

Renovations and innovations will mark the 2017-2020 period at JTPL. The library will add a maker space and will revamp both locations to accommodate smaller study group meeting spaces. Library activity will shift away from the circulation desk and to a roaming services model facilitated by RFID self-checkout stations. JTPL will continue to work to bring quality programming and services to Southern Indiana.

Long Range Plan 2017- 2020





APPLIED RESEARCH AND EDUCATION CENTER

INDIANA UNIVERSITY SOUTHEAST

Updated “Community Profile,” updated library statistics visuals, and strategic planning facilitation provided by the IU Southeast Applied Research and Education Center.

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The Applied Research and Education Center (AREC) is an outreach project of Indiana University (IU) Southeast. The AREC provides research, consulting and technical assistance to nonprofit organizations, foundations, government agencies and local businesses. The student staff enhances classroom learning through applied research projects as it actively engages every stage of each community-based project. The AREC combines learning, teaching and doing to support and empower community organizations in the IU Southeast service region.

Vision

Through the work of the Jeffersonville Township Public Library, citizens will have opportunities to engage new technologies, enjoy cultural and educational events, 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 welcoming 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.

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 responsibly steward 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 60,098 residents.¹ A full 56.8 percent of service area residents have library cards (34,140), a 1.18 percent increase in the number of registered users since 2015 (33,741). In 2016, the public computers each served about 767 people with 71,076 user log-ins.² Sixty-three percent of the population is aged 18 to 64 years. Another 21.6 percent of the population is under 18 years of age and 14.9 percent are age 64 years or older.³ Nearly a quarter of all households have related children under 18 living in them.⁴

The racial and ethnic makeup of Jeffersonville Township is more diverse than Clark County as a whole. Among Jeffersonville Township residents 83.7 percent identify themselves as “white only” compared to 88.3 percent for the county as a whole; 10.9 percent identify themselves as Black or African American, compared to 7 percent for Clark County; and 6.4 percent of Jeffersonville residents (of all races) identify themselves as Hispanic or Latino compared to 5.3 percent of Clark County’s population overall.⁵ An estimated 3.8 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. Nearly 5 percent of Clark County residents speak a language other than English at home, the largest portion of those speak Spanish and live within Jeffersonville Township limits. Growth of this population has slowed and stabilized in recent years.

In 2015, an estimated 10.1 percent of the Jeffersonville Township adult population (25 years or older) had not graduated from high school, 34.7 percent had graduated high school or received an equivalency degree with no further education, and 12.7 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 an 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.

Just over 17 percent of the non-institutionalized population reported a disability, 38.6 percent of whom were 65 and over.⁶ Median household income was \$44,987⁷ and 13.8 percent of households had income below \$15,000 a year.⁸ These figures confirm the likelihood of demand for services for the disabled and income figures indicate the potential for Jeffersonville

¹ U.S. Census Bureau. 2017. "Table DP05: ACS Demographic and Housing Estimates." *American Fact Finder*. <https://factfinder.census.gov/>.

² Jeffersonville Township Public Library Annual Data Report for 2016.

³ U.S. Census Bureau. 2017. "Table DP05: ACS Demographic and Housing Estimates." *American Fact Finder*. <https://factfinder.census.gov/>.

⁴ U.S. Census Bureau. 2017. "Table S1101: Households and Families." *American Fact Finder*. <https://factfinder.census.gov/>.

⁵ U.S. Census Bureau. 2017. "Table DP05: ACS Demographic and Housing Estimates." *American Fact Finder*. <https://factfinder.census.gov/>.

⁶ U.S. Census Bureau. 2017. "Table S1810: Disability Characteristics" 2011-2015 American Community Survey 5-Year Estimates. *American Fact Finder*. <https://factfinder.census.gov/>.

⁷ U.S. Census Bureau. 2017. "Table S1903: Median Income in the Past 12 months (in 2015 Inflation-Adjusted Dollars) 2011-2015 American Community Survey 5-Year Estimates. *American Fact Finder*. <https://factfinder.census.gov/>.

⁸ U.S. Census Bureau. 2017. "Table S1901: Income in the Past 12 months (in 2015 Inflation-Adjusted Dollars) 2011-2015 American Community Survey 5-Year Estimates. *American Fact Finder*. <https://factfinder.census.gov/>.

Township Public Library to reach populations where public libraries may have the greatest impact in bringing needed services to people who would not otherwise have access.

Long Range Plan Update

In 2013, the Jeffersonville Township Public Library (JTPL), its Board, and patrons engaged a thorough visioning and strategic planning effort. At that time, the Board and staff developed goals with a 10-year vision, a revised mission, and core values guiding their efforts. In 2017, library leadership returned to that plan to note progress, identify areas they had determined were either beyond their scope or no longer strategic, and revise for the next three years of work toward their long-term vision and goals. This document reflects both minor revisions to the long-term plan and the next steps in working toward the goals established in 2013.

From 2013 to 2016, Jeffersonville Township Public Library launched a new website, installed and implemented a new Integrated Library System, developed a database of community organizations to function as a regional directory of activities and services, established a Library Foundation to raise funds to supplement public funding and enhance library offerings, and offered hundreds of programs that served thousands of patrons. Library staff embraced innovative ideas around library outreach, internal structures and functions, and developed clear ideas for how to engage patrons in new ways.

Library accomplishments were strong and visible, but perhaps not well-measured. Despite plans to better evaluate programs and elicit feedback, the library did not implement program feedback strategies, nor did they carefully track progress on the strategic plan in ways that were easy to share with others. Library management utilized the strategic plan for work planning and communicated progress with one another, but they will work to improve tracking, evaluation, and communication of progress to the Board and other stakeholders over the next three years.

Library staff determined that while they do provide programs and services that can support entrepreneurs, it is beyond the scope of their work to have entrepreneurial support as a major goal for their work. The regional Small Business Development Center and other area services and incubators exist for this purpose. To the extent that the library offers resources that may support these effort, staff will work to communicate such offerings to the appropriate organizations, but will not work to develop a line of work dedicated to entrepreneurial and small business support.

Over the next three years, library staff seek to build on the successful developments of the last few years to make significant changes to physical layout, available services, methods of engagement with patrons on site, and program offerings. JTPL will add a makerspace equipped with a variety of tools to support creative endeavors. New self-check-out stations will shift the locus of activity away from the circulation desk and staff will be out on the floor to engage patrons in the stacks and around the facility. New study rooms will protect quiet space and create quality meeting areas for smaller groups. New signage will improve use of space in both locations. JTPL will circulate hotspots and tablets, helping to bridge the digital divide and democratize access to information. And JTPL will continue to build the Community Profiles section of their information system providing a needed resource to patrons and community organizations.

JTPL staff will be more deliberate in measuring progress, eliciting input and feedback, and reviewing the quality of their work. Through program and service evaluation as well as a personnel review process, JTPL will work to improve programs and service at both locations.

The following pages provide a short summary version of the strategic plan followed by the detailed version which includes performance measures for every objective.

Summary of 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: Implement a collection maintenance plan that reflects recent history of circulation and use activity, changing demographics, and 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.

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 learning, reading, and libraries.

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

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

Objective 1.7: Furnish a maker space with a range of equipment to support creative endeavors.

Objective 1.8: Create a plan for the maker space and its operations.

Objective 1.9: Host a variety of craft programs where community members can come together to enjoy their craft hobbies and teach one another.

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

Objective 2.1: Library staff will provide one-on-one assistance with finding information and discerning the quality of particular sources of information.

Objective 2.2: Implement self-check-out and Radio Frequency Identification systems.

Objective 2.3: Provide quick and easy access to all library information and materials.

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 and hotspots for checkout to expand the ways that patrons can connect to the Internet. [Also objective 1.3.a]

Objective 3.2: The library will provide fast and reliable computer services and 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: 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 4.1: Regularly update information in ILS Community Profiles system.

Objective 4.2: Add profiles for organizations not yet included in the data system.

Objective 4.3: Increase utilization of Community Profiles system.

Goal 5: Patrons will have the resources they need to discover their family histories and to understand the history and traditions of the local community.

Objective 5.1: Collect and digitize genealogy and local history materials.

Objective 5.2: Maintain Indiana Room page on the JTPL website.

Objective 5.3: Host programs on local history, current local issues, and current research relative to patron concerns.

Goal 6: The library will provide patrons with a welcoming space to meet and interact with others. The physical structure and landscape will be managed responsibly in ways that promote community use.

Objective 6.1: Develop and execute a landscape management plan.

Objective 6.2: Develop and execute a plan for better use of space to meet the needs of patrons, the library, and its resources.

Objective 6.3: Improve and update physical facilities

Objective 6.4: Improve signage to assist patrons in finding what they need.

Goal 7: The library will work toward improving its services.

Objective 7.1: Library staff will develop a system that allows staff to provide computer-based services (including checkout) in the stacks and throughout the facility, or “roaming services.”

Objective 7.2: Evaluate staff time usage in order to provide quality service and best utilize personnel time.

Objective 7.3: Evaluate programs, services, and staff performance for the purpose of continuous improvement.

Objective 7.4: Track progress on meeting the goals of the strategic plan.

Objective 7.5: Support staff in professional development and maintenance of all appropriate professional certifications.

Goal 8: The library will develop communications and programs to increase community awareness of and access to library services.

Objective 8.1: Continue to improve library online presence.

Objective 8.2: Increase awareness of library services through engaging community partnerships.

Objective 8.3: Increase awareness of the library's programs and services through branding, advertising, and public relations.

Objective 8.4: Establish library services in the community (beyond the library's physical location).

Goal 9: Diversify funding sources.

Objective 9.1: Increase grant writing.

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: Implement a collection maintenance plan that reflects recent history of circulation and use activity, changing demographics, and changing technologies.

Performance Measure(s)

- a. Examine circulation figures from the last five years to understand how patrons use the current collection (2017).
- b. Review and evaluate materials budget allocations to determine need for reallocations to better match patron interests and use of resources and collections (2018).
- c. Engage aspiration exercises and feedback conversations with community members to learn what they want from their public library (2019-2020).
- d. Develop circulation targets based on community feedback and past circulation averages with attention to distinct parts of the collection (2019-2020).
- e. Implement strategies to meet circulation targets for each part of the collection (2020).
- f. Establish communication with other area libraries to share information about how patrons from each community may be using other area libraries to fill gaps in their home library's collection and to maximize availability of the most popular materials (2019-2020).

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 (2017-2018).
- b. Explore and implement contract online chat support (2017-2018).
- c. Explore increasing children's applications for home-use (2019).

Target Audience: All patrons, with attention to young children.

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 and hotspots available for checkout for both in-house and external use (2018).
- b. Explore online tutorials on how to use JTPL online resources (2018).
- c. Explore streaming video services to identify costs and options (2017-2018).

- d. Library staff will provide at least 100 one-on-one instruction sessions in the use of popular tablet applications for reading at each library location each year (2017-2020).
- e. Pursue strategy to increase *play away* collections, including *play away book bundles* (2018).

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 learning, reading, and libraries.

Performance Measure(s)

- a. Maintain scheduled sessions of established baby/toddler, preschool, family, and early elementary story time programs; provide a total of 10 programs per month for the two locations combined (2017-2020).
- b. Produce at least 15 upper elementary programs per year for the two locations combined (2017-2020).
- c. Produce at least 48 teen programs per year for the two locations combined (2017-2020).
- d. Develop and implement a six-week summer reading program for children of all ages during the summer school break (2017-2020).
- e. Develop and implement programs for school-age children during the Fall and Spring two-week school breaks (2017-2020).
- f. Produce at least four adult programs not otherwise specified in this plan (2017-2020).
- g. Maintain six adult book discussion groups that meet monthly (2017-2020).
- h. Develop and implement summer reading program for adults (2017-2020).
- i. Develop online registration and reading log options for summer reading programs (2018).
- 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 (2017-2020).

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 online catalog. (2017-2020).
- b. Library staff will create "staff picks," thematic, and "popular materials" displays and will update them on an ongoing basis (2017-2020).
- c. Appropriate staff will participate in webinars to stay current with fiction and nonfiction publishing trends (2018).

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 (2020).
- b. Deliver books to three nursing homes and assisted living facilities, and pursue up to three additional partner facilities for deliveries (2017-2020).

Target Audiences: The elderly and disabled.

Objective 1.7: Furnish a maker space with a range of equipment to support creative endeavors.

Performance Measure(s)

- a. Present a wish list of maker space equipment for Board approval (2017).
- b. Purchase maker space equipment (2018).

Target Audience: All patrons.

Objective 1.8: Create a plan for the maker space and its operations.

Performance Measure(s)

- a. Identify staffing needs and appropriate personnel to meet these needs (2018).
- b. Plan for equipment layout and use of space (2017-2018).
- c. Determine hours of operation (2018).
- d. Establish terms of use and fee schedules where necessary (2018).
- e. Develop instructional program for patrons (2018).
- f. Establish instructional schedule (2018).
- g. Train staff on maker space equipment (2018-2020)

Target Audience: All patrons, small business entrepreneurs for whom access to equipment may support development of an idea.

Objective 1.9: 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 instructional craft programs each year at the two locations combined (2017-2020).
- b. Provide space for drop-in-crafting (e.g. textiles and coloring) (2017-2020).
- c. Develop pop-up craft programs and host at least two events each year (2018-2020).
- d. Track staff time devoted to craft program publicity, room set-up, supplies, sign-up sheets, and sitting in on programs in order to better understand costs and benefits of programs with regard to mission and patron use (2017-2020).

Target Audience: All patrons.

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

Objective 2.1: 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 (2019).
- b. Library staff will assist patrons by answering 50,000 questions per year across both locations (2017-2020).

Target Audience: All patrons.

Objective 2.2: Implement self-check-out and Radio Frequency Identification systems.

Performance Measure(s)

- a. Complete exploration of financial feasibility of self-checkout system, including quotes for systems (2017).
- b. Present plan for self-checkout and RFID to the board for approval (2017).
- c. Install RFID systems (2018).
- d. Train all staff on self-checkout and RFID systems (2018).
- e. Implement self-checkout and RFID systems (2018).

Target Audience: All patrons.

Objective 2.3: Provide quick and easy access to all library information and materials.

Performance Measure(s)

- a. Add 10,000 new items per year for the next three years (2017-2020). This includes physical collections, e-books, audio books, and on-line access to other media and applications.
- b. Update and maintain the database of library holdings (2017-2020).
- c. Update Polaris database software 1-2 times per year depending on releases (2017-2020).
- d. Maintain interlibrary loan program (2017-2020).
 - JTPL will maintain membership in Indiana Statewide Remote Circulation Service (IN SRCS) and INShare through the Indiana State Library (2017-2020).
 - JTPL will maintain membership with INFOExpress, the statewide materials courier service, through the Indiana State Library (2017-2020).
 - 90% of requests will be secured through IN SRCS (2017-2020).
 - Library staff will strive to request no more than 10% of borrowed materials through INShare (2017-2020).
 - Explore cost differences between INShare and WorldCat membership to see if there would be any cost savings in switching to WorldCat(2019).

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 and hotspots for checkout 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 and hotspots available for check-out for both in-house and external use (2018).
- b. If determined feasible and approved by the Board, implement tablet and/or hotspot circulation (2018).

Target Audience: All patrons.

Objective 3.2: The library will provide fast and reliable computer services and will protect the digital privacy of patrons using library computers.

Performance Measure(s)

- a. Maintain PC Reservation software and privacy settings (2017-2020).
- b. The library will evaluate, and if needed, increase its internet bandwidth (2017-2020).

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 develop a hardware assessment and rotation plan for replacement of desktop hardware (2019).
- b. The library will execute the hardware rotation and replacement plan for desktop hardware (2019-2020).

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 to improve staff efficiency and performance and better help patrons utilize available resources.

Performance Measure(s)

- a. All relevant staff will attend two classes or professional development webinars on new technology, online resources, or software each year (2017-2020).
- b. Information technology staff will provide a series of training sessions on computer applications to enable library staff to provide computer assistance (2018).

Target Audience: Relevant staff.

Goal 4: 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 4.1: Regularly update information in ILS Community Profiles system.

Performance Measures

- a. Contact organizations in the database to update information annually (2017-2020).
- b. Work to develop most efficient methods for soliciting updates (2017-2020).

Target Audience: All patrons and community at large.

Objective 4.2: Add profiles for organizations not yet included in the data system.

Performance Measure(s)

- a. Identify and contact local organizations for input and inclusion in the community database (2017-2020).
- b. Identify and contact Louisville-based organizations that serve Southern Indiana for inclusion in the Community Profiles data system (2018-2020).

Target Audience: All patrons.

Objective 4.3: Increase utilization of Community Profiles system.

Performance Measure(s)

- a. Quarterly Newsletter blurb about the Community Profiles system (2017-2020).
- b. Promote Community Profiles system in all outreach engagements (2018-2020).
- c. Keep staff informed about Community Profiles system to ensure they promote its use (2017-2020).
- d. Maintain and update utilization statistics quarterly (2018-2020).

Target Audience: All patrons and community at large.

Goal 5: Patrons will have the resources they need to discover their family histories and to understand the history and traditions of the local community.

Objective 5.1: Collect and digitize genealogy and local history materials.

Performance Measure(s)

- a. Explore grants and funding sources for local history and genealogy work (2017-2020).
- b. Work with area schools to add digital versions of yearbooks annually for Jeffersonville, Clarksville, and Providence high schools (2017-2020).
- c. Make newly digitized material publicly available on server (2017-2020).
- d. Evaluate and identify materials to digitize (2017-2020).
- e. Increase local history collection by 10 percent each year (2018-2020).

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

Objective 5.2: Maintain Indiana Room page on the JTPL website.

Performance Measure(s)

- a. Maintain webpage and add digital content (2017-2020).
- b. Evaluate need for additional staff (2019-2020).

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

Objective 5.3: 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 (2017-2020).
- b. Develop and deliver “how-to” programs for Indiana room databases, local history, and genealogy materials four times per year (2017-2020).
- c. Provide a monthly newsletter for those who visit the Indiana Room highlighting resources and upcoming programs (2018).

Target Audience: The general public and all patrons.

Goal 6: The library will provide patrons with a welcoming space to meet and interact with others. The physical structure and landscape will be managed responsibly in ways that promote community use.

Objective 6.1: Develop and execute a landscape management plan.

Performance Measure(s)

- a. Get quotes from competing businesses for the completed landscape plan (2017).
- b. Hire company to execute plan (2017).
- c. Execute landscape plan (2017).
- d. Maintain landscape (2018-2020).

Target Audience: All patrons and the downtown community.

Objective 6.2: 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. Create a new layout of library facilities including study rooms (2017).
- b. Create options for smaller meeting room spaces with the flexibility to expand for larger groups (2017).
- c. Explore purchase of new equipment and/or furniture (2018).
- d. Present plans to Board for approval (2018).
- e. If approved, purchase new equipment and/or furniture (2018).
- f. Reconfigure the Indiana Room with attention to outlets and the need to accommodate one or two additional computers (2018).

Target Audience: Staff and all patrons.

Objective 6.3: Improve and update physical facilities

Performance Measure(s)

- a. Maintain safety and aesthetics of current facilities (2017-2020).
- b. Evaluate current furnishings for deterioration and possible replacement (2017-2020).
- c. Plan for renovations to address accessibility needs of patrons (2017-2018).
- d. Complete renovation of Clarksville location by December 2018 (2018).
- e. Complete renovation of Jeffersonville location by December 2018 (2018).
- f. Change to more energy efficient lighting as budget allows (2017-2020).
- g. Add device charging stations (2018).
- h. Explore options for improving storage in the youth services program room (2017-2018).

Objective 6.4: Improve signage to assist patrons in finding what they need.

Performance Measure(s)

- i. Evaluate location and content of indoor signage (2017).
- j. Install additional signage where needed (2017).
- k. Post indoor signs in Spanish and in English (2018).

Target Audience: Staff and all patrons.

Goal 7: The library will work toward improving its services.

Target Audience: All patrons, Hispanic patrons.

Objective 7.1: Library staff will develop a system that allows staff to provide computer-based services (including checkout) in the stacks and throughout the facility, or “roaming services.”

Performance Measure(s)

- a. Evaluate potential costs, benefits, and needed adjustments for implementing roaming services (2018).
- b. Plan for implementation of roaming services with new post-construction layout (2018).
- c. Implement roaming services (2018-2020).
- d. Note date of change in order to evaluate changes in metrics that might result from the shift. Evaluate reference and circulation productivity impacts (2018-2019).

Target Audience: All patrons and relevant staff.

Objective 7.2: Evaluate staff time usage in order to provide quality service and best utilize personnel time.

Performance Measure(s)

- a. Review and evaluate workflow, library staff positions, and organizational structure (2017-2020).
- b. Design options for extending hours, including scenarios for establishing Sunday hours (2019-2020).
- c. Determine any additional staffing needs and present proposal for staffing needs to the Board of Trustees (2017).

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

Objective 7.3: Evaluate programs, services, and staff performance for the purpose of continuous improvement.

Performance Measure(s)

- a. Develop post-program and service evaluation using Project Outcome templates that may be used across diverse programs and services to evaluate quality and utility and provide an opportunity for patrons to share ideas for other programs and services (2017).
- b. Implement Project Outcome program evaluation, report to staff quarterly, and use for planning and improvement (2018-2020).
- c. Implement a systematic staff training program to ensure quality service (2019).
- d. Design and implement a performance evaluation system for all staff (2019-2020).
- e. Evaluate system for Indiana Room computer and microfiche machine use to determine need for time limits or possibilities for reserving machines for particular time blocks (2018).

Target Audience: Library personnel for the benefit of patrons.

Objective 7.4: Track progress on meeting the goals of the strategic plan.

Performance Measure(s)

- a. Expand on existing data tracking to be sure all performance measures are tracked (2018).
- b. Establish a quarterly report and review process to identify next steps or changes required to meet or revise annual goals (2018).
- c. Report progress to Board of Trustees quarterly (2019-2020).
- d. Report progress back to staff on quarterly basis and discuss annual performance at staff institute day (2019-2020).

Target Audience: Library Staff and Board of Trustees

Objective 7.5: Support staff in professional development and maintenance of all appropriate professional certifications.

Performance Measure(s)

- a. Appropriate staff will maintain current certifications (2017-2020).
- b. Implement regular departmental staff meetings to improve communication and encourage staff engagement with professional development (2017-2020).
- c. Hold annual staff institute as a full day retreat off-campus (2017-2020).

- d. Encourage staff to engage professional development opportunities (e-mail or post opportunities as they arise) and to communicate any barriers they face to engaging such opportunities in departmental staff meetings (2017-2020).

Target Audience: Library Staff

Goal 8: The library will develop communications and programs to increase community awareness of and access to library services.

Objective 8.1: Continue to improve library online presence.

Performance Measure(s)

- a. Update all web content regularly (2017-2020).
- b. Maintain and regularly update social networking sites (2017-2020).

Target Audience: All patrons

Objective 8.2: 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 (2017-2020).
- b. Create displays that highlight school topics and community events (2017-2020).
- c. Get Accelerated Reader (AR) reading lists from all Jeffersonville Township schools (2017-2020).
- d. Participate in at least 10 school fairs and events each year (2017-2020).
- e. Explore how the availability of tablets and hotspots for check out might be used to support schools' efforts to bridge the digital divide (2017-2020).

Target Audience: All patrons.

Objective 8.3: Increase awareness of the library's programs and services through branding, advertising, and public relations.

Performance Measure(s)

- a. Develop a marketing plan (2018).
- b. Implement marketing plan (2018-2020)
- c. Increase visibility throughout township via branded materials associated with the library and particular programs, events, or services (2017-2020).
- d. Participate in at least four local festivals each year (2017-2020).
- e. Use network of community organizations to advertise events and services through e-mail (2018-2020).

Target Audience: All patrons.

Objective 8.4: Establish library services in the community (beyond the library's physical location).

Performance Measure(s)

- a. Identify potential community partners and develop relationships (2017-2020).
- b. Plan community-based pop-up library programs and services (2018-2020).
- c. Implement 4-6 community-based pop-up library programs and services each year (2019-2020).
- d. Assess JTPLs community engagement and develop a strategy for integrating a community engagement philosophy throughout JTPL operations in accordance with recent developments in public library practices (i.e. Harwood Institute strategies and best practices) (2020).
 - i. Identify staff roles.
 - ii. Identify professional development needs.
 - iii. Generate plan for integrating new engagement strategies.

Target Audience: All patrons and potential patrons.

Goal 9: Diversify funding sources.

Objective 9.1: Increase grant writing.

Performance Measure(s)

- a. Appropriate departments and projects will identify and pursue grant opportunities (2017-2020).
- b. Identify appropriate staff to attend grant-writing workshops (2017-2020).
- c. Appropriate departments and projects will report all grant writing efforts to the Board and staff (2017-2020).
- d. Identify opportunities to work with the Library Foundation to increase collection funds in targeted areas (eg. pre-literacy, large print, e-readers) (2017-2018).

Target Audience: Library staff and all patrons.

Appendix A: Strengths, Weaknesses, Opportunities, and Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> • Staff • Patrons • Board • High credibility • Volunteers • Friends of the library • Leadership: Director and Board • A library foundation. • New web-site and active presence in social networking. 	<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. ○ Communications and public relations. • Aversion to rapid change (among both staff and patrons). • Patron demographics.
Opportunities	Threats
<ul style="list-style-type: none"> • Diversifying community. • 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. • Maker Space • Self-Check-Out • Align Southern Indiana/Harwood Institute • Keeping tech knowledge up-to-date. 	<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. • 5,000 reciprocal borrowers—Charlestown growth likely to exacerbate increased load without increased revenue.

