (2014-2016).
- c. Increase non-English language adult collections (number of items) by 10 percent each year at both locations (2014-2016).
- d. Increase large print collection (number of items) by 10 percent each year at both locations (2014-2016).
- e. Increase audio collection (number of items) by 10 percent each year at both locations (2014-2016).
- f. Increase digital format material by 30 percent each year (2014-2016).

Target Audience: All patrons, with attention to the aging, disabled, and non-English speaking communities.

Objective 1.2: The library will evaluate current and additional online resources.

Performance Measure(s)

- a. Establish systematic annual reporting of JTPL's current and potential online resources, with attention to usage, cost, and contribution to a complete collection (2014).

Target Audience: All patrons

Objective 1.3: The library will enable patron use of new technologies to support lifelong learning and enjoyment.

Performance Measure(s)

- a. JTPL staff will present considerations to the Board of Trustees for making tablets, e-readers, and laptops available for check-out for both in-house and external use (2015).
- b. JTPL will provide six classes in the use of e-readers, and other popular tablet applications for reading, each year (2014-2016).
- c. Library staff will assess needs and the value of e-reader classes with the use of post-class evaluations for every class (2014-2016).
- d. Library staff will provide at least 100 one-on-one instruction sessions in the use of e-readers and popular tablet applications for reading at each library location each year (2014-2016).

Target Audiences: All patrons.

Objective 1.4: The JTPL will offer original programs that encourage pre-literacy and literacy skills with an emphasis on developing a lifelong love of reading and libraries.

Performance Measure(s)

- a. Maintain scheduled sessions of established baby/toddler, preschool, family, and early elementary story time programs, a total of 18 programs per month for the two locations combined (2014-2016).
- b. Produce at least 30 upper elementary programs per year (2014-2016).
- c. Produce at least 78 teen programs per year (2014-2016).
- d. Maintain a teenage volunteer and library advisory group, the JTPL Youth Advisers, through at least one meeting per month (2014-2016).
- e. Develop and implement a six-week summer reading program for children of all ages during the summer school break (2014-2016).
- f. Develop and implement programs for school-age children during the Fall and Spring two-week school breaks (2014-2016).
- g. Produce at least 4 adult programs each year not otherwise specified in this plan (2014-2016).
- h. Maintain six adult book discussion groups that meet monthly.
- i. Develop and implement summer reading program for adults (2014-2016).
- j. Participate in a community common read and program series in collaboration with the IU Southeast Common Experience and the New Albany-Floyd County Public Library (2014-2016).

Target Audiences: Children, youth, and families.

Objective 1.5: Library staff will provide readers' advisory services.

Performance Measure(s)

- a. Provide clear and visible links to online book review resources on the library's website. Staff will update on an ongoing basis and will review resources annually (2015-2016).
- b. Post information (URLs and/or QR codes) for online genre-specific readers' guides in appropriate genre sections of the library. Library staff will update and evaluate six times each year (2015-2016).
- c. Library staff will create "staff picks" displays and will update them monthly (2014-2016).
- d. Library staff will release a staff picks newsletter monthly (2015-2016).

Target Audiences: Reading patrons of all ages.

Objective 1.6: Increase outreach services to homebound populations, nursing homes, and assisted living facilities.

Performance Measure(s)

- a. Present considerations to the Board of Trustees for expanding homebound service (2015).

- b. Identify nursing homes and assisted living facilities as potential partners (2015).
- c. Contact nursing homes and assisted living facilities and determine feasibility and potential structure for services (2015).

Target Audiences: The elderly and disabled.

Goal 2: Library staff will enable patrons to discover information to resolve issues or answer questions and will help patrons develop the skills to search, locate, evaluate, and effectively use resources to meet their needs.

Objective 2.1: The library will identify subject areas where patrons may seek to discern the quality of information available and will locate subject experts to offer programs to help patrons navigate those areas.

Performance Measure(s)

- a. Six topics will be identified and six programs hosted each year (2014-2016).
- b. Generate ideas for information literacy workshops on an ongoing basis (2015-2016).
- c. Post-program evaluations will ask patrons to evaluate usefulness and share ideas for other topics they would like to see covered (2014-2016).

Target Audience: All patrons.

Objective 2.2: Library staff will provide one-on-one assistance with finding information and discerning the quality of particular sources of information.

Performance Measure(s)

- a. Library staff will be equipped with tablets to allow them to help patrons while in the stacks at both locations (2014).
- b. Library staff will assist patrons by answering 10,000 questions per year (2014-2016).

Target Audience: All patrons.

Objective 2.3: Computers will be installed in the Reference Department to assist patrons with computer applications.

Performance Measure(s)

- a. Computers will be installed (2014).
- b. Information technology staff will provide a series of training sessions on computer applications to prepare reference staff to provide computer assistance (2014).
- c. 100 percent of reference staff will complete training in computer applications (2014).

Target Audience: All patrons.

Objective 2.4: Implement an integrated library system (ILS).

Performance Measure(s)

- a. Successful implementation of ILS (2014).

Target Audience: All patrons.

Objective 2.5: Implement self-check-out and Radio Frequency Identification systems.

Performance Measure(s)

- a. Complete exploration of financial feasibility of self-check-out system (2014).
- b. Present plan for self-check-out and RFID to the board for approval (2014-2015).
- c. Install systems (2015).
- d. Train all staff on self-check-out and RFID systems (2015).
- e. Implement self-check-out and RFID systems (2015).

Target Audience: All patrons.

Objective 2.6: Provide quick and easy access to all library information and materials by maintaining and updating the database of library holdings.

Performance Measure(s)

- a. Add 10,000 new items per year for the next three years (2014-2016).

Target Audience: All patrons.

Goal 3: Patrons will have access to the Internet with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available.

Objective 3.1: Explore the purchase of tablets, e-readers, and laptops for check-out to expand the ways that patrons can connect to the Internet. [Also objective 1.3.a]

Performance Measure(s)

- a. JTPL staff will present considerations to the Board of Trustees for making tablets, e-readers, and laptops available for check-out for both in-house and external use (2015).

Target Audience: All patrons.

Objective 3.2: The library will protect the digital privacy of patrons using library computers.

Performance Measure(s)

- a. Maintain PC Reservation software and privacy settings (2014-2016).

Target Audience: All patrons.

Objective 3.3: The library will maintain a plan for equipment rotation and acquisition that will allow the library to be responsive to changing technology.

Performance Measure(s)

- a. The library will implement a five year hardware replacement plan for desktop hardware (2015).
- b. The library will execute the hardware replacement plan for desktop hardware (2015-2016).

Target Audience: All patrons and staff.

Objective 3.4: The library will provide opportunities for staff to receive training in new technologies, online resources, and software so they can better help patrons utilize available resources.

Performance Measure(s)

- a. All relevant staff will attend two classes or professional development webinars for technology training each year (2014-2016).

Target Audience: Relevant staff.

Goal 4: Business owners and non-profit managers will have access to the information resources they need to develop and maintain strong, viable organizations.

Objective 4.1: Library staff will provide information to social and business entrepreneurs.

Performance Measure(s)

- a. Library staff will compile resources and services related to businesses and nonprofits (2016).
- b. Library staff will conduct classes and one-on-one instruction on relevant resources and services (2016).

Target Audience: All interested patrons.

Objective 4.2: Library staff will make connections with relevant community partners to ensure that they know what is available at the library for small business owners and organizations.

Performance Measure(s)

- a. Library staff will forge connections with and provide regular updates to the Small Business Development Center and One Southern Indiana to ensure that these entities are fully aware of the databases on small business and other resources available through the JTPL (2015-2016).
- b. JTPL will increase the use of business related databases and other resources by 20 percent. (2015-2016)

Target Audience: All interested patrons.

Goal 5: Patrons will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

Objective 5.1: Explore making available a “maker space”—a place, and potentially equipment, for patrons to make things.

Performance Measure(s)

- a. Conduct a community needs assessment to determine demand for a maker space (2015).
- b. Conduct a facilities assessment (2015).
- c. If feasible, purchase appropriate maker space equipment (2016).

Target Audience: All patrons.

Objective 5.2: Host a variety of craft programs where community members can come together to enjoy their craft hobbies and teach one another.

Performance Measure(s)

- a. Host at least 12 craft programs each year at the two locations combined (2014-2016)
- b. Survey attendees to determine interests for craft programming and effectiveness of programming (2014-2016).

Target Audience: All patrons.

Goal 6: Patrons will have a central source for information about the wide variety of programs, services, and activities provided by other community agencies and organizations.

Objective 6.1: Use new ILS to develop a community information database.

Performance Measure(s)

- a. Identify and contact local organizations for input and inclusion in the community database (2015).
- b. Develop a partnership with 211 to promote their community database and their services (2015).
- c. Create a plan to use the ILS platform to create a community database (2015).
- d. Begin building ILS-based community database resource (2016).

Target Audience: All patrons.

Goal 7: Patrons will have the resources they need to discover their family histories and to understand the history and traditions of the local community.

Objective 7.1: Collect and digitize genealogy and local history materials.

Performance Measure(s)

- a. Explore grants and other potential funding sources (2014).
- b. Work with Oklahoma Correctional Industries (OCI) to digitize Jeffersonville, Clarksville and Providence High School yearbooks (2014).
- c. Develop plan for making the digitized material available on the server (2015).
- d. Make newly digitized material publicly available on server (2016).
- e. Evaluate and identify materials to digitize (2015-2016).
- f. Determine hardware needs and budget for desired expansion (2015-2016).

- g. Work on developing the local history collection by planning for 10 percent growth each year (2014-2016).

Target Audience: Patrons interested in using local history and genealogy resources.

Objective 7.2: Develop Indiana Room page on the JTPL website.

Performance Measure(s)

- a. Library staff will design an Indiana room webpage including genealogy database descriptions, contact information, hours, genealogy forms and links to other genealogy resources (2014).
- b. Maintain webpage and add digital content (2015-2016).

Target Audience: Patrons interested in genealogy and local history resources.

Objective 7.3: Host programs on local history, current local issues, and current research relative to patron concerns.

Performance Measure(s)

- a. Contact subject matter experts and have them offer programs relevant to genealogy and local history. Host four programs per year (2014-2016).

Target Audience: The general public and all patrons.

Goal 8: The library will provide patrons with a safe and welcoming space to meet and interact with others. The physical structure and landscape will be managed responsibly in ways that promote community use.

Objective 8.1: Explore appropriate energy efficient lighting.

Performance Measure(s)

- a. Determine where energy efficient lighting changes are possible (2014).
- b. Change lighting as budget allows (2015-2016).

Target Audience: All staff and patrons.

Objective 8.2: Develop and execute a landscape management plan.

Performance Measure(s)

- a. Evaluate current landscaping needs at both facilities (2014).
- b. Develop a written landscape plan for both facilities (2014).
- c. Get quotes from competing businesses for the landscape plan (2014).
- d. Hire company to execute plan and maintain landscaping (2015-2016).

Target Audience: All patrons and the downtown community.

Objective 8.3: Develop and execute a plan for better use of space to meet the needs of patrons, the library, and its resources.

Performance Measure(s)

- a. Hire a consultant to re-evaluate current use of library space at both locations (2016).
- b. If necessary, create a new layout of library facilities including study rooms (2016).
- c. Create options for smaller meeting room spaces with the flexibility to expand for larger groups (2016).
- d. Explore purchase of new equipment and/or furniture (2016).

Target Audience: Staff and all patrons.

Objective 8.4: Improve and update physical facilities

Performance Measure(s)

- a. Maintain safety and aesthetics of current facilities (2014-2016).
- b. Evaluate current furnishings for deterioration and possible replacement (2014-2016).

Target Audience: Staff and all patrons.

Objective 8.5: Redesign the Young Adult area to accommodate increased usage and larger collection.

Performance Measure(s)

- a. Add shelving to allow for current collection plus growth (2014).
- b. Replace tables and seating with more modern and distinctive furniture, all of which is mobile to allow for flexibility in social and study groups (2014).
- c. Add distinctive touches to separate the area visually from the general library (2014).

Target Audience: Young adult patrons.

Goal 9: The library will work toward improving its services.

Objective 9.1: Improve signage to assist patrons in finding what they need.

Performance Measure(s)

- a. Evaluate location and content of indoor signage and install additional signage where needed (2014).
- b. Post indoor signs in Spanish and in English (2014).

Target Audience: All patrons, Hispanic patrons.

Objective 9.2: Library staff will develop a system that allows staff to provide computer-based services (including check-out) in the stacks and throughout the facility or “roaming services.”

Performance Measure(s)

- a. Implement and evaluate roaming services (2016).

Target Audience: All patrons and relevant staff.

Objective 9.3: Evaluate staff usage in order to provide quality service and best utilize personnel time.

Performance Measure(s)

- a. Design and implement a staff performance evaluation system (2014).
- b. Review and evaluate workflow, library staff positions, and organizational structure (2015).
- c. Design options for extending hours, including scenarios for establishing Sunday hours (2015).
- d. Determine any additional staffing needs and present proposal for staffing needs to the Board of Trustees (2015).
- e. Implement a systematic training program to ensure quality service (2016).

Target Audience: All staff for the benefit of all patrons.

Goal 10: The library will develop a comprehensive communications plan to ensure community awareness of services and programs.

Objective 10.1: Improve online library presence.

Performance Measure(s)

- a. Redesign library website to better highlight programs and resources (2014-2016).
- b. Update all web content regularly (2014-2016).
- c. Maintain and regularly update social networking sites (2014-2016).
- d. Work with other community organizations to provide links to the JTPL from their websites (2014-2016).

Target Audience: All patrons

Objective 10.2: Increase awareness of library services through engaging community partnerships.

Performance Measure(s)

- a. Designate a staff member to act as a liaison to local schools and community organizations (2015-2016).
- b. Create displays that highlight school topics and community events (2014-2016).
- c. Provide assistance with school-provided technologies (2014-2016).
- d. Provide links from school websites to the library's website (2015-2016).
- e. Explore possibilities for hosting tutoring programs with community partners at the library (2016).
- f. Participate in at least 30 school fairs and events each year (2014-2016).

Target Audience: All patrons.

Objective 10.3: Increase awareness of the library's programs and services through branding, advertising and public relations.

Performance Measure(s)

- a. Develop and implement a marketing plan (2016).

- b. Increase visibility throughout township via branded materials associated with the library and particular programs, events or services (2014-2016).
- c. Participate in at least four local festivals each year (2014-2016).
- d. Use network of community organizations to advertise events and services through e-mail (2014-2016).
- e. Identify and document use of community networks to advertise events and services through e-mail (2014-2016).

Target Audience: All patrons.

Goal 11: Diversify funding sources.

Objective 11.1: Outreach to local businesses.

Performance Measure(s)

- a. Research and identify local businesses that may have an interest and ability to provide funding (2015).
- b. Make contacts and have meetings with businesses (2015).
- c. Attend networking events (2014-2016).
- d. Host local business meetings at the library to build stronger partnerships (2015-2016).

Target Audience: Local businesses.

Objective 11.2: Increase grant writing.

Performance Measure(s)

- a. Explore purchasing foundation and grant resources for library staff and public use (2015) [also supports goal #4].
- b. Each department manager will identify at least one appropriate grant opportunity each year (2015-2016).
- c. Send staff to grant-writing workshops (2015).

Target Audience: Library staff and all patrons.

Objective 11.3: Develop new strategies and structures for fund development and financial support.

Performance Measure(s)

- a. Explore establishing a library foundation (2015-2016).
- b. Research training opportunities and send a staff member to workshops related to fundraising and planned giving (2015-2016).
- c. Identify potential planned giving donors (2016).
- d. Make solicitations (2016).

Target Audience: Friends of the Library, board members, staff and general public.

Strengths, Weaknesses, Opportunities and Threats

JTPL staff members, the planning committee, and the Board of Trustees participated in discussions of the library’s strengths, weaknesses, opportunities, and threats (SWOT) with regard to executing the plan.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Staff • Patrons • Plan for the Indiana Room • Board • High credibility • Volunteers • Friends of the Library • Networking and participating with the Downtown Merchant Association and Main Street to promote services. • Leadership: Director and Board 	<ul style="list-style-type: none"> • Size of staff (particularly in light of the following items): <ul style="list-style-type: none"> ○ School and community organization liaison. ○ Need for new website and to maintain website and active presence in social networking. ○ Communications and public relations. • Aversion to rapid change (among both staff and patrons). • Patron demographics. • Keeping tech knowledge up-to-date.
Opportunities	Threats
<ul style="list-style-type: none"> • Diversifying community. • A library foundation. • Marketing and public relations efforts. • Leveraging relationships. • Evolving role of books—people reading e-books and fewer physical books. • Managing transition from books to digital resources—need to track annual data so JTPL can be proactive and not reactive in this transition. 	<ul style="list-style-type: none"> • Funding. • Low level of public support for taxes to support the library. • Perception that libraries are no longer needed. • Attitudes toward the homeless. • Homeless patrons. • Mentally ill patrons. • Major transportation changes. • Development in the county may shift population and funding base outside of township. • Events and businesses in downtown may promote longer hours to increase traffic in downtown, but library has a harder time increasing hours because their income does not increase as the result of being open more.

Appendix A: Service Responses⁶

1. **Be an Informed Citizen:** Local, national, and world affairs. Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.
2. **Build Successful Enterprises:** Business and non-profit support. Business owners and non-profit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations.
3. **Celebrate Diversity:** Cultural awareness. Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.
4. **Connect to the Online World:** Public Internet access. Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the internet.
5. **Create Young Readers:** Early literacy. Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.
6. **Discover Your Roots:** Genealogy and local history. Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.
7. **Express Creativity:** Create and share content. Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.
8. **Get Facts Fast:** Ready reference. Residents will have someone to answer their questions on a wide array of topics of personal interest.
9. **Know Your Community:** Community resources and services. Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.
10. **Learn to Read and Write:** Adult, teen, and family literacy. Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens and workers.
11. **Make Career Choices:** Job and career development. Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

⁶ New Jersey State Library Trustee Institute 09/29/07 as found in *The New Planning for Results: A Streamlined Approach*, by Sandra Nelson for the Public Library Association.

12. **Make Informed Decisions:** Health, wealth, and other life choices. Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.
13. **Satisfy Curiosity:** Lifelong learning. Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
14. **Stimulate Imagination:** Reading, viewing, and listening for pleasure. Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.
15. **Succeed in School:** Homework help. Students will have the resources they need to succeed in school.
16. **Understand How to Find, Evaluate, and Use Information:** Information fluency. Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.
17. **Visit a Comfortable Place:** Physical and virtual spaces. Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.
18. **Welcome to the United States:** New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics that they need to participate successfully in American life.



Appendix B: Strategic Planning Process

September 25: Strategic Planning Committee 4:00-5:30 p.m. @ JTPL

September 30th: Community Forum Open to the Public @ JTPL 6:30-7:45 p.m.

October 1: JTPL Board Meeting to Work on Vision Revision @ JTPL 4:30-6:00 p.m.

October 7: Community Forum Open to the Public @ Clarksville Branch 6:30-7:45 p.m.

October 14: JTPL Staff Retreat—Strategic Planning @ JTPL 9:00 a.m.-12:00 p.m.

October 23: JTPL Strategic Planning Committee 4:00-5:30 p.m.

- Review draft of new library vision (draft based on all prior components of planning process).
- Review staff and board determined service priorities.
- Based on library vision (including any potential revisions) and staff and board ideas about service priorities, arrive at top five service priorities and determine order of priority.

November 7 2:00 p.m.: Management Team Meeting to discuss and revise strategic plan draft.

November 8 1:00 p.m.: Management Team Meeting to discuss and revise strategic plan draft.

November 14: JTPL Management Team Meeting to discuss and revise strategic plan draft.

November 18: JTPL Strategic Planning Committee 4:00-5:30 p.m.

- Review Strategic Plan.
- Discuss highlights and concerns about the plan.
- Identify potential partnerships or collaborations that could support the plan's success and integration into other community efforts.

November 19: JTPL Board Meeting 4:00-6:00 p.m.

- Review new vision and suggest/discuss any potential concerns or changes.
- Review Service Priorities and suggest/discuss any potential concerns or changes.
- Review staff developed Goals and Objectives.
- SWOT specific to the Strategic Plan as it stands.

December 5: JTPL Management Team Meeting to Revise Strategic Plan and Look more carefully at workload across years and departments.

December 17: JTPL Board Meeting for Final Approval of Strategic Plan 4:00-5:30 p.m.

Appendix C: Planning Committee Notes

JTPL Long Term Planning Committee

Committee Members:

Kyra McCormick, Your Community Bank
Chris Locke, Goodwill Industries
Michelle Espinoza, works with schools and with the Latino community
Lynn Wilson, JTPL Board Member, retired teacher
Hilda Kendrick-Appiah, Teacher
Jackie Love, Community Action Southern Indiana
Pam Seabolt, JTPL Clarksville Branch Manager
Lori Morgan, JTPL Youth Services Manager
Libby Pollard, JTPL Director

***Meetings after initial brainstorming sessions do not have notes as all notes were incorporated as revisions to the strategic plan and the SWOT analysis.**

09/25/2013

Community Vision

High employment at livable wages.

High educational attainment—both formal and informal education

- Technological advancements
- Robots
- Recreation
- Lifelong learning—facilities and programs that promote and facilitate lifelong learning

Green Space Development

- Recreation

Community Services Directory—resource sharing

Attention to bilingual communities as well as inclusivity vis-à-vis disability across all of these areas.

Library's Role in Community Vision

GED classes at both branches

GED classes in Spanish

English classes

Use green space for classes

Private classes for some who prefer privacy.

Library as “convener”—space for community building

Maintain and update as needed to continue to be a site for lifelong learning

Proactive, not reactive

Employment, education, lifelong learning, recreation, and community resource coordination (Inclusivity)

Classes—Business plans, resumes, job search, interview training.

Computer training

Social media

Sewing classes

Community building through activities



Tie to other community events and activities

Referrals to other resources

Youth collections must be constantly updated

E-books

Varied technologies

Professional development for library staff to keep them current and to adapt to new roles, service populations and changing technologies.

JTPL Planning Committee October 23, 2013

Values

- Lifelong learning
- Responsive to needs and desires of the community
 - Integrity
 - Service
 - Accessibility
 - Inclusive
 - Diverse
 - Identification
- Fostering creativity
 - Freedom of expression
 - Exposure to new experiences
- Responsive current collections

Goals

Create informed readers of all ages

- Connect to the online world
- Succeed in literary pursuits
 - Homework help
 - Story programs
 - Book clubs
- Build successful enterprises
 - Nonprofits
 - Small business
 - Materials on changing technology
 - Resource list on databases available
 - Steps to establish small business or nonprofit
 - Surplus equipment
 - Partner to help organizations and small business to know what is out there
- Express creativity
- Informational resource
- Know your community
- Information literacy

Mission

We split into groups and each group worked on writing a mission statement for the library.

The mission of the Jeffersonville Township Public Library is to enrich the lives of its diverse community members by nurturing mind, body, and social interaction by specifically offering

- Technology
- Opportunities for creative thinking and doing (may be vague)
- Current materials for diverse learners
- Educational classes
- Room availability for



- outside organizations
- youth programming

The mission of the library is to identify and meet the informational, entertainment and technological needs of the community by enabling individuals to be responsible and informed citizens in a safe, calm environment.

The JTPL will provide a safe and welcoming environment that fosters lifelong learning for the entire community.

Appendix D: Community Forum Notes

JTPL Community Forum 09/30/2013

Jeffersonville Location

No community members showed up for the meeting.

JTPL Community Forum 10/7/2013

Clarksville Branch

8 people showed up; 5 Friends of Library; 1 each email, newspaper, telephone invite

10 years from now how do you see community—Community vision

- More sidewalks, public spaces, places to convene
- More active neighborhood associations
- More local control
- Growth in middle class/ professional
- Growth in school population
- More industry
- More ESL
- Expanded retail, public transportation
- More museums, galleries, arts, venues, events
- Growth of Louisville suburb
- More people>more services> more businesses
- Reach out to families>include everyone: family supported activities

Role of Library

- Holder of resources
- Welcoming, not intimidating
- Used book sale
- Advertise more
- Need internal library loan
- Opportunity for volunteering
- Services for aging population
 - Bookmobile
 - Homebound, nursing home
- Public transportation>stop at library
- Special Needs
- Diversity
- Activities
 - Place to go
 - Education-literacy
 - Adult education
 - Expand hours
 - Site for services
 - Counseling
 - Support
 - Resource for information

- Social services
 - Community center
- Purpose
 - Books, movies, CDs
 - Free access to knowledge
 - Entertainment
 - Internet
 - Online catalog very useful
- Types of activities
 - Partner with Indiana Historical Society
 - Traveling museums
 - Connect to other museums
 - Local history
 - Professors to present>intellectual events
 - Language collections>English as a New Language
 - Better communications/cooperation with Arts; Tap IUS
 - Economic education
 - Personal finance
 - Life skills>cooking, health, nutrition; tie with books @ library
 - Homework help for latch key kids
 - Coordinate with other organizations
 - Purdue Extension
 - GED classes
 - Computer literacy
 - Cell phone
 - Ivy Tech
- Strengths
 - Children's department
 - Accessible
 - Nice building
 - Friendly staff
 - Location
 - Comfortable
 - Computers
- Weaknesses
 - Staffing/program costs
 - Lack of green space
 - Closes too early
 - Money is barrier
 - Community apathy
 - Lack of communication
 - Work with schools



Appendix E: Board Meeting Notes

JTPL Board Meeting 10/1/2013

Values

Knowledge/Learning
Education
Informed citizenry

Creativity
Freedom of Expression
Fostering Creativity
Visualizing
Exciting

Diversity
Openness
Equality
Opportunity
Inclusive
Welcoming
Lifelong
Fairness
Honesty
Honest Investigation
Integrity

Community Identification
Sharing
Caring
Friendly

Excellence
Current
Responsive to needs and desires
Sound financial management

Mission

Serve the community.
Enable individuals to be better citizens.
Identify and meet needs
Educate.
Serve community youth.
Promote good citizenship: thinking and reasoning.
Technology
Equalize opportunity—and access to technology.

Community Vision

High employment @ livable wages.
High educational attainment—both formal and informal
High tech, robots
Recreation
Green space development
Lifelong Learning—facilities and programs
Community services Directory—Resource sharing
Bilingual communities
Inclusive Community (Disabilities too)
Educated and trained citizenry
Full Employment
Diverse Population
Cultural Opportunities
Social Safety Nets
Responsive Government Bodies
Quality of life attracts and retains people
Parks
High School sports
Riverfront
Lifelong Learning
Living Wage
Community Pride
Entertainment: food, shops, sports

Library in the Community Vision

Fine arts—multicultural—appreciation, learning and expression
Information resource, including for job training and job hunting
Socializing—place for community
 Attention to aging and retired
 Attention to youth—they need a safe and positive environment and things to do
Site for face-to-face interaction
Resource Training
 Finding services
 GED classes—lifelong learning and skill development
Family and Community History
 Preservation
 Accessibility
Information Needed for Government
 Place to get information and data on our area, our issues
 Maybe partner with others to be sure local reports and data are readily available at libraries.

Appendix F: Staff Retreat

JTPL Staff Retreat October 14, 2013

Departments represented were: branch, lab, children, youth, genealogy, maintenance, tech, circulation, reference, administration

How do you see the community 10 years from now, experiencing prosperity?

- Better bridges/infrastructure
- Improvement for homelessness/services for aging/mental health
- Newspaper online
- No mail service
- Public transportation
- Education outreach
- Treat animals w/respect-find homes for all
- Everyone has access to internet
- Downtown
 - More traffic/foot traffic
 - Increase in business
 - River Ridge have more>in addition to warehouses
 - Attract more college, professionals
 - East end also offer more
- People will move out of Jefferson Township, toward new bridge
- More culture
- More hometown pride
- National recognition
- Affordable housing
- Better education>funding
- Cleaner Jeffersonville>less drugs/abuse
- Library>community center and become bridge to public
- Full employment and living wage/better living

Role of library

- Expand hours/include Sunday
- County wide library system
- Auditorium for cultural events
- Social space for parties

Resources

- Bookmobile needs technology, longer stops, expand stops in community

Methods of Action

- Infrastructure for upgrade in technology
- Let community know what orgs are supported by library>recycle magazines/newspapers, etc.

Programming

- Teaching/reading

Not library business (from list)

- Not do job of government
- Site for services>counseling
- Not reading teachers>site for, but not provider

- Check out laptops/e-readers (loss)
- Traffic signals
- Childcare in broad sense

Values, ideas of how library should consider

- Learning
- Freedom of speech (censorship fought)
- Accessibility
- Community
- Lead by example
- Service
- Equality
- Diversity
- Integrity
- Free
- Exposure to new experiences
- Enjoyment
- Book lust
- Progress

Reasons library exists

- Entertainment—free access
- Community>redundant>all ages are included
- Accessible
- Equality brought out more>equalizer more clearly stated
- Help serve
- Safe, calm environment

Goals for long term—10 year

- Expand services
- Funding increase, diversify
- Diverse collection (digitally)
- Diverse users
- Consolidate county services
- Bookmobile
- Technology
- Community accessibility
- Expand services throughout township
 - Particularly East End
- Close partnership with schools to fulfill needs of students/teachers
- Increase awareness of library services

Goals: 3-5 years out

- Diversify funding
 - Outreach to local businesses
 - Increase grant writing
 - Budget for outreach services and facilities
 - Find alternate revenue streams
- Expand current services
 - More staffing in general (labs especially)
 - More online resources

- Technology
 - Increased access and education to technology
 - Responsiveness to changing technology
 - Better trained staff
 - In house classes and training
 - Space utilization for class attendance
 - Follow up practical applications
 - Support technology
 - Privacy
 - Laptop and tablet checkout
- Community exposure
 - Increase PR throughout township
 - Partner with local organizations
 - Increase participation in local festivities
 - Create online library presence
 - Increased outreach to community
 - Materials, services and facilities
 - Community gathering space
 - Expansion flexibility
 - Meeting rooms-smaller
 - Family areas
- Partnerships
 - School librarians
 - Open communication with schools
 - Liaison
 - Volunteer
 - Co-op with IUS students tutoring
- Improved physical plant
 - Conversion to LED lighting
 - Solution to landscape management
 - Space utilization
 - Improve and update physical facilities
- Create a more patron friendly environment
 - Minimize patron wait time
 - Improved signage
 - Provide better reader's advisory services
 - Roaming reference staff
 - With tablet to search, instead of running back and forth to desktop
 - Re-evaluate staff usage at circulation and reference
 - Redesign library website
- Develop a diverse collection plan
 - Purchase tablets, e-readers, laptops
 - Expand Hispanic and other collections
- Digitize genealogy and local history materials
 - Explore grants and funding
 - Develop Indiana Room page on library website
- Build volunteer base
 - Deliver books to homebound or on bookmobile

- Use community information database
 - Compile various community information to the community
 - Local organization meetings
 - Local cemetery records
 - Local documents of public interest

Position to be able to do things

Strengths

- Educated staff
- Experienced staff
- Staff knows community
- Staff dedication
- Facilities
- Location

Weaknesses

- Funding limits staff
- Funding limits programming
- Resistance to change
- Outreach to potential partners

Opportunities

- Businesses who may be willing to contribute
- Tech advances making new things possible
- Capacity to digitize
- Outreach to potential partners

Threats

- Funding
- Perception that libraries aren't needed (declining need)

