STRATEGIC LONG-RANGE PLAN

2021-2026

Sharing the Joy of Lifelong Learning—Connecting People and Ideas

ABSTRACT

The Jeffersonville Township Public Library will be a good place to work, learn, explore, and play. The Library will tell its story, have collections and services that reflect a diverse and vibrant community, will be a strong community partner, and will be a responsible steward of public resources.

Table of Contents

Vision

The Jeffersonville Township Public Library will be a vibrant cultural and educational community destination that welcomes everyone to gather, engage, create, learn, and grow.

Mission

The Jeffersonville Township Public Library will connect people and ideas through experiences, technology, and information in the pursuit of lifelong learning.

Core Values

COMMUNITY

The Library is community-focused and seeks to provide a welcoming space for meeting, making connections, creating shared experiences, and exchanging ideas and resources.

CREATIVITY

The Library fosters freedom of expression through the arts, literature, information, tools, supplies, and programs that help people explore their creative interests.

INCLUSIVENESS

The Library will be inclusive and accessible and will foster an environment that embraces and celebrates diversity.

INTEGRITY

The Library seeks to act with integrity in all its endeavors by being responsible stewards of financial and natural resources, and by protecting the privacy of all patrons.

LIFELONG LEARNING

At the heart of all programs and services is a firm belief in the value of lifelong learning in all its forms.

SERVICE

The Library seeks to increase access to resources in a well-organized, safe environment, and to provide friendly and caring service delivered by knowledgeable, trusted staff committed to accuracy.

JTPL will...

Share our story to ensure community members know what is available through their local public library.	House and host collections, resources, and programs that **reflect the diversity of the local population**.
Be a strong community partner, reaching diverse audiences and removing barriers to access.	**Be a responsible and responsive** steward of the public trust.

Be a good place to work, learn, explore, and play.

Community Profile

The Jeffersonville Township Public Library (JTPL) serves a population of 61,181 township residents.[1] Among service area residents, 35.9% have library cards (21,975), a 34.9% decrease in the number of registered users since 2015 (33,741).[2] In 2020, the public internet computers logged 20,322 uses and the wireless internet computers registered 6,803 uses.[3] Sixty-one percent of the population are aged 18 to 64 years.[4] Another 20.6% are under 18 years of age and 16.8% are age 65 years or older.[5] Nearly a quarter (22.9%) of all households have related children under 18 living in them.[6] While local data on gender and sexual identity are not available, latest Gallup findings estimate that LGBT identification is at 5.6% nationally.[7] Jeffersonville Township likely reflects national figures.

The racial and ethnic makeup of Jeffersonville Township is more diverse than Clark County as a whole. Among Jeffersonville Township residents, 76.9% identify themselves as "white only" compared to 83.2% for the county as a whole. In terms of race and ethnicity, 10.4% identify themselves as Black or African American, compared to 6.7% for Clark County; and 6.8% of Jeffersonville Township residents (of all races) identify themselves as Hispanic or Latino compared to 5.4% of Clark County's population overall.[8] An estimated 4.8% of the population is foreign born and 20% of these residents entered the country since 2010.[9] People from many parts of the world comprise the local immigrant community. Nearly 6% of Clark County residents speak a language other than English at home;[10] 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 2019, an estimated 8.4% of the Jeffersonville Township adult population (25 years or older) had not graduated from high school, 36.4% had graduated high school or received an equivalency degree with no further education, and 19.3% had a bachelor's degree or higher.[11] 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, graduate and professional degrees. The overall increase in education levels suggests a good environment for public library support.

Just over 15% of the non-institutionalized population reported a disability (17.4% of whom were 65 and over).[12] Median household income was $49,199 and 9.4% of households had income below $15,000 a year.[13] 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 people who would not otherwise have access.

Summary of Key Components of the Strategic Plan

The JTPL Strategic Plan includes attention to the elements 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 (found in the full logic model design) indicate how JTPL staff will gauge 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 consulting team built a community profile of local demographics and solicited input from community members, the Board of Trustees, Staff, the library's Administrative Planning Team (APT), and a Strategic Planning Committee that included representation from the Board, staff, and community.

The APT and the planning consultant worked together to develop a patron survey that will collect additional information as baseline data for measuring progress related to satisfaction and as a resource for prioritizing collection, program, and service development in the coming years.[14]

Due to pandemic restrictions, we conducted planning sessions via Zoom. To mimic in person processes and to encourage anonymous participation within that space, we used Google Jamboard to brainstorm ideas and solicit comments.

Each of the planning meetings engaged a community visioning process that asked participants to imagine a successful community five 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. Groups discussed the library's strengths and challenges to realizing the shared vision for its future.

The Mission, Vision and Values statements are succinct representations of shared consensus around the roles and functions of the library as an integral part of a thriving 21st century community. Based on input from all stakeholder groups, the Strategic Planning Committee drafted and refined these components of the plan.

Abstract of Needs Based on Brainstorming Sessions

> *The community needs the library to maintain up-to-date print collections (including a more diverse large print collection) 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 center of activity and social engagement, and a resource for accessing local services. All groups expressed interest in the library's collections and services reflecting the diversity of the local community (in terms of race, ethnicity, language, sexual and gender identity, and physical ability).*
>
> *While the library enjoys a consistent base of users among those with young children and those nearing or in retirement, use among those ages 13-49 lags. Many believe the library has significant potential to attract more young professionals (including those without children) to the library by using community partnerships to better advertise business resources, and to host events of interest to those ages 25-49. New partnerships with area schools provide new opportunities to keep children engaged throughout their P-12 years and open avenues for reaching parents with programs, resources, and services that may interest them. Participants envision JTPL as a hub of activity and a treasure trove of resources (both on-site and remotely accessible).*

Service Responses Included in the Strategic Plan

The planning committee and management staff incorporated all 18 library service responses into the five goals that comprise the strategic plan (see Appendix A for *New Planning for Results* service responses). In the last two strategic plans, significant attention went to developing and improving the layout and technology resources for the Indiana Room. This plan does not explicitly tend to the Indiana Room and its genealogy resources, but these efforts are now part of adult programming and the technology is part of the organization's technology maintenance and replacement plan to ensure that they do not fall into disrepair or become outdated. The plan includes attention to ongoing collection and resource development efforts, but focuses much of its attention on maximizing use of the library's many resources. A few key strategies anchor the plan: significant marketing and communications efforts, building and using community partnerships to bring diverse users into the library's physical and virtual spaces, and attention to quality service through staff professional development and ongoing assessment of people and program performance with the goal of continuous improvement.

Assessment of Facilities, Services, Technology, and Operations

Over the last several years, JTPL facilities have undergone significant physical and technological changes and innovations. JTPL renovated spaces at both Jeffersonville and Clarksville locations, and developed and implemented a technology replacement plan. Recent (2018-2019) renovations included the addition of a makerspace and its featured technologies. These additions will require maintenance and replacement, but plans around this will develop as the library monitors use patterns. The library plans to implement a three-year rolling replacement plan that will ensure every computer used by staff and patrons is up-to-date. Based on patron demand in recent years, JTPL will implement wireless printing in both locations.

Included in this strategic plan is the exploration of options for better meeting the needs of those living in the east end of the Township. In addition, the plan includes goals around staff development and operations, all of which will increase efficiency and ensure the staff, the library's most important resource, remains up-to-date in the use of technology and in library trends and best practices. Attention to personnel evaluations and organizational communications will be central to JTPL's strategic development over the next five years.

Ongoing Annual Evaluation

Ongoing evaluation for continuous improvement will guide progress and adjustments to this strategic plan. JTPL will use short event, resource, and service evaluation instruments in a targeted way to identify opportunities for improvement and gauge satisfaction with programs, resources, and services. JTPL will establish a progress-tracking instrument, with data dashboard to observe areas of progress and stagnation as the plan proceeds. The Administrative Planning Team will devote one meeting each month to checking in on successes and challenges of implementing the strategic plan. Staff will have opportunities to take ownership of pieces of the plan and will have their efforts recognized as they reach milestones, complete objectives, and accomplish goals. JTPL included attention to staff evaluation and development to ensure that JTPL continuously builds and improves its human assets just as it does its virtual and physical collections.

Financial Resources and Sustainability

A property tax levy funds JTPL. In 2009, the state of Indiana passed legislation that capped property tax rates. In 2016, local government cut taxes beyond what the county could bear and still maintain operations. To make up for the shortfalls, a 2017 law required that funds be taken from public entities to pay back the shortfalls generated by the 2016 cut. In 2021, these maneuvers cost JTPL an estimated $524,000.

Clark County is home to two library systems: Jeffersonville Township Public Library and the Charlestown-Clark County Library. The county's population is growing, but the vast majority of that growth is occurring outside of Jeffersonville Township and will therefore feed the tax base for the Charlestown-Clark County Library, not JTPL. Moreover, development and housing growth occurring within the Township is, in many cases, located in Tax Increment Finance districts so additional tax revenue generated by these developments will not feed into allocations for the JTPL. The library structure combined with the tax system are creating significant financial constraints for JTPL at a time when the community and its needs for 21st century

library programs and resources are growing. Findings from the Decennial Census may bring some relief if JTPL is able to claim increases based on population growth, but those results are not yet available.