Appendix B: Program Activity

Figure 1: Children's Programs and Program Attendance

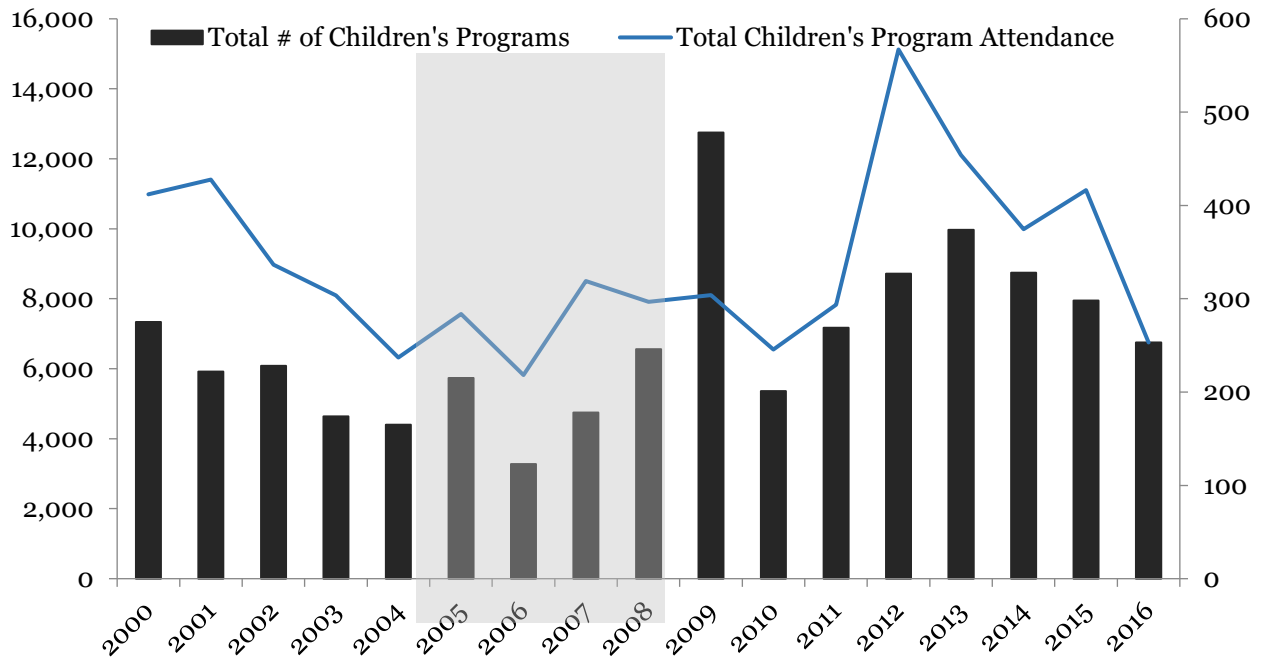


Figure 2: Young Adult Programs and Program Attendance

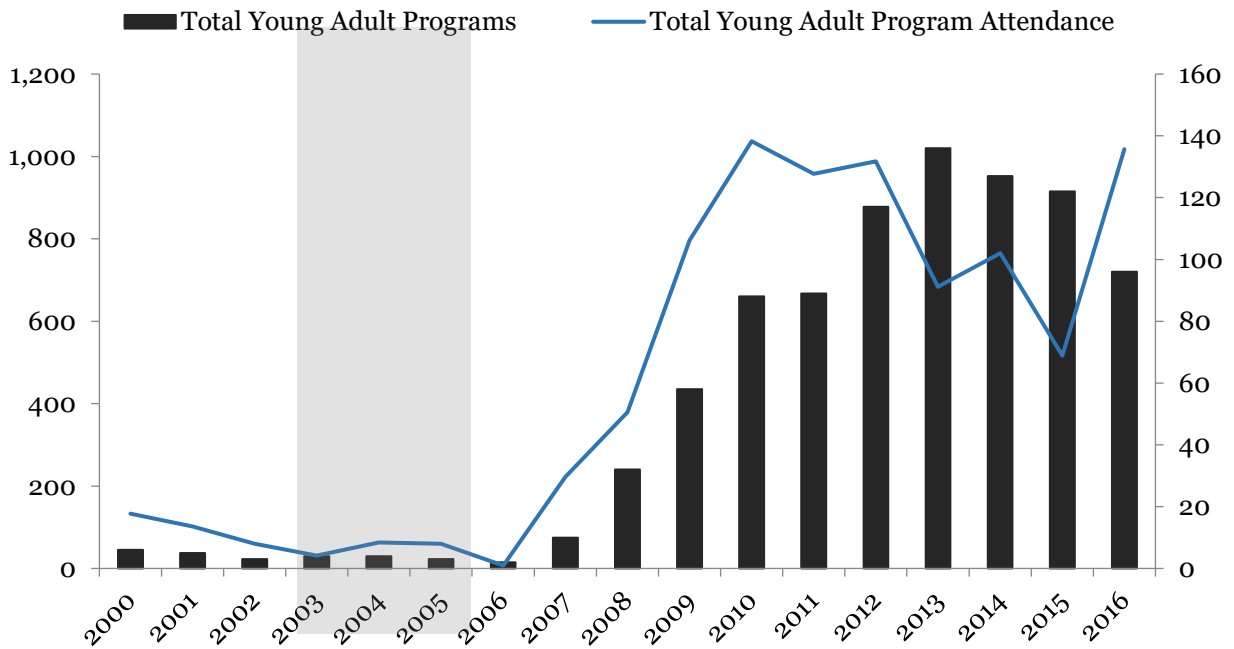


Figure 3: Adult Programs and Program Attendance

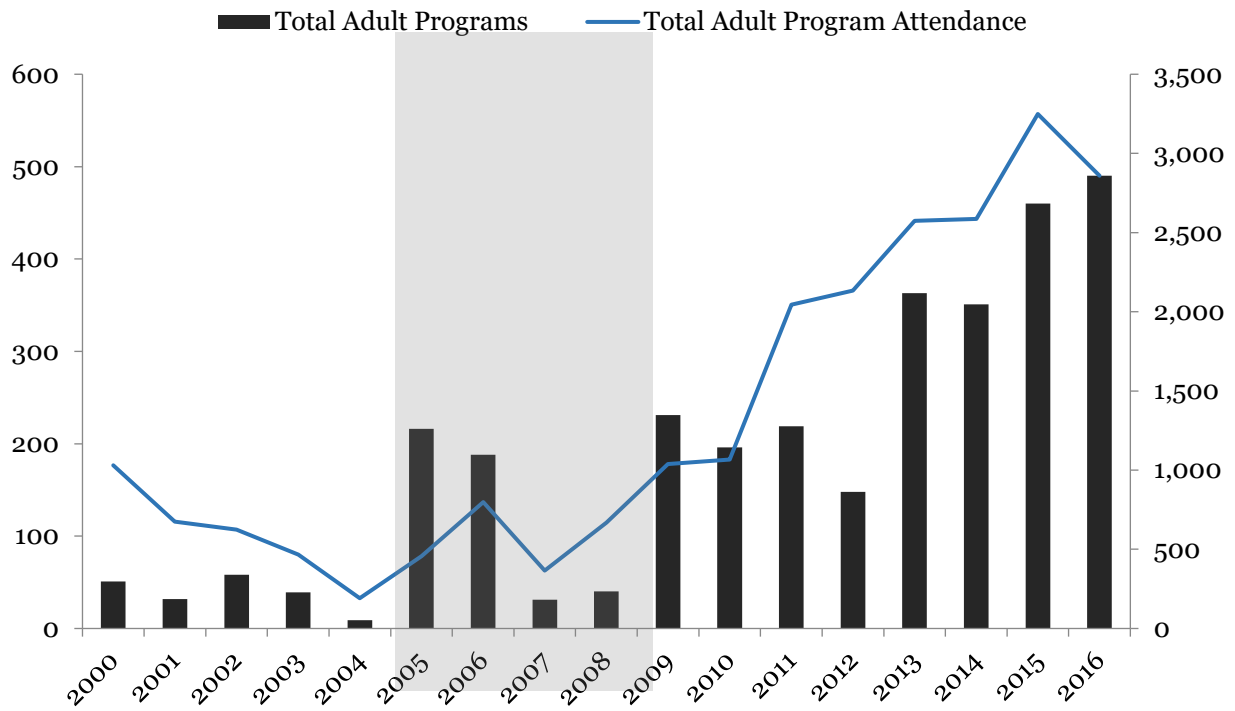


Figure 4: Average Program Attendance

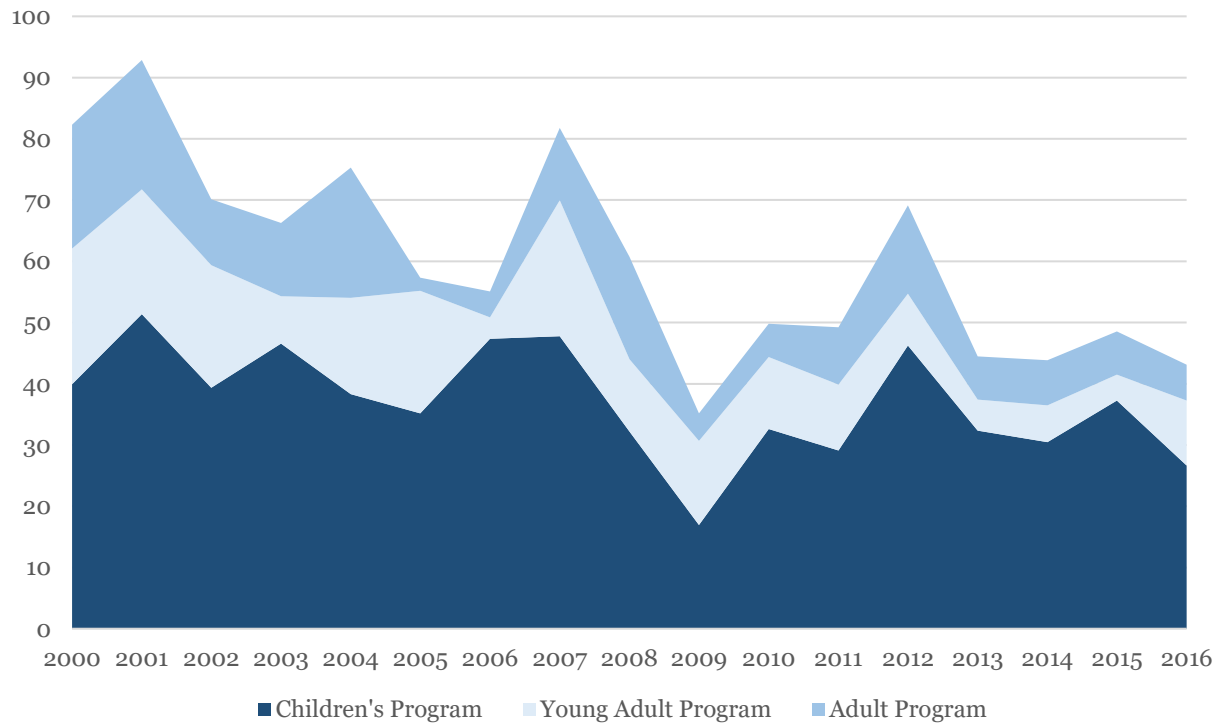
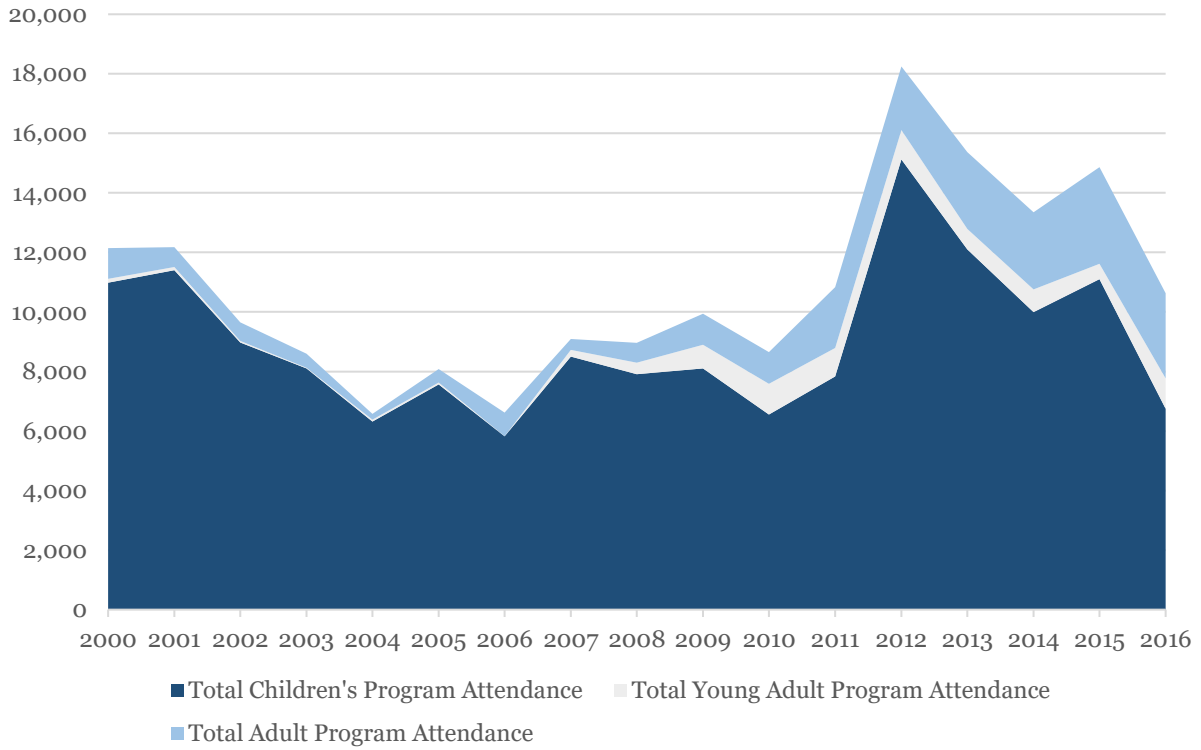


Figure 5: Total Program Attendance, 2000-2016



Appendix C: Community Input

Jeffersonville Township Public Library Community Input September 2017

We hosted 3 community forums to discuss the 2017-2020 Long Range Plan. At the main library we offered community forums both in the morning and in the evening and we hosted a third forum in an evening timeslot at the Clarksville location. Each forum welcomed 5 participants, which was fairly consistent with participation in the 2013 process.

In the lists below, we summarize community input in black and provide the library's response to each item in blue.

Community Member Suggestions

- Café: This idea was floated in 2013, but difficulty in succeeding with this model in nearby New Albany is instructive. The group came around to suggesting that if the new Maker Space drives significantly more traffic, that may increase the potential demand for a coffee stand or café.
Library staff appreciate this interest. They may consider a vending area to meet this need should traffic increase enough to warrant such a change. They will watch the dynamics as the maker space comes on line.
- Software Check-out with expiration like e-books. This would give people the opportunity to try software and decide if they want to purchase.
This option does not exist nor is it within the purview of the library to create it. Software companies would have to choose to engage such a model. Librarians will watch for any changes in this space, but do not foresee this option being available.
- More speakers.
Library staff appreciate interest in their speakers. Planning for speakers appears in the plan in sections 1.4.f. and 5.3.a. The library experiences mixed results in terms of turn out for speakers. They will use input and feedback from new program evaluation system to try to target speaker options that will consistently attract patrons.
- Text Remind program for events—Patron can click on events that interest them to have a reminder sent to them the day before and day of the event. Would not require event registration. Could also use a remind system for due dates for materials.
The library uses an e-mail reminder system for due dates. Library staff will explore options for adding text remind to this system for due dates and will explore possibilities for allowing patrons to create calendar entries and/or reminders for events that interest them. If patrons register for an event, then the e-mail remind system could work, but patrons were interested in a system they could use without having to register or otherwise commit to the event.
- Sunday Hours: For some families, this is the only day without kid activities.
This item appears in section 7.2.b. of the 2017-2020 plan.
- English language conversation opportunities for non-native speakers to practice their skills.
Library staff will explore this possibility at the Clarksville branch. This effort will be part of Objective 1.4.f. as a specific type of adult (or all ages) program that could be offered.

- Software Offerings on lab computers: Articulate, Camtasia, Storyline—instructional Design Programs. Photoshop?
Photoshop is already on the list for inclusion in the makerspace. Other software decisions will depend on demand and options available and prices for site licenses from various software companies. In general, the library is unlikely to carry software that will only serve a small niche population.
- Improve storage in the room up in youth services at the downtown location. Patron commented that when she takes her grandchildren to programs up there it is all she can do to keep her granddaughter from messing with the items stored in that room. Cabinets of some sort would be very helpful.
Library staff will discuss the purchase of cabinets for this space with the Library Foundation. This item has been added to the strategic plan as Objective 6.3.h with targeted completion by the end of 2018.
- Store bottom shelf books horizontally so that it is easier to read the titles.
Library staff indicated they avoid use of the bottom shelf as much as possible. For those items that do end up on a bottom shelf, staff agree that vertical storage works far better for getting books on and off the shelf.
- Some libraries have video information cards rather than video cases and some patrons find this easier to peruse.
Staff discussed this option. One manager worked in a library that had this system and says that it did not work well at all. This suggestion will not be pursued.
- Allow patrons to reserve hotspots and tablets.
Library staff will ask other libraries what they do in this regard and how well their systems work. As a new area of service, JTPL will be seeking models of best practice from their peers in other locations.
- Allow patrons to reserve videos.
Library staff agree that allowing videos to be reserved would be problematic. It would not solve problems as they would likely experience long waitlists and this would lead them to reduce the collection to accommodate multiple copies of popular items. In addition, they find that materials that can be reserved sit on the hold shelf for periods of time reducing circulation and this would likely occur with videos as well.
- Kits for special cooking projects for check-out. For example, seasonal cake molds and cookie cutters, supplies for preparing foods for a themed party. This would require special care instructions for baking or cooking supplies.
Library staff have some interest in this idea and have discussed such a system for basic tools as well. Library staff will explore what other libraries do to determine whether this possibility should be added to future plans for service and collection development.
- Post signs and alerts on social media encouraging patrons to visit other libraries and bring back new ideas from their travels to share with their home library (i.e. crowdsource innovation).
Library staff like this idea and would also like to encourage staff to visit other libraries to gather ideas and observe alternative models.
- Partner with schools around the tablet and/or hotspot check out to support school efforts to bridge the digital divide.
This item appears in Objective 8.2.e.

- More paper craft classes.
This specific request will be considered as part of fulfilling Objective 1.9.
- More computers in the Indiana Room.
This suggestion sparked a lively and important discussion among library staff. They will be looking at reconfiguring furniture in the Indiana Room, working on outlet access, and acquiring one-two additional computers. Staff will also look at options for time limits and reservations for the computers in that space. This has been added to the plan as Objective 6.2.f.
- Establish an appointment system for at least one of the microfiche machines—maybe one for walk-ins and the other could have reservations.
Review of Indiana Room computer and microfiche machine use and possibilities for time limits and reservations to improve service has been added as Objective 7.3.e.
- Some sort of temporary pop-up library site system to replace the book mobile. Many older people have very fond memories of the book mobile from their childhood and feel it is an important way to reach people.
This item was already in the plan and can be found in Objective 8.4. and all of its component parts.
- More for families with very young children. Many family events are for families with children age 7 and up.
Library staff will include this focus in its program planning, but also notes that they have made strong efforts in the past and such programs suffered from low turnout.
- More bilingual family events.
Library staff has tried to offer such program in the past. They often paid an outside person to offer the programs and turnout was very low. Library staff have the issue on their radar, but are hesitant to put time into something they have already tried that did not meet with success.
- More family events on weekends when working parents can attend.
The library has done a lot in this regard, including launching an effort with the Center for Women and Families last year. Despite many efforts, turnout was consistently low. Staff will monitor demand for such programs through a new program feedback system and will try again if it seems the demand is there.
- Author workshops for people who are working on writing books—create community of writers.
JTPL has done this in the past connected to their author fair in April. They will look at building from that event toward a monthly group. New Albany has a program so they will learn more about that program and will also look at the staffing that would be required to offer such a program and who they might partner with to make it a success. This will fall within Objective 1.4.f.

Community Member Concerns

- At Clarksville location, mixed feelings about shift to roaming and self-check-out. Does it make sense in such a small facility? People like the social interaction at check out.
Library staff believe that the new system will promote more interaction, just in a different location. Findings from other libraries' experiences support this assertion, but library staff are aware of the concern and will monitor as implementation proceeds.

- Concerns about costs related to damage or failure to return hotspots and tablets. Sprint recovers hotspots and if this becomes a serious problem, they will reconsider. The library will be responsible for tablet losses and will monitor carefully and reconsider if losses are a problem.
- Maker Space: staff will need to know how to troubleshoot and fix equipment. Yes. Library staff have fully considered and begun planning for the staffing needs of the maker space.
- Protect research space and traditional library functions. Some do not want the library to become a community center. As JTPL evolves to meet changing community needs, they are also building more study rooms and working to preserve patrons' ability to continue to use the space the way they have in the past.
- Protect quiet spaces. New study rooms should provide such spaces.
- Discomfort with the homeless and security issues they may raise. Some had very strong feelings about this issue—both people wanting to keep homeless individuals from using the library and others defending their right to be in the library. The local community's repeated disapprovals of day shelter proposals puts a strain on the downtown library. Library staff are aware of this issue, work to maintain a welcoming space, enforce library rules, and continue to function as a public institution open to all those willing to follow its rules.