



Jackson County Public Library

STRATEGIC PLAN

January 1, 2017 - December 31, 2019

Mission Statement:

The mission of the Jackson County Public Library (JCPL) is to help the community connect, learn, and grow.

Community Needs and Goals:

In 2016, the Jackson County United Way facilitated over 20 community conversations following the Harwood method to discover community issues. Library staff assisted with several of those conversations in order to avoid duplicating their work.

In the summer of 2016, Library Director Julia Aker received a scholarship from the Midwest Collaborative of Library Services (MCLS) for attendance to the Harwood Virtual Public Innovator's Lab. Technical Services Manager Monica Boyer also participated in most of those sessions in the eight-week program.

In June and September 2016, library staff and board members were encouraged to share their aspirations for the library in preparation for this strategic plan.

From the conversations, we learned that Jackson County residents' shared aspirations are: 1) a community where people choose to live that is healthy, vibrant with social interaction and engagement, and 2) a community where collaborative works take care of our neighbors and generations.

Based on the first draft of the Jackson County Harwood Findings Report and input from library staff and board members, the following are our goals through 2019.

Goal I: Have adequate staff to meet community needs

Objective 1.1: Provide appropriate staffing levels in all locations

- 1) Evaluate current staffing needs (2017)
 - A. Evaluate staffing levels of each department
 - B. Review The Singer Group study for relevancy
 - C. Evaluate schedules and library hours
 - D. Evaluate job titles and descriptions
 1. Phase shelver positions into Information Services Clerk and Youth Services Program Assistant positions. (2017)
 2. Create a second Administrative Assistant position (2018)
 3. Update all job descriptions (2019)
 - E. Evaluate employee benefits

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1. Vacation day accrual (2018)
 2. Investigate Paid Time Off (2019)
- 2) Review budget allocations (2017)
 - A. Increase personnel allocations from money elsewhere in the budget

Objective 1.2: Improve employee communication and training

- 1) Supervisors will focus on communication (2017)
 - A. Supervisors will attend “The Ultimate Supervisor: Bring out the Best in Your Employees” (January 2017)
 - B. Supervisors will continue monthly meetings with each staff member
- 2) Ensure all employees are properly trained
 - A. Develop core competencies for employees
 1. Each department determines core competencies
 2. Employees and supervisors will develop a training plan
 - B. Identify needed skillsets by department
 1. Educate staff on identified skillsets
 - C. Include required training in orientation checklist
 1. Supervisors oversee a training plan with each new employee

Goal II: Be the trusted source for information in the community

Objective 2.1: Staff will have the knowledge to provide reliable information

- 1) Identify positions that require reference & database training & provide training (2017)
- 2) Create & provide in-house reference & database training program (2018)
- 3) Staff will be aware of state and federal e-government services to educate and assist customers

Objective 2.2: Collaborate with local organizations

- 1) Identify potential partnerships with community groups with information to share (2018)
 - A. Establish lines of communication
 - B. Mutually share information
- 2) Reassess library staff involvement with community groups (2019)

Objective 2.3: Inform the public of the library’s expertise

- 1) Develop infographics to advertise the library’s value (2019)
- 2) Develop and implement outside advertising (2019)
 - A. Identify and utilize community brochure outlets
 - B. Develop a Welcome Packet and distribute to appropriate partners

Goal III: Increase community activities

Objective 3.1: Increase participation in off-site activities

- 1) Evaluate the library’s participation in current community activities (2017)
- 2) Identify appropriate community activities for library involvement (2018)

Objective 3.2: Enhance on-site events

- 1) Seek partners to support events (2017)
 - A. Funding
 - B. Host Site
 - C. Volunteers

- 2) Investigate additional funding for events (2018)
 - A. Grants
 - B. Sponsors
- 3) Improve publicity for events (2019)
 - A. Apply for a Jackson County Visitor Center promotional grant

Goal IV: Promote a safe community

Objective 4.1: Create a safe environment on library property

- 1) Monitor and add security cameras as needed
- 2) Lock west staff/delivery entrance and install buzzer system (2017)
- 3) Investigate the Safe Place program for possible participation (2017)
- 4) Reconvene the staff emergency committee to revise procedures (2018)
- 5) Evaluate security needs (2019)