In one community forum, a local resident raised the question of merging the JTPL and Charlestown library systems. The idea finds support among many, but last time it was formally raised, the Board at the Charlestown and Clark County (CCC) Library System was not interested in discussing the possibility. With growth concentrating in the Charlestown, Sellersburg, and Utica areas (all part of the CCC), there may be resistance to a merger. However, many recognize potential benefits of such a merger—administrative savings, diffusion of quality programs and services, and ability to leverage JTPL strengths to significantly improve small libraries serving rural surrounding areas.

Collaboration with Other Public Libraries and Community Partners

Goal 3 of this strategic plan reads, "JTPL will be a strong community partner, reaching diverse audiences and removing barriers to access." Objectives include explicit attention to building and deepening partnerships with social services, the business community, P-12 schools, early care and education, and the local arts and tourism community. A significant portion of staff time will be devoted to building collaborative programs and showcasing services and resources most useful to partnering sectors and organizations. JTPL staff and leadership see community partnerships as a vital way to reach portions of the population that may be underutilizing the library's resources.

The library will continue to offer reciprocal borrowing agreements with other area libraries as well as participate in the Interlibrary Loan program with libraries in our region. The library recently added audio-visual materials to the types of items we are willing to loan out to other library systems and their customers. JTPL will continue to have conversations with neighboring library systems, such as the Floyd County library system, to avoid duplicating effort and offer a wider variety for the customers with whose local libraries we share a reciprocal borrowing agreement.

Strategic Plan

With attention to key components and input from key stakeholders, including staff, Board of Trustees, JTPL leadership, and patrons, the long-range plan seeks to improve services and increase use of the library and its resources through investments in effective marketing and communications, more representative collections, staff learning, organizational systems, and a supportive and fun organizational culture.

The team developed the strategic plan for FY 2021-FY 2026 as a logic model that presents each goal, an explanation of the context and assumptions underlying the goal, and what it will take to reach the goal. This includes the objectives the library must accomplish in order to achieve the goal, and the inputs (personnel, partners, and resources), activities, and outputs, that will lead to the desired outcomes (which indicate the library has reached the goal).

JTPL Strategic Long-Range Plan 2021-2026

Goal 1: JTPL will share its story to ensure community members know what is available to them through their local public library.

Objective 1.1: Identify target demographics for growth and develop a strategic marketing and communications plan.

Objective 1.2: Implement a comprehensive marketing and communications plan with attention to strategic target populations.

Goal 2: JTPL collections (print, online, and other resources) and programs will reflect the diversity of the local population.

Objective 2.1: Diversify print and digital collections, with a long-term goal of proportional representation based on local demographics, with attention to increasing engagement with patrons ages 13-49.

Objective 2.2: Ensure that programs, services, and resources meet the needs of a diverse population.

Goal 3: JTPL will be a strong community partner, reaching diverse audiences and removing barriers to access.

Objective 3.1: Partner with public and private institutions, local nonprofit organizations, and the business community to plan and offer programs.

Objective 3.2: Provide support services to ensure patrons are fully able to access available resources.

Goal 4: JTPL will be a responsible and responsive steward of the public trust.

Objective 4.1: Develop a strategy and plan to reach underserved locations within the township.

Objective 4.2: Ensure that JTPL is a good steward of public funds and the environment.

Objective 4.3: Protect the privacy and security of patron data.

Objective 4.4: Diversify Board of Trustees to reflect community diversity and engage diverse ages.

Goal 5: JTPL will be a good place to work, learn, explore, and play.

Objective 5.1: Deliver friendly high-quality service to all patrons.

Objective 5.2: Improve internal communications and clarity of expectations.

Objective 5.3: Engage professional development and continuous improvement to ensure that services and operations reflect best practice and evolving strategies of public libraries.

Objective 5.4: Build and support a culture of collegiality and camaraderie.

Full Strategic Plan

All goals are designed to **_increase cardholders, circulation, use of online resources, program attendance, and overall door counts_**.
Library staff will track these indicators of overall success--outcomes related to the realization of each goal and objective.

Goal 1: People in Jeffersonville Township and the surrounding area will know what JTPL offers.

Underlying Context (Needs) and Assumptions: In all community forums and on past surveys, it is clear that people do not know what is currently available at the library. People consistently suggest things the library already offers.

Objective 1.1: Identify target demographics for growth and develop a strategic marketing and communications plan.
Service Responses (See Appendix A for numbered list of service responses): #1-18 with a focus on #3

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
Communications consultant **Staff responsible for programs, resources, and collections** **Possibly demographic software made for libraries.**	● Take a close look at what we can tell about current library use by people in strategic target populations. 　○ Explore findings of patron survey. 　○ Examine circulation of materials authored, directed, or produced by or in the interests of target populations. ● Identify interests, motivations, needs, and barriers for demographic groups targeted for growth. ● Develop a plan to meet needs of target groups. ● Develop comprehensive marketing plan: include attention to what to advertise, how far ahead (for programs), and how many times. Be sure to include attention to specific programs, ongoing programs, services, and collections. ● Develop messaging with intention to target priority populations for growth.	● Clear explanation of demographic groups targeted for increased engagement. ● Engagement with a consultant to develop a strategic marketing and communications plan. ● Marketing and communications plan that specifically seeks to improve messaging and attract engagement from demographic groups targeted for growth. ● Social media schedule that includes at least 6 posts across platforms each week that specifically target Blacks or African Americans, Hispanics, people age 13-49 (rotate through age cohorts), and seniors. Use a social media scheduler software to minimize time costs for posting to as many platforms as seem potentially useful.	● Increase in marketing communications targeting particular under-engaged demographics. 　○ Social media posts 　○ Distribution of information via key community partners designed to reach target populations. ● E-newsletter, ads, and announcements of events intended to reach target demographics.

Objective 1.2: Implement a comprehensive marketing and communications plan with attention to target populations.

Service Responses: #1-18 highlighted to draw in diverse patrons across the life course (#3).

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
Staff engaged in and responsible for programs, resources, collections, and communications.	● Engage staff development on social media campaigns and communications. ● Set goals for each department to develop social media posts each month that highlight collections, resources, and programs of interest to demographics targeted for increased engagement. ● Use other outlets (i.e. direct mail, radio, TV, newspaper, flyers in community) including increased outreach efforts to target key demographics with specific messaging. ● Create digital content plan for storytelling and communications. ● Meet members of each target demographic where they are (e.g. grocery stores, businesses owned by members of those populations, schools) and use strategic messaging to attract interest and find out more about what people want and need from the library. ● Meet people where they are—the farmers market and other community events.	● Baseline figures on followers, likes, shares/reposts. ● Targets for growth in social media follows, positive reactions, and reposts/shares. ● Social media schedule for each month largely complete at the start of the month. ● Completed digital content plan with timeline for developing videos and other materials to communicate/market library resources. ● Four outreach visits to locations likely to help reach members of populations targeted for growth. ● Six visits per year to farmers market and community events with no specific demographic target.	Increase in number of people following JTPL, number of likes or positive reactions, and number of shares or retweets on social media. ● 5% increase in followers in year 1. ● 10% increase in followers from baseline to end of year 2. ● 5% increase in followers each year from year 3-year 5. Specific targets for social media presence. ● Three social media posts per day (21 per week). ● Seven social media posts per week designed to attract demographics targeted for increased engagement. ● An average 765 social media views per post in year 1, increasing to 1000 by year 5. ● An average 30 social media likes per post. ● Seven in-person informational outreach interactions per event (as measured by use of a click counter). ● Two registered patrons gained through each outreach event.

Goal 2: JTPL collections (print, online, and other resources) and programs will reflect the diversity of the local population.

Underlying Context (Needs) and Assumptions: The library's African American, LatinX, Asian, foreign language, and LGBTQ+ collections do not proportionately represent diversity in the service population. When diverse patrons see the library as a resource, find materials that speak to them, and believe the library's collections and programs reflect their own lived experiences they will be more likely to want to spend time in and use the library, its programs, and resources. This diversity must also include attention to age and abilities. The large print collection is "stale" and needs to reflect diverse interests and backgrounds, as well as diverse audiences for large print materials. Recent research and use patterns suggest that young readers can develop greater confidence by reading large print materials. The library's most active user groups tend to be people with pre-school and elementary school children and senior citizens. This has led to collections that may not attract diverse users ages 13-49.

Objective 2.1: Diversify print and digital collections, with a long-term goal of proportional representation based on local demographics, with attention to increasing engagement with patrons ages 13-49.
Service Responses: #2, 3, 4, 5, 13, 14, 18

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
Current demographic breakdowns **Staff responsible for resources, collections, and programs** **Materials selectors**	● Decide how to measure if a book or resource represents or speaks to racial/ethnic diversity, gender and sexual diversity, and/or is likely to interest patrons ages 13 to 49 (Draw on ALA practices and resources). ● Perform diversity audit. ● Establish baseline figures for collection diversity. ● Utilize baseline figures and population figures to establish annual targets for diversifying collections. ● Establish a dashboard representation of current print and digital collections in terms of age, race/ethnicity, LGBTQ, and genre representation. ● Make any needed adjustments to collection development plan. ● Purchase new materials that increase representation in the collection and move the collection toward a more representative balance of materials.	● Visual dashboard for tracking progress in achieving a more representative collection. ● System for tracking collection development with attention to targeted areas for growth. ● Collection additions with attention to increasing representation of Black or African American, LatinX, Asian, foreign language, and LGBTQ authors and experiences across the life course with teens, young adults, and working professionals in mind (fiction and nonfiction). ● Use strategic messaging, social media posts, and other outlets to advertise diversifying collection.	● Baseline figures available to collection development staff. ● Updated collection development plan established. ● Each year the collection will come closer to representing the demographics of the local population (Specific numbers for each year will be determined following completion of a diversity audit). ● Community members, patrons, and potential patrons are aware of the diversity of material available in JTPL collections based on social media engagement, marketing, and outreach efforts. ● Circulation of targeted collections will increase by 5% each year.

	- Advertise new arrivals through social media and other outlets with focused intention on reaching target populations. - Track collection diversity each year. - Track book recommendations to identify potential gaps in our collections. - Track circulation by genre, demographic representation among authors, and format (large print or standard).	- Two social media posts each week to highlight collections. - Messaging and advertising of existing resources of interest to target populations. - Messaging and advertising for each new acquisition. - Circulation of collections by genre and demographic representation.	
	- Establish baseline profile of large print collection and its circulation patterns: genre, publication year, reflecting experiences of or authored by Blacks or African Americans, LatinX and LGBTQ authors, and number of likely interest to young readers and young adults. - Purchase large print titles targeting a wider audience in terms of interest, age, subject matter, etc. - Work with State Library to refresh large-print collection on an ongoing basis.	- Establish collection development plan that expands large print collection to reflect diverse audiences with attention to age, race, LGBTQ, and genre. - Number of large print titles likely to interest young readers, working age adults, Black and African American patrons, LatinX patrons, LGBTQ patrons. - Circulation of collections by genre and demographic representation.	- Large print collection and circulation profile available to collection development staff. - Large print collection development plan established. - Use Indiana State Library program to rotate a more current (up-to-date) large print collection and increase percent of collection that appeals to Juveniles and Young Adults for each of the five years, based on baseline size of collection and target for five-year growth in offerings. - Large print collection reflects the demographics of the service area in terms of race, ethnicity, LGBTQ, and age, as well as diversity of genres, to the extent possible, based on availability from publishers or from the State Library large print program.

Objective 2.2: Ensure that programs, services, and resources meet the needs of a diverse population.

Service Responses: #3 in service responses #1-18.

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
Public Services Staff **Youth Services Staff** **Makerspace Crafters** **Makerspace Staff** **Staff who plan and invite crafter presenters/facilitators**	● Establish a dashboard representation of the current programs, services, and resources in terms of age, race/ethnicity, LGBTQ, and genre representation. ● Develop social media posts to highlight new and existing programs, services, and resources with attention to reaching new audiences. 　○ Outreach to Hispanic population, particularly in Clarksville. ● Host programs targeting age groups in the 13-49 range (Teens, young adults, working professionals, programs for parents of young children who come to programs).	● Regular updates to staff on progress toward representative programs, services, and resources. ● 12 programs per year focused on experiences, history, culture, and current issues of particular interest to the Hispanic population. ● 16 programs per year focused on experiences, history, culture, and current issues of particular interest to the African American and Black population. ● 5 programs per year focused on experiences, history, culture, and current issues of particular interest to the LGBTQ population. *Note: programs may fall into more than one category and may count for more than one.	● Programs, services, and resources represent or seek to meet the needs of the racial/ethnic, LGBTQ, and age demographics of the community. ● Attendance at programs specifically designed to attract target populations. ● Patron feedback indicates the library meets the needs and interests of diverse clientele. ● Over the course of the 5-year plan period, the number of program attendees between the ages of 13 and 49 will increase by 5% each year from baseline figures in year one.
	● Makerspace activities targeted to diverse interests of teens, young adults, working adults, and parents of children (who attend programs) and highlighting specific areas of the Makerspace.	● 10 activities per year in the makerspace, including two that are specifically designed to attract people in one or more of the targeted audiences for growth.	● Starting at year one, 60 patrons per year will attend maker space events with an increase of five patrons per year. ● Starting at year one, 300 patrons per year will use the maker space outside of hosted programs with an increase of 25 per year; 400 by the end of year 5.

	● Create make and take craft programs that are slightly more complex than standard programs but still would be of interest to a wide audience.	● Host six slightly more complex craft events per year.	● 18 patrons will attend more complex craft events each year.

Goal 3: JTPL will be a strong community partner, reaching diverse audiences and removing barriers to access.

Underlying Context (Needs) and Assumptions: The library offers a wide range of materials and resources as well as publicly owned/shared facilities designed to promote community activity and engagement. Library staff report that when people come to the library for programs, they are more likely to check out books or use other resources at the library. Partnerships offer a way to reach diverse populations and to provide more programs without adding too much time or cost burden to library staff and resources. Partnerships also engage peer organizations in "advertising" the benefits of the library and its usefulness to various pursuits across the life course.

Objective 3.1: Partner with public and private institutions, local nonprofit organizations, and the business community to plan and offer programs.
Service Responses: #1-18, with particular focus on #1, 2, 5,6,7,9,10, 11, 14, 15, and 16

Social Services

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
Outreach Librarian/staff **Public Services** **Youth Services** **Makerspace staff director** **Library and Foundation boards** **Library staff** **Homeless Coalition of Southern Indiana** **Catalyst Rescue Mission**	● Host or participate in Community Service Fair (local organizations and businesses gather to share their services and/or information about their services) in 2024. ● Cooperate with other service organizations to share information regarding programs, and services. ● Develop system for service organizations to update their community profile information using a Google form annually. ● Join service organizations: Rotary, 1SI non-profit roundtable. ● Library card outreach. ● Connect vulnerable groups and homebound residents (e.g. via nursing home partnerships) to resources that may be useful to them.	● Two or three partner-hosted events each year. ● Offer jobs to do at the library- dust, pick-up trash on grounds to those in need of work. ● Host one resume and one job search workshop, targeting those who may be struggling with employment, at each of the two library locations each year. ● Develop communications to advertise services to homebound and institutionalized patrons.	● Community service fair hosted in 2024 with at least 10 providers and attendance by at least 125 community members. ● Goal for flu shot clinic = 50 patrons. ● Goal for tax services, if offered, is 50 patrons. ● An average of 15 additions to community profile directory each year. ● Staff will update at least 33% of profiles each year to maintain current information. ● Director will regularly attend 1SI nonprofit roundtable and the Jeffersonville Rotary (at least 80% of meetings throughout the year). ● At least six people will attend each resume or job search workshop each year. ● Average five net new library card registrations for social service outreach events.

	● Host flu shot clinic annually (2023-2025). ● Explore provision of tax services to determine viability of offering (2022), if feasible begin offering in 2023. ● Host a food and necessities drive.		● At least three homebound patrons reached/visited in 2023, with a 33% increase to four in 2024, and a 25% increase to five in 2025. ● Completed food and necessities drive resulting in a donation to a local service provider.

Business			
Inputs **(who? what?)**	**Activities**	**Output** **(Measure of Activity or Effort)**	**Outcome** **(Measurable Indicators of Impact)**
One Southern Indiana **Tourism (Go SoIN)** **Jeffersonville Main Street** **Rotary of Jeffersonville and Clarksville** **Business and Professional Women** **Tri-Kappa**	● Identify strategies for better communicating resources available to support business activity. ● Update and distribute brochure focused on business resources. ● Outreach to businesses and organizations to inform them of library services (act as guest speakers for their events). ● Identify opportunities to co-host or co-present events targeting small business entrepreneurs. ● Host workshops in partnership with outside organizations on business topics (create an LLC, etc.). ● Partner with Maker13 to host mini Maker fair or other maker events. ● Explore possibility of hosting a business fair. ● Go to business organization meetings to ask how the library can help them, what kind of programs they would like to see offered, what would attract them to visit the library and use library resources.	● Three demos of library services per year (2022-2023, with growth to 5 by 2025) that pertain to partnership and correlate to services relevant to businesses and nonprofit organizations, including on-site library card registration. ● Two programs per year hosted in partnership with input from partners (OneSI, Leadership Southern Indiana, or the Small Business Development Center). ● Number of brochures distributed. Target will be set in consultation with partners. ● Social media posts highlighting business resources and their potential uses.	● Three to five people will register for library cards as the result of a demo at a business or nonprofit organization. ● An average 15 people will attend each program targeting small business entrepreneurs and the business community in year one, with an average 10% growth per year 2023-2026 (target 20 will attend in 2026). ● Use of online business resources will increase by 5% each year. ● Social media posts highlighting business resources will reach and average 750 people and elicit an average 20 likes.

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
	● Conduct event surveys to gauge satisfaction and collect ideas for additional programs.		

P-12 Education

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
Youth Services **Outreach Librarian** **School representatives** **School art teachers/programs** **Communities in Schools** **Homeschool Groups**	● Expand partnerships with area P-12 schools to connect every child with the local library. ● Issue library cards as part of student status. ● Plan and deliver communications about resources and offerings of interest and relevance for each age group of students. ● Plan and implement programs targeting school age children, with outreach through schools. ● Host art shows for one school at a time.	● 10 school outreach events each year. ● Video tutorials on downloading library books and accessing library resources using Chromebooks. ● Establish baseline on the number of students watching the videos and set targets for growth based on baseline. ● Portion of students accessing these tutorials will increase (set targets annually based on use). ● Work with teachers to embed library resources in school curricula (ascertained via consultation with school partners). ● Two JTPL newsletters geared toward schools and families (feature services, programs, fun facts, etc.) each year. ● 165 programs targeting school age children and/or their families each year. ● Two school art shows will be hosted at the JTPL libraries each year.	● All families in Clarksville Community schools will receive and/or have access to a newsletter focused on resources, collections, and programs of interest to children (P-12) and their families. ● 90% of Clarksville Community Schools' students will be registered library cardholders. ● Establish a plan with Greater Clark County Schools to issue library cards to all students. ● At least 1600 children will attend programs targeting school age children in FY 22 and FY 23, further targets will be set based on outcomes FY 22 and FY 23. ● 250 people will attend school art shows at JTPL libraries each year. ● An average of five net new library card registrations for school age family events.

Early Care and Education (birth to five)

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
Early care and education (ECE) organization representatives and providers **Headstart** **Baptist East**	● Establish connections with ECE organizations in Jeffersonville Township. ● Host art shows for ECE programs. ● Issue library cards for parents. ● Present and promote virtual story times for children and parents. ● Provide Zoom programs on babysitting, where to find childcare, healthy foods, cooking with family.	● Both JTPL locations will host an ECE art show for children under six. ● 10 visits to ECE facilities. ● 135 programs for birth to five children and/or their parents.	● 50 people will attend ECE art shows. ● 100 children and/or parents reached through visits to ECE facilities. ● 2,200 children and/or parents reached through library programs targeting birth to five. ● Ten parents of preschool age children will register for library cards through ECE partnerships in 2022, with a goal to increase by 20% each year through 2026. ● Five percent increase in logins to virtual story times annually through 2026.

Arts, Culture, and Tourism

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
City of Jeffersonville **Arts Council** **North of Court Avenue (NOCO)** **Howard Steamboat Museum** **IUS Art Dept.**	● Establish partnerships to advertise and deliver programs with local Arts, Culture, and Historical Tourism efforts. ● Identify and reach out to appropriate people/organizations with which to collaboratively host, advertise, and deliver art and cultural events. ● Plan for co-hosted or collaborative efforts to deliver arts and cultural programs each year. ● Identify and reach out to appropriate people to establish a collaborative historical tourism	● Meetings with Go SoIn and peer arts, cultural, and historical organizations in the community. ● Begin tracking arts, culture, and historical tourism attendance/visits via sign-ins for events and for Indiana Room use.	● Two co-hosted events per year as part of coordinated arts, culture, and history tourism efforts by 2023. ● Coordinated PR strategy developed by 2023. ● 1450 cultural pass registrations by JTPL. ● 40 visits by cultural pass users that are not JTPL cardholders by 2023; 48 by 2025.

communications strategy. Become a designated stop on historical tour.			
Objective 3.2: Provide support services to ensure patrons are fully able to access available resources.			
Service Responses: Support to ensure that patrons can reach all services and resources (#1-18).			
Inputs **(who? what?)**	**Activities**	**Output** **(Measure of Activity or Effort)**	**Outcome** **(Measurable Indicators of Impact)**
Reference librarians **Library tech staff** **Youth services**	● Provide laptops and hotspots for use in the library or at home. ● Provide readily available assistance with technology on-site at both locations. ● Anticipate areas of confusion for remote access to library resources and provide easily accessible video instruction on website. ● Explore online tutorials for JTPL content. ● Generate social media posts and newsletter announcements that draw attention to support services and resources, including disability accessible materials. ● Continue work with WHAS Crusade for Children by providing programs and services to connect children with disabilities to library resources. ● Install wireless printing and create printer quotas. Patrons will receive a certain number of complementary prints per week. ● Continue to provide free fax and notary service, remain fine free, and investigate old fees.	● 100 check-outs per year of new technology with a 5% increase per year for the first three years ● 100 tech assistance interactions per year. ● 25 web-hits on tech assistance portions of the website per year with a 5% increase per year for the first 3 years as people become more familiar with the videos. Track increases when new resources are added. ● Once per week social media posts highlighting support services, resources, and disability accessible materials.	● Library users will report satisfaction with tech assistance. (Frequent sampling of users for very brief surveys--pop-up of one or two questions--to monitor satisfaction). ● Maintain or increase use of virtual resources. ● Social media posts highlighting virtual resources will reach an average 750 people in year one increasing to an average 900 by year 5. ● Usage of advertised resources will increase after social media posts appear. Note: not all products provide regular counts of usage. Will track where possible.

Goal 4: JTPL will be a responsible and responsive steward of the public trust.

Underlying Context (Needs) and Assumptions: Taxpayer dollars fund the library and it should serve the evolving needs of the community. This means that Township residents are both owner and audience for library services. The library is charged with providing "free" access to information and resources to support a thriving community. What that means in 2021 is different from what it meant in 2000. While the standard diehard library patrons remain engaged and committed, library leadership and staff must diligently work to deliver high quality service that evolves with the changing needs and demands of the community.

Objective 4.1: Develop a strategy and plan for better serving underserved locations within the township.

Service Reponses: The objective is to ensure that more residents in the service area access services #1-18.

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
Outreach Librarian **Youth Services** **Adult Services**	● Identify underserved areas in township. ● Provide outreach to identified areas. ● Explore partnerships with businesses, groups, and organizations that serve Hispanic population.	● Survey underserved areas (East Side) at local businesses to identify their needs (2022). ● Survey or talk with residents and clients of Jeffersonville and Clarksville Housing Authority, CASI, and, Hispanic Connection of Southern Indiana to identify needs and barriers to use.	● Issue on average five library cards during surveying events to areas identified as underserved. ● Increase library cardholders from underserved populations in Jeffersonville Township.
Objective 4.2: Ensure that JTPL is a good steward of public funds and the environment.			
All Library Staff	● Evaluate internal controls. ● Develop and review the board approved environmental stewardship policy each year. ● Perform energy consumption audit ● Explore clean energy options	● Replace lighting with more energy-efficient lightbulbs. ● Decommission or replace energy-inefficient technology (computers, copiers, or other appliances or tools).	● Stewardship policy adopted. ● Consumption of kilowatt-hours of electricity will decline for both facilities from baseline (2019) to year 5 of this plan (2026).

Objective 4.3: Protect the privacy and security of patron data.			
Inputs (who? what?)	**Activities**	**Output (Measure of Activity or Effort)**	**Outcome (Measurable Indicators of Impact)**
Technology Department **Public Services Department**	● Review annually best practices in computer security and protecting patron data. ● Implement three-year rolling replacement plan to ensure use of up-to-date computers with capacity for current security/privacy measures.	● Hold conversations with vendors concerning safety of patron data.	● Continued trust in library as an institution. Patrons feel confident that their data is secure.
Objective 4.4: Diversify Board of Trustees to reflect community diversity and engage diverse age range**.** **Service Responses:** #3 (and helping to ensure that all service responses are inclusive).			
Library Director **Board of Trustees**	● Generate a list of potential trustees that reflect generational and demographic diversity. ● When the opportunity arises, be intentional about diversifying representation on the Board.	● Develop board development plan for when vacancies occur.	● Board of Trustees that better represents the racial/ethnic and age diversity of the service area.
Goal 5: JTPL will be a good place to work, learn, explore, and play.			
Underlying Context (Needs) and Assumptions: The library is a significant element of public social infrastructure, providing space, technology, and services that facilitate community engagement and gathering. The actions of staff shape the extent to which patrons feel welcome and find a sense of community in that space. Internal organizational operations shape how staff show up, how they engage with one another and their work, and ultimately shape how staff interact with patrons and the wider community. Staff need to experience JTPL as a good place to work, learn, explore and play, in order to make it that way for patrons.			
Objective 5.1: Deliver friendly high quality service to all patrons. **Service Responses:** Ensures that all patrons feel welcomed and supported in accessing services #1-18 and that staff are well-equipped to deliver said services.			
Inputs (who? what?)	**Activities**	**Output (Measure of Activity or Effort)**	**Outcome (Measurable Indicators of Impact)**

All Library Staff	● Implement short and consistent patron feedback survey starting in January 2022.
	   ○ Use to evaluate specific strategies.
	   ○ Follow-up with clear plans and action in response to patron feedback.
	 ● Implement a simple program survey by March 2022.
		● Surveys distributed with an eye toward specific areas for assessment and improvement.
		 ● One hour of learning time per month spent on patron service topics.
		 ● Distribute survey at a sampling of programs.
			● One-hundred patron survey responses per patron/cardholder survey conducted.
			 ● 60% program survey response rate.
			 ● Documented adjustments to programs and services based on patron feedback.

	- Use to evaluate specific program strategies. - Follow-up with clear plans and action in response to patron feedback. - Staff use learning time to improve customer service skills. - Make every patron interaction a positive one.	- Patron and staff stories of positive interactions. - Solicit or tell your own stories of positive experiences with staff and or patrons. (Place a button on the website in 2021, notes on the door in youth services, and staff documentation). - Find different ways to engage patrons and staff during National Library Worker Day.	

Objective 5.2: Improve internal communications and clarity of expectations.

Service Responses: Ensure that staff receive feedback to help them continuously improve their delivery of service responses #1-18.

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)
All library staff	- Establish staff intranet. - Establish a daily updates and announcements system via intranet or internal messaging/email. - Create clear job descriptions and update regularly. - Perform regular performance evaluation, with attention to quality, friendliness, and a constructive and collaborative approach to continuous personnel development. - Develop materials for new employee orientation and training. - Develop staff survey to monitor morale, satisfaction with training, professional development, and collegiality. The survey will offer an opportunity to celebrate successes and identify opportunities for improvement.	- Staff intranet established. - By January 2022, JTPL will have a system in place and will have designated a staff member to issue/maintain the daily updates and announcements message. - Director will work with Human Resources and Administrative Planning Team members to draft or revise the description for each job (2022). - New employee orientation and training established by the end of 2021 - Implement new employee orientation and training within the first 3 months of each new employee's start date. - Implement an annual staff engagement survey.	- Six months after implementation of the staff intranet, 80% of staff will report that they know what is happening in the library each day - Following issuance of updated job descriptions, 80% of staff will report that their responsibilities are clear to them. - Regular feedback, training, and discussion will generate confidence and efficacy (measured by staff survey) and quality service (as measured by patron satisfaction responses). - At least 80% of staff see quality, friendly service as a responsibility of their job (as measured by staff survey). - All staff have orientation and training related to basic operations, vision, and mission of the Library.

| | | | • Increase in staff knowledge of library resources and technology.
• Increase in staff competency and confidence in serving a diverse community. [Based on retrospective and current ratings on staff survey.] |

Objective 5.3: Engage professional development and continuous improvement to ensure that services and operations reflect best practices and evolving strategies of public libraries.

Service Responses: Ensure that staff are able to deliver services #1-18 using current technology and best practices.

Inputs (who? what?)	Activities	Output (Measure of Activity or Effort)	Outcome (Measurable Indicators of Impact)

All library staff	• Implement full team use of Google Drive to organize files and ensure organizational continuity.
	• Engage regular professional development to maintain up-to-date technology competencies. Engage regular professional development to maintain use of best practices and awareness and competency in evolving strategies of public libraries.
		• Well-organized, easy to use Google Drive file structure established.
		• All staff use Google Drive as the default location for files.
		• All relevant staff participate in professional development exercises to keep technology knowledge up to date.
		• Each staff member will have an annual professional development plan.
		  o Public facing staff and all those involved with collection and resource development complete Project Ready (https://ready.web.unc.edu/).
		  o 50% of learning hours spent increasing technology skills.
			• Most organizational documents will be easily accessible via google drive
			• More well-trained staff, as measured by staff survey and administrative tracking of skills and training.
			• 80% of staff complete basic digital literacy certification.

Human Resources **Special Committee**	• Create annual performance evaluation for all staff	• By 2023 staff and the Administrative Planning team will work together to create an annual personnel review process. • At least 90% of staff receive a yearly performance evaluation.	• 80% of staff will report feeling confident that their job is appreciated. • 75% of staff will report that they know the objective measures on which their performance is evaluated. • Staff and community will feel like employees of the JTPL are consistently held to a high standard.

Objective 5.4: Build and support a culture of collegiality and camaraderie.

Service Responses: Remove barriers to full engagement of staff and support them taking pleasure in delivering services #1-18.			
Fun Committee (to be formed)	● Form a fun committee. ● Convene fun committee regularly to plan events at work as well as after-work meet-ups or occasional off-day outings.	● Staff experience fun moments during the regular workday. ● Staff will have the opportunity to participate in planned social gatherings outside of work 2 to 3 times per year.	● 75% of staff will report positive morale as measured by an annual staff survey.

Appendix A: Service Responses[15]

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 traditionsof 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.

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: Annual Report Data Summary 2000-2020

Shaded area represents period of major renovation that closed the Jeffersonville location. Boxed area highlights periods of high attendance, particularly those where fewer programs generated higher attendance.

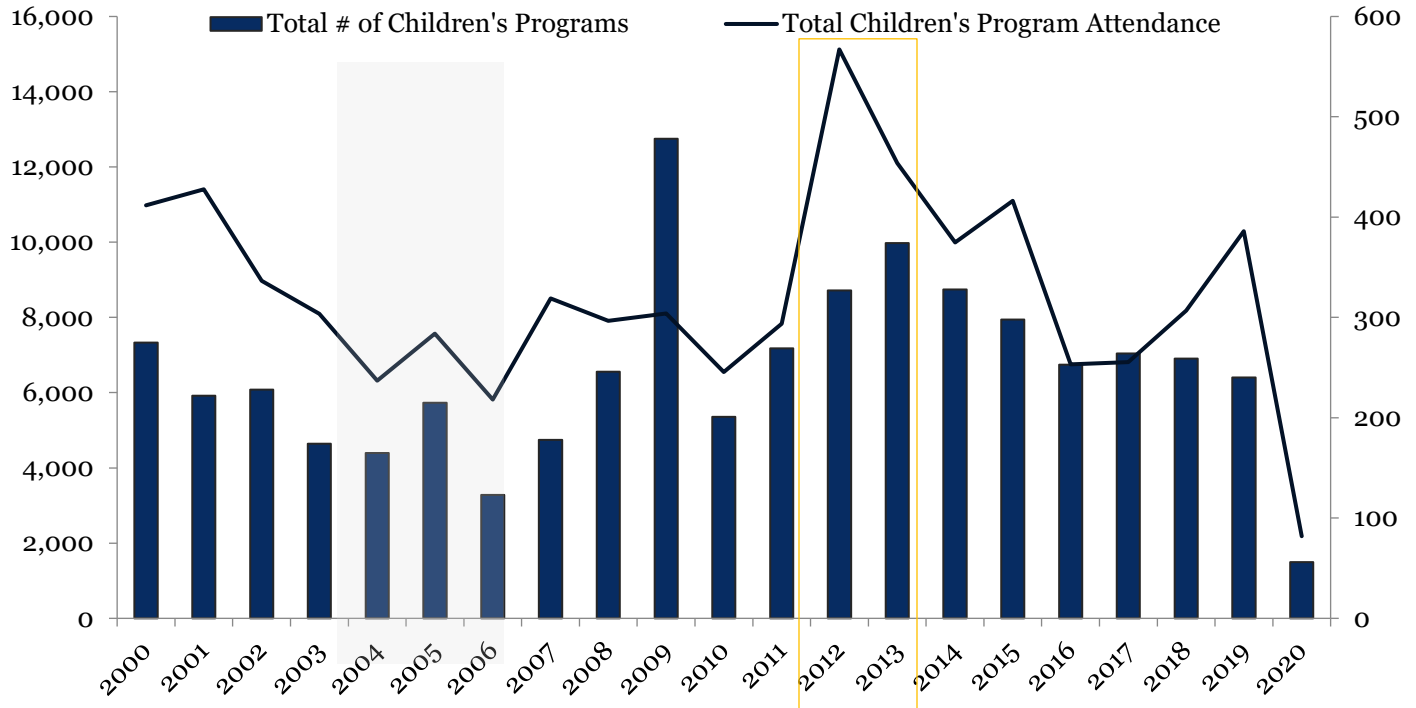*Figure 1: Children's Programs and Program Attendance, 2000-2020*

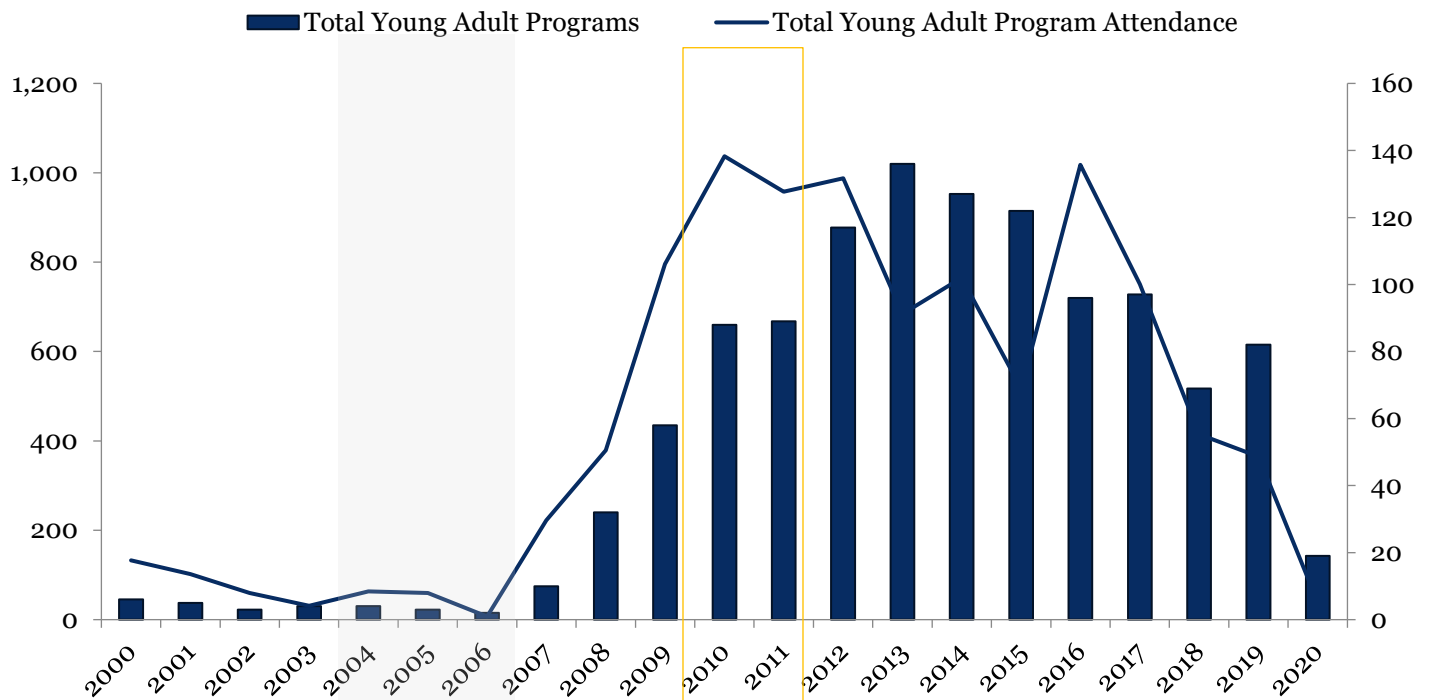*Figure 2: Young Adult Programs and Program Attendance, 2000-2020*

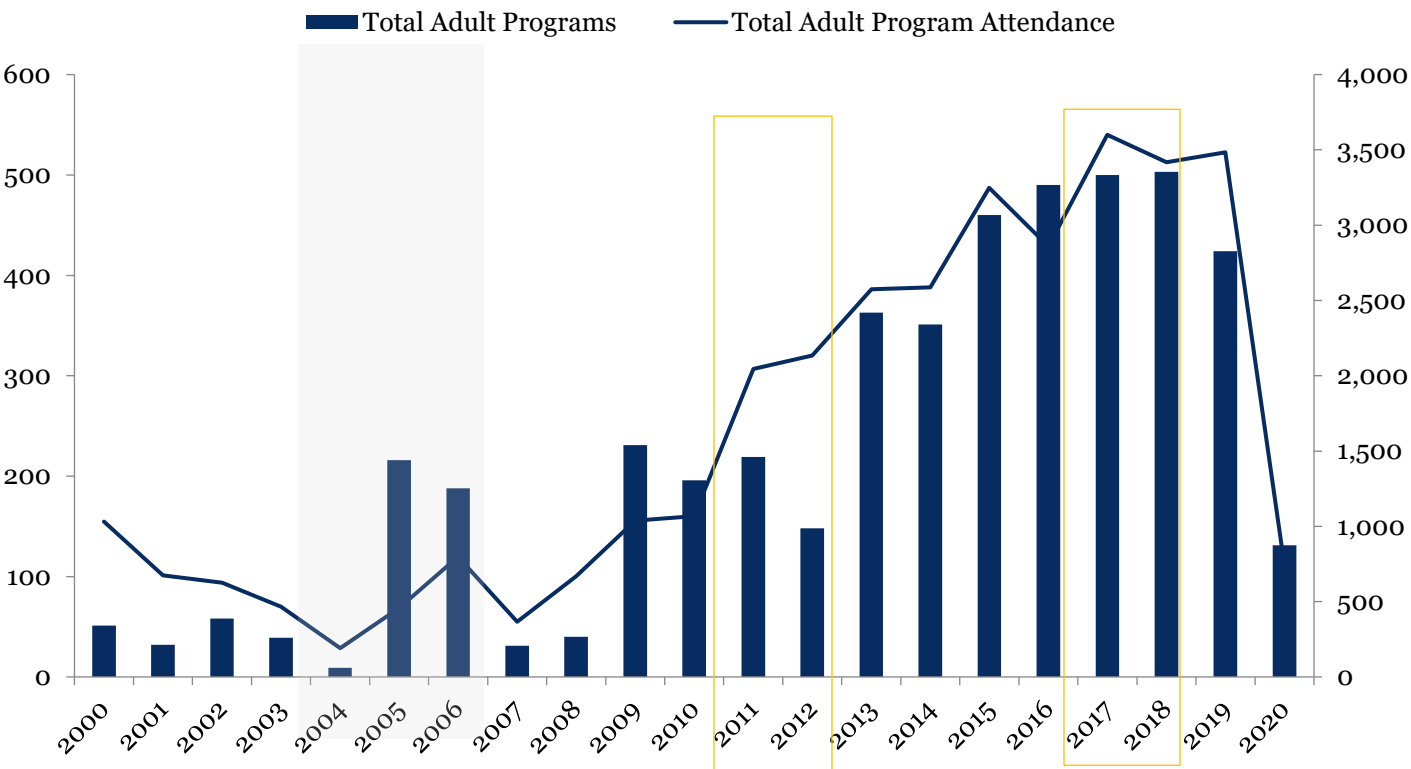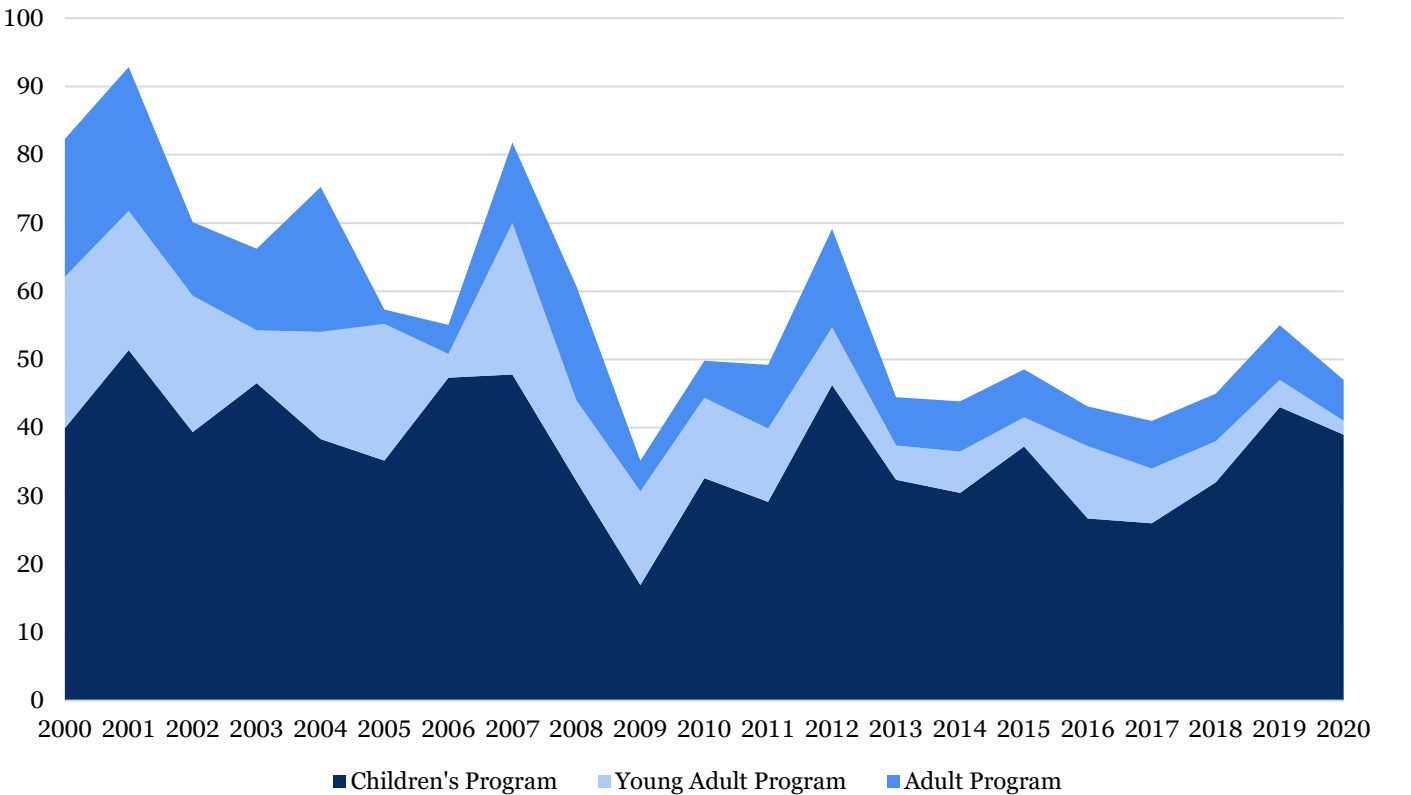*Figure 3: Adult Programs and Program Attendance, 2000-2020*

Figure 4: Average attendance per event by audience age group, 2000-2020

Appendix C: SWOT Analysis

Strengths	Weaknesses
• Staff (friendly, educated, patient, knowledgeable, engaged). • Dedicated patrons. • Awesome director. • Updated, nice facilities. • Accessible locations. • Valuable e-resources. • Strong print collections. • Ample meeting space for library and outside organizations. • Emphasis on safety and security. • Available to everyone. • Makerspace is a new asset. • Free access to databases, computers, etc. • Free services to the community. • Convenient service. • Modern technology.	• Steady decline in library cardholders. • Overworked, overstretched staff. • Limited budget to pay staff what they deserve. • Lack of marketing plan. • Lack of cohesive marketing capabilities. • Limited budget to buy print materials. • Limited computers at times. • Some staff have limited tech skills. • Aging staff—may experience a knowledge vacuum when people retire. • Limited funding to pay for expert speakers on various topics. • Finding time to get out in the community plus cover hours library is open (goes along with the staff being overstretched).
Opportunities	Threats
• Emergency Connectivity Fund grant money. • More engagement with outside organizations. • Clarksville Community Schools partnership. • River Heritage Conservancy driving traffic and activity in Clarksville. • Removing underused online resources to allow for purchase of new products. • Potential money from American Recovery Act, from the state library, and other resources. • Pent up demand to get out and do stuff after the pandemic. • Diversifying population. • Renewed Library Foundation. • Attorneys who will suggest that individuals make bequests to the library in their wills. • WHAS Crusade for Children grant opportunity.	• Lack of awareness about library resources and relevance. • Stagnating/shrinking tax base (despite growing population). • Decline in reading. • Circuit-breaker on property taxes and other tax issues that limit funding for the public library. • Competition from other organizations that do programming like the Library's. How can JTPL differentiate itself? • "Isn't everything online now?"—people think libraries are just books. • Questioning the nature of knowledge itself. Fake news, etc. • Decrease in community involvement in service organizations. • Lack of citizen involvement at the library. • Steady decline in library cardholders.

Appendix D: Planning Process Contributions

JTPL Combined Findings from Community Member Forums, Board of Trustees, Staff, JTPL Administrative Planning Team, and the Strategic Planning Committee. Participants posted their comments on Jamboard. This list maintains the wording and punctuation used by contributors.

March 25, 2021

Goals for Process

- Measurable, trackable goals.
- Collaboration with school districts.
- Plan for East end of Jeffersonville.
- Build awareness and use of business resources.
- Jeffersonville Library and Clarksville library (eliminate use of term "branch").

Vision for Community's future and JTPL's role in it.

Jeffersonville and Clark County

Activity and Foot Traffic

- Downtown Jeff will grow in connection with the walking bridge and all the new residential development.
- Jeff- outside concerts (family friendly), thriving farmers market, mom and pop businesses and restaurants.
- Bustling communities.
- Re-development of downtown.
- Cultural offerings and diversity.
- Having people downtown, restaurants, retail, recreational opportunities abound.
- Empty buildings repurposed.

Businesses

- Clarksville continues to attract Hispanic businesses.
- Thriving businesses in Clarksville.
- Business development in Jeffersonville.
- Lots of businesses in the Eastern Blvd. Corridor.

Public social infrastructure

- Communities need easily accessible mass transit.

- Communities need public libraries that provide services for one and all.

Quality of Life

- Homeless and mental health under control.
- Increased employment.
- Economy and diverse job opportunities.
- Low unemployment rate (approximately 4%).
- More affordable housing.

Vision for JTPL

- Creative activity flourishes in the library crafts, maker space, self-publishing of books.
- Well-attended programs. The library is hopping with activity.
- A bustling community center with lots of people coming to the library for a variety of programs.
- The role of the library is to educate people with library and technology.
- Library patrons will continue to migrate towards online services instead of requesting books.
- The library will be the primary source for technology information/learning for a significant part of the population.
- Educate the community about the purpose of the library and the technology learning innovations with books and new technology techniques.
- Library will help people attain equality by offering services to access what otherwise would pass them by.

Potential Capital/Facilities Expansion or use of facilities

- Library needs an east-end presence. (3)
- A new location is crucial.
- More availability for small group meeting spaces.

- We have a cafe in which people are able to work and read while having a snack.
- Coffee shop
- Café inside library.
- Buy the land where the bank is, walk-in main floor for children, upstairs for youth.
- Library escape room.
- Meeting spaces
- Collaboration spaces, areas for job interviews.
- Future strategic plans – library near low/mixed-income neighborhood, walking distance.
- Youth area, closer to maker space, interaction, attract more use.
- Individual computer rooms.
- Meeting spaces for 1-on-1.
- E-learning spaces with staff to assist kids.
- Small loan library for low-income areas.
- Bookmobile/book bus.
- Technology hubs for rural areas – small building outposts with tech resources/devices.

Library PR and Marketing

- Library better needs to get people to believe that it is a safe and enjoyable place to be.
- Library needs a sense of urgency about remaining vital.
  - Improve marketing to underserved populations/overall.
  - Library out in the community with showing different services we offer.
  - Advertise the programs better to the public.
  - Meeting new people, volunteering.

Service and Services

- The Jeffersonville and Clarksville libraries would continue to have outstanding services.
- Staffing for consistent service.
- Demonstrating that we can provide services for all ages.
- Delivering excellent service to our customers where they can't help but tell their friends and neighbors about the service they received at the library.
- More technology services for others.
- Circulate hotspots (or similar) to bridge digital divide.
- Tactile art for low-vision people.
- Art
- Providing reader advisory information.
- The collection matches the demographics of the community more closely.

- The local history collection will grow to reflect a more inclusive version Clark County's past.
- Hispanic community access.
- Accessibility for diverse people.
- Able to reach folks who can't physically get to the library.
- We will offer programs in multiple formats whenever possible: in-person, live online, and recorded. We will have staff members assigned to assist with these efforts and explore additional formats (DVD?) to reach those who lack access to the internet.
- A book by mail program.
- Record the programs offered so they can be viewed by more people.
- Bookmobile to places where there are people who can't get to the library, such as nursing/retirement homes.
- Meeting patrons where they are in the community.
- Library go to people to meet their needs.
- Most services can be accessed from home.
- Students are using E-Books from home and other activities.
- Life-long learning- through online learning platforms, online tutoring.
- Patrons and guests are able to check out laptops for use in the library.
- Increase our online content.
- Increase the number of online resources that are available.
- Language and translation expansion.
- People have utilized the maker space for projects.
- The maker space will be a niche that will appeal to different patrons.
- Makerspace--resource for people to collaborate on projects.
- Nooks and crannies for the homeless to be comfortable and safe.
- Computers and books, resources for the homeless.

Programs and Events

- Terrace being used to its full potential for programs and as a gathering place.
- Offer some outdoor programs. Either nature related, or to make use of the terrace.
- I do like a community space where people can hear about important ideas. Maybe hear from community leaders, roundtables.
- Online learning platforms for job training.

- Cultural activities.
- Programs at community events.
- Decorating with cricket.
- Programs, classes for adults and parents.
- Book of the month club for teens.
- Regional program
- Classes/programs in maker space.
- Painting classes
- Music lessons
- Once a week science projects/crafts for 2nd-5th graders.
- Homeschooling resources/activities for kids and parents.
- Pastry/cooking classes

Social Services/Social Work

- Partner with mental health organizations to get people health.
- Partner with homeless shelter to increase employment opportunities for homeless.
- Library itself available for certain activities that could help with homelessness, employment, and mental health.
- I would like to see the library as a one-stop-shop location that offers and provides services, info, assistance, etc. to support our library community. (Examples: Tax assistance, SNAP assistance, counseling, etc.)
- Some libraries are hiring a staff social worker to help provide for patron needs.
- Library as a one-stop shop as a community center: resume, tax-assistance, health, counselors, housing help.
- Create an environment where people who need services can have a portal to access their needs (library, mental health, community kitchen).
  - Mental health professional on staff – one day a week or full time services?
  - Social worker in library.
- Collaboration with health dept., blood pressure/temperature check, health services.

Partnerships

- Regular cooperative programs with the new elementary school on Court Avenue.
- More students are using the library starting with every school gives a student a digital card when they register for school.
- Area for visitation (monitored guardian visits).
- Partner with local organizations to do maker programs.

- We will establish broad collaborations in our community, even reaching across the river to expand our reach.
- Collaborate with Headstart and daycares to offer virtual story times.
- Find better communication with teachers and schools.
- Partnership with Clarksville Schools coming to full fruition. Will increase access to Library among children and youth. (This includes large Hispanic population).
- Enhance or build strong partnerships with services in the community.
- Origin Park development – partnership potential, library as community hub.
- SBA – Small Business Alliance
- Where is the community going out into the community? Working with school libraries, Spring Hill, how can we work together in the community?
- Needs survey of community partners.

Continuous Improvement and Regular Input

- Get patron feedback on programs/services regularly and review.
- Get current patron feedback to evaluate recurring programs and change as necessary.
- The library has thoroughly surveyed staff and patrons to find out what work we are not getting done or undertaking and has hired/assigned staff to cover those areas.
- The library has looked for ideas and input from people in all walks of life. We've gone beyond our usual library patrons who show up at events and are really comfortable here, but also homeless people, LGBTQ and other activists, and any other groups that may be overlooked if we aren't careful.

Concerns/Cautions

- Emphasis on online services may attract younger patrons and scare away older patrons.
- Library must feel a sense of urgency, when it comes to service. Being innovative is a must, not a choice.
- Lots of homeless use the library.

Strengths/Accomplishments

Facility

- Study rooms
- Remodel, in general, is good. Looks nicer.
- Maker space is great.
- Renovations – brighter, more open, welcoming
- Meeting spaces, seating areas, audio and visual tech.
- Technology for meetings available and ready to go.

Organization

- Staffing
- Security

Collections/Resources

- Large print collection
- Good mystery collection
- Japanese and Korean language learning, manga collection
- Business resources – Lydia programs, computational programming
- Digitized items
- Magazines and services in different languages
- Cultural resources
- Renting e-books

Programs

- Pre-COVID programs
- Children's story time, mother goose on the loose
- Saturday programs – kids create
- Indiana Room
- Seed program
- Skill learning
- Book reading programs for teens/kids
- Seed Library
- CCYC Meetings hosted here
- Town hall meetings
- Free events

Service/Services

- Self-Check-out system
- Taking services to people.
- Outreach to One Southern Indiana.
- Grab and go Craft kits.

- Curbside service is a good service for patrons and staff have executed well
- Virtual reaching more people.
- Makerspace is a success.
- Increase in distance use of genealogy resources/local history.
- Programs online during pandemic have done well and now we have that in our repertoire.
- Genealogy from home with online reference contact with Diane.
- Ask a Librarian on the website has been heavily used.
- Friendliness and knowledge of staff.
- Helpful staff.
- Drop-off service, curbside – useful for people that may not normally be able to access the library.
- Resources for homeschooling families.
  - In different languages.
  - Checking out books, prefer to look at paper instead of digital.
  - Library staff able to assist with Zoom.

Partnerships and communications

- Word of mouth effective in pandemic--brought community partners in.
- Community Collaborations
- Work with head start.
- Continued work with the schools.

Opportunities for growth and improvement

Organization

- A way to summarize all of the new information each day so staff have quick access instead of having to see all changes (staff sick, security information, databases down, etc.) at a glance instead of having to read many emails.
- More robust foundation.
- Clearer designation of job duties.
- More training and use of Google Drive and shared files.
- Technology competency requirements for staff.
- Revised staff job descriptions written with collaboration of those who do the jobs so that we know that all of the work is assigned and getting done.
- Staff need to be updated on things discussed at APT meetings, so they are aware of things and not left out.

- To protect patron privacy and identities and make us a less juicy target to hack, we should eliminate SSNs from the ID field in Polaris. We don't collect them now, but there are a lot of them still there.
- Letting staff know any changes when Polaris is updated.
- Centralized documentation of processes, forms, etc.
- Staff Evaluation process based on cultural values
- Not replacing people who quit (or replacing FT people with PT).
- Information about where our patrons are most likely to view programs (Facebook, YouTube streaming, live at the library, live off-site).
- More representative library board of trustees.
- Staff training/review on how to check funds in Polaris.
- Staff be more informative of what is going on in their departments. Ex. When the computers go off, programming, etc.

Facilities/Facility Uses

- We need a branch or something out by Meijer due to the community growth.
- 3-hour study room too much for each reservation.
- Staffing and utilizing the Gates Computer Lab to allow patrons access to additional public computers within the Main building.
- More computers and time allowed for use.
- Maker space underdeveloped due to pandemic.
- More reading nooks/desk areas.
- Edible garden/Rain Garden.
- Workshop, area for gardening, gardening program.

Programs and Events

- Better programming.
- Programming evaluations.
- Better incentives for participating in programs.
- Summer food trucks in parking lots, picnic tables
- Books and Brews events, for adults and young professionals
- Art exhibits, seeing work of locals
- Books and Brews 502 – event for adults, held in breweries, in partnerships with distilleries and local businesses, offer prizes and merchandise, raffle tickets, coffee shops, gift cards
- Resume building/training workshops
- Support for people re-entering the workforce
- Pop-up health fairs
- Volunteer to read to kids in neighborhoods, going out into neighborhoods

Collections and Resources

- Replace Evanced with something more user-friendly.
- Expand large print collection for visually impaired – biographies in particular
- Expand large print collection for youth
- Science fiction could be expanded
- Improving educational material for technology use

Marketing and Communications

- More promotion of programs marketing.
- Marketing services, community outreach.
- Engaging social media, encouraging people share on social media to special interest/hobby groups.
- Healthy living classes announced in newsletter.

Partnerships

- More community partnerships.
- Clarksville Library – elementary students use Overdrive and eBooks, access to wider reading range. Making student ID's library accounts, adding students as members.
- Partnering with art district.
- Tourism guidance could help advertise.
- Awareness to locals across the river, tourists who may be visiting.
- Genealogy research trail, brochures at airport.
- Historical appeal.
- More community partnerships.
- Include community events in newsletter.
- Community Action of Southern Indiana – potential partner for health fairs.
- Communication with people in the community.
- Back to school event in July, Spring Hill – Library can set up booth there.

Service/Services

- Less tolerance for problematic patrons.

- More outreach.
- Staffing for computer labs.
- Increasing independence for computer users.
- How about something easier to use than Library Aware?
- More staffing overall, esp. in computer labs and makerspace.
- Accessibility, expand services
- Easy to find help for new technologies
- Help for elderly in using technology

Barriers to Use

- Convenience.
- Internet access.
- Lack of Wi-Fi technology.
- Safety in the evenings when they have programs that the seniors might attend.
- Transportation for younger people is a problem.
- They owe us money or think they owe us money.
- Lack of Sunday hours for the libraries.
- Single parent households--if that parent works during library hours, those kids can't access services.
- They don't know what we offer.
- Patrons may need more technical assistance to take advantage of online services.
- Promoting the library remains a tough, constant challenge. Not sure people realize we have something for them, not just something for others.
- Money for major expansion or upgrading well may be hard to come by, since political leaders may figure libraries are obsolete services.
- Feel like they are too busy to use the library. Why do I need the library I have a phone and Google.
- In a normal year, people are busy with their children's activities. Between sports, ballet classes, etc.
- Students ride their bikes to the library; but younger children years ago walked to the library. It is not safe to walk to library as children did years ago.
- Can't get to the library
- Lack of understanding about the way to use the technology available.
- Awareness of services
- Collections for visually impaired
- Construction

- Making the entrance more prominent for newcomers (signage)
- Big Four Jeff area has lots of appeal, need things to draw people out to this location (coffee shop idea)
- Need to include library signage to point people toward it
- Spreading the library's logo to lead people
- Getting people aware of the library, other ways to spread awareness
- Walkability – how accessible the library is to walk to (biking, park trails)
- Transportation
- People don't know about services at the library
- Using social media to reach people, but even this has limited reach – library has twitter, Instagram, YouTube for zoom programs.
- Police officer on duty in library – homeless people may be discouraged; drug overdoses were a concern. This may block people's access, another way to keep staff and customers safe?
- Alternately, the police officer may make some people feel like the library is more accessible/safe

What portions of the population are underutilizing the library?

- Hispanic population
- The well-to-do
- People who can't get to the library
- Again, I want the library to attract one and all.
- The education college students had college classes at the library as part of their educational classes to visit the children's library section.
- People who don't know what the library has to offer.
- Are our resources accessible to all?
- Do we have the type of materials that people want?
- Lack of internet access/computer access
- IUS, Ivy Tech, and college student outreach. Get them using resources so they may continue to use the library into adulthood
- Get young adults/professionals more engaged and aware of resources
- Reach out to more college students to attend events

[1] U.S. Census Bureau. 2019. "Table DP05: ACS Demographic and Housing Estimates." American Community Survey. https://data.census.gov/.

[2] Jeffersonville Township Public Library Annual Data Report for 2020.

[3] Ibid.

[4] U.S. Census Bureau. 2019. "Table S1701: ACS Poverty Status in the Past 12 Months." American Community Survey. https://data.census.gov/.

[5] U.S. Census Bureau. 2019. "Table DP05: ACS Demographic and Housing Estimates." American Community Survey. https://data.census.gov/.

[6] U.S. Census Bureau. 2019. "Table S1101: ACS Households and Families." American Community Survey. https://data.census.gov/.

[7] Jones, Jeffrey M. 2021. "LGBT Identification Rises to 5.6% in Latest U.S. Estimate." *Gallup News*. Retrieved 06-13-2021 (https://news.gallup.com/poll/329708/lgbt-identification-rises-latest-estimate.aspx).

[8] U.S. Census Bureau. 2019. "Table DP05: ACS Demographic and Housing Estimates." American Community Survey. https://data.census.gov/.

[9] U.S. Census Bureau. 2019. "Table DP02: ACS Selected Social Characteristics in the United States." American Community Survey. https://data.census.gov/.

[10] Ibid.

[11] U.S. Census Bureau. 2019. "Table S1701: ACS Poverty Status in the Past 12 Months.

[12] U.S. Census Bureau. 2019. "Table S1810: Disability Characteristics" 2015-2019 American Community Survey 5-Year Estimates. American Community Survey. https://data.census.gov/.

[13] U.S. Census Bureau. 2019. "Table S1901: Income in the Past 12 months (in 2019 Inflation-Adjusted Dollars" 2015-2019 American Community Survey 5-Year Estimates. American Community Survey

[14] Because the planning began in the latter portion of the pandemic, the consultant recommended waiting until some return to more normal operations before distributing the survey. As a local research consultant, she was acutely aware that email surveys were getting very low response rates as we moved into 2021. The survey will be administered by email, but with reminders posted throughout the library and easy opportunities to complete the survey on-site at Library computers and by clicking on a button on the library's home page.

[15] 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.