Appendix G: Annual Report Data Summary

Figure 2: Visits and Circulation, 2000-2012

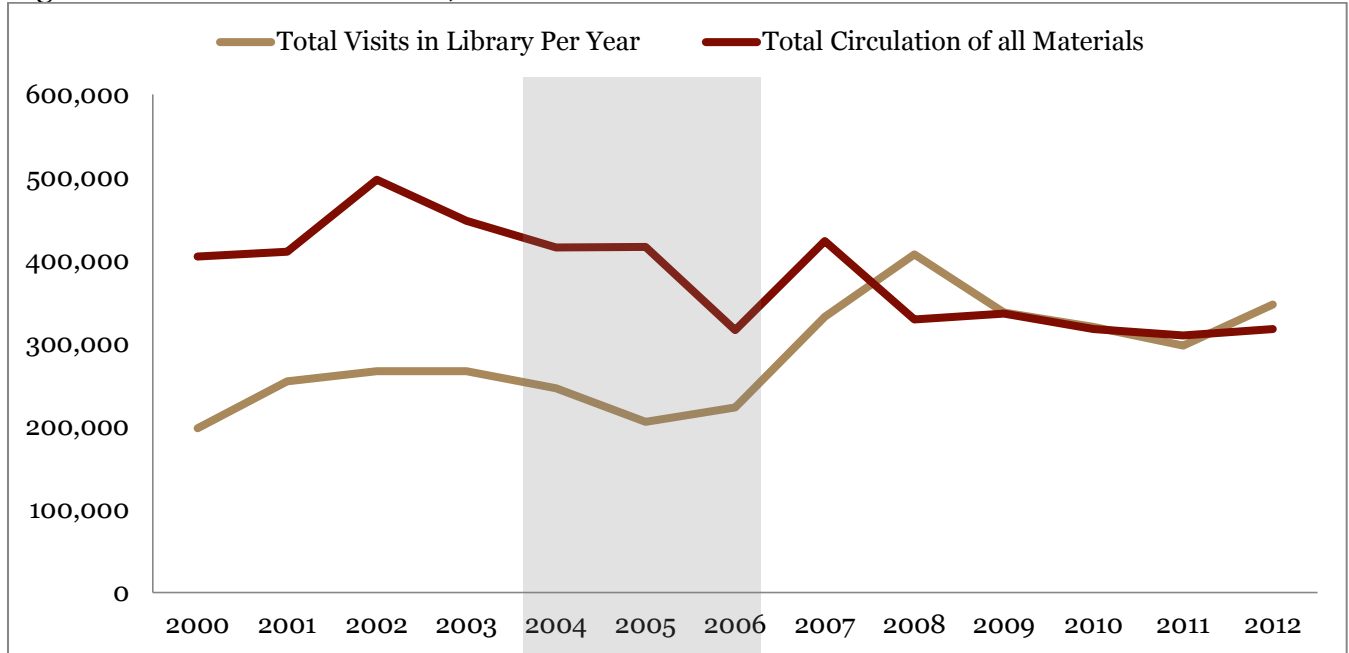


Figure 3: Children's Program Offerings and Attendance 2000-2012

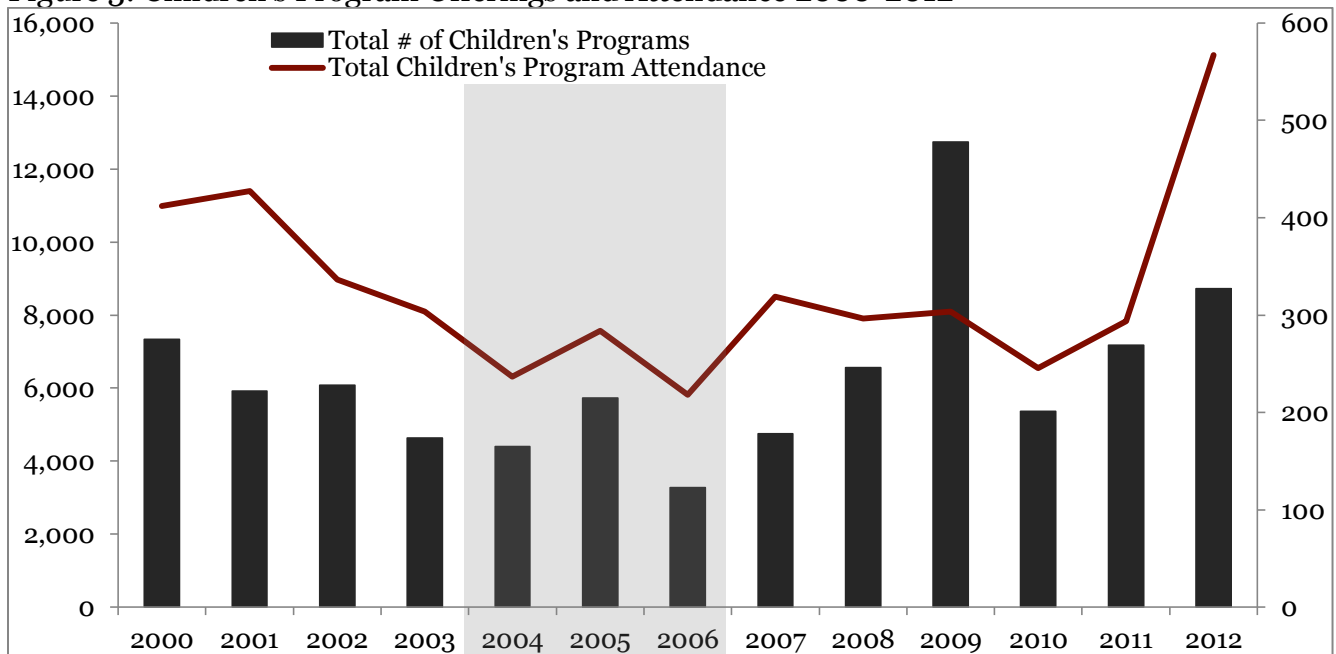


Figure 4: Young Adult Programs and Attendance

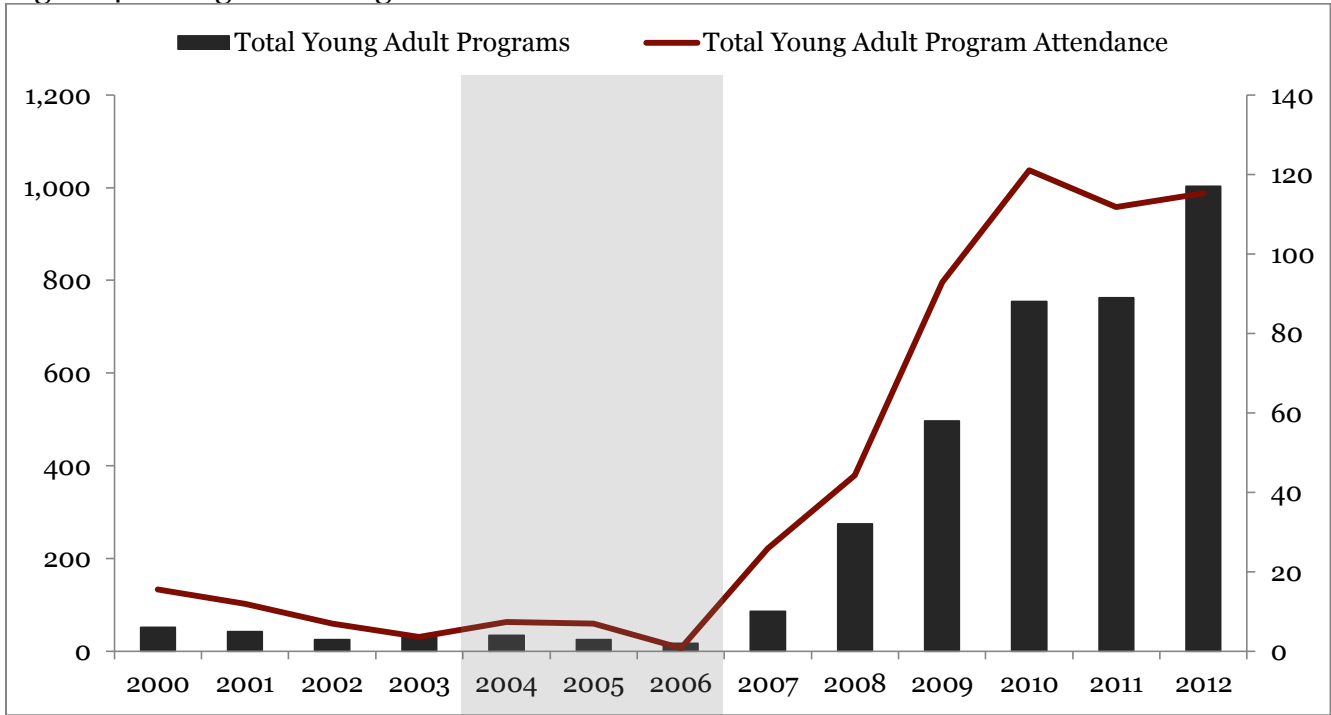
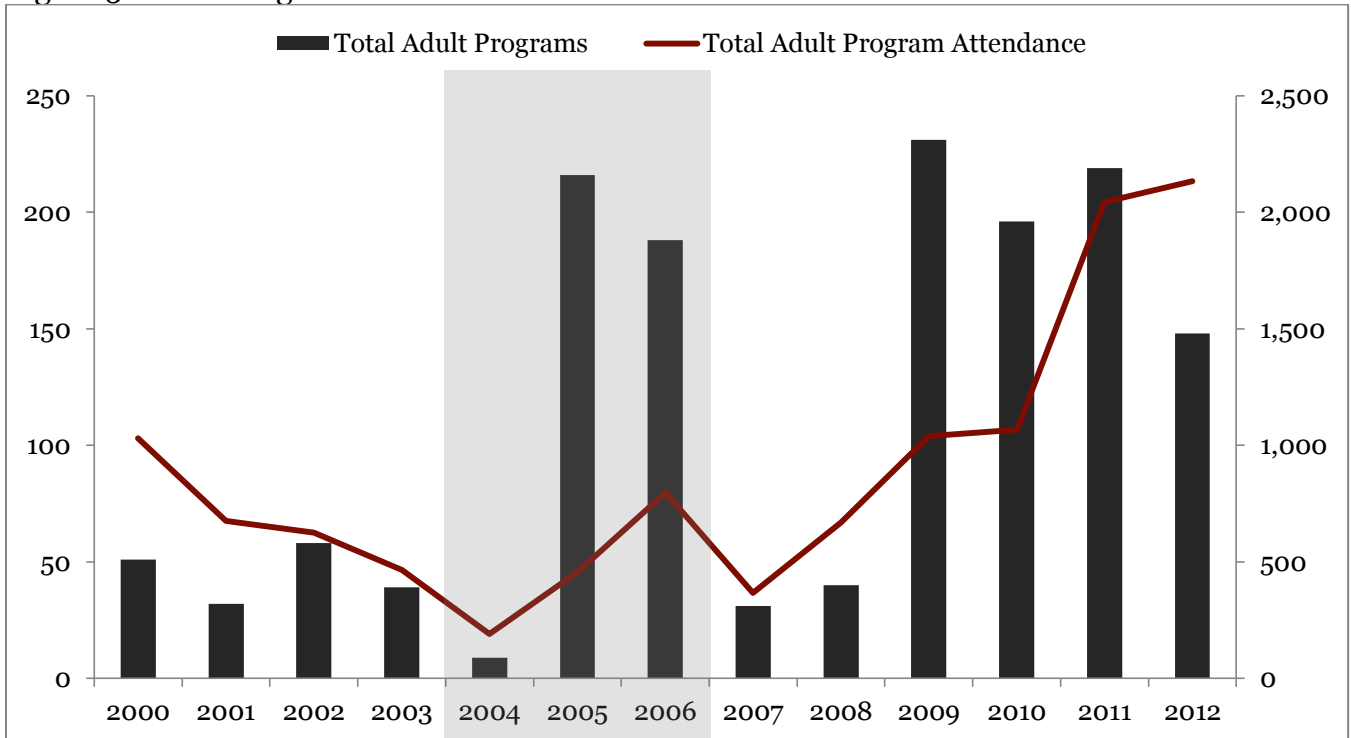


Figure 5: Adult Programs and Attendance





Appendix H: Jeffersonville Township Public Library Summary of Responses November 2010 User Survey

N=260

What area would you most like to see the Library put more attention to?

Adult Services 32%

Computer Services 33%

Rating of Overall Satisfaction:

Staff helpfulness: 71% Very satisfactory

Staff Knowledge: 66% Very satisfactory

Hours open: 86% Very satisfactory or satisfactory

Building: 69% Very satisfactory

Website: 78% Very satisfactory or satisfactory

Public meeting rooms: 63% Very satisfactory or Satisfactory; 33% Don't know/Don't use

Catalog: 74% Very satisfactory or Satisfactory; 17% Don't know/Don't use

Computer Lab Internet Access: 66% Very satisfactory or Satisfactory; 29 % Don't know/Don't use 29%

Computer training classes: 48% Very satisfactory or Satisfactory; 47% Don't know/Don't use

Reference: 81% Very satisfactory or Satisfactory

Adult programs: 51% Very satisfactory or Satisfactory; 40% Don't know/Don't use 40%

Summer reading: 51% Very satisfactory or Satisfactory; 47% Don't know/Don't use

Do Library Hours:

Meet your needs 48%

Need to have more weekend hours 22%

Have you used the library's website?

Yes 59%

No 41%