Objective 4.2: Provide staff safety training

- 1) Conduct regular fire, tornado, earthquake, and active shooter drills
- 2) Provide AED training to most staff members (2017)
- 3) Reconvene the staff emergency committee to identify and coordinate staff training (2018)
- 4) Continue drug awareness training (2018)
- 5) Offer CPR training and/or recertification to key staff members (2018)

Objective 4.3: Promote safety training for the public

- 1) Provide safety information at all locations
- 2) Offer health, safety and drug awareness programs (2017)
- 3) Partner with community organizations to host safety programs and displays (2018)
- 4) Coordinate safety training with community organizations (2019)

The following is required by the Indiana State Library to be included in the Strategic Plan:

Assessment of Facilities, Services, Technology and Operations:

Of the facilities at JCPL, the most immediate needs are updating Seymour Library to LED lighting and creating more small group meeting spaces at the Seymour Library.

The Seymour Library was an original Carnegie Library opened in 1905. Additions to the building in the 1920s, 1992, and 2005 allowed more room for materials and technology. In 2014 and 2015, the renovation of the Teen Scene at the Seymour Library and the addition of a full-time Youth Services Assistant working with teens created a more vibrant and inviting teen experience. In 2015, a Community Foundation of Jackson County grant purchased discovery stations for interactive play and early literacy support. In May 2015, the Seymour Library received new landscaping through the Jackson County United Way Day of Caring. In 2015 and 2016, adult shelving sections were removed to allow for more seating. In 2016, the Kidz Korner received new carpet, vinyl floor covering, reorganization of shelving for better sight lines and more natural light, and additional interactive areas for younger children.

The Crothersville and Medora branch libraries are identical buildings built in 1992. The Crothersville Library building replaced a rented storefront. Since the 1992 building project, the Crothersville Library has added a storage area and has replaced carpet and wall covering/painting throughout. The Medora Library building replaced a weekly bookmobile stop and has had intermittent use resulting in cutting hours from 38 to 20 and then back to 25 each week. In May 2013, Crothersville Library received new

landscaping through the Jackson County United Way Day of Caring. The Medora Library was painted inside during Day of Caring in 2014 and 2015 and needs new carpet. In May 2014, the Medora Library received new landscaping through the Jackson County United Way Day of Caring. In 2015, LED lighting was installed at both branches. In 2015, a Community Foundation of Jackson County grant purchased rotating discovery stations for interactive play and early literacy support.

JCPL has had outreach service through the Bookmobile since the library received a state grant in the 1960s. Service has changed over the years with less community stops due to low interest to service to most licensed daycares and preschools in the library district. The current Discovery Bus bookmobile was put into service in 2008 and currently has 34 stops including daycares, schools, nursing homes, and neighborhoods and to several homebound customers on a Monday-Thursday 8:30 am-2:30 pm schedule. In 2016, Outreach Services started monthly crafts & activities at the Seymour Area Farmers Market, May through October.

With regard to technology, JCPL used to be one of the leaders in library technology in the state; however, it is still lagging behind due to space, funding, and staff issues. In 2013, the Seymour checkout desk received 3 desk models to encourage self-checkout. In September 2016, two new freestanding self-check machines replaced older models in the Kidz Korner and upstairs. In October 2016, older freestanding self-check machines from Seymour were relocated to each branch. The library received e-rate category 2 funding to replace and expand wireless infrastructure in the Seymour Library. In 2016 and 2017, additional security cameras will be installed at all three locations, and additional computers will be added to the Teen Scene and Kidz Korner at the Seymour Library.

Financial Resources and Sustainability:

The library's two biggest sources of revenue for its operating fund -- property taxes and local income tax (LIT) have declined over the years and will continue to do so. The property tax caps, which were voted into the Indiana State Constitution, will continue to lower the amount of property taxes that the library will receive. The Seymour Tax Increment Finance (TIF) District has also helped decrease the library's tax base.

Library administration staff members have successfully decreased spending over the past few years to keep an operating balance in the operating fund. Annual transfers from the Operating Fund into the Rainy Day Fund and Library Improvement Reserve Fund (LIRF) have been cut. More cost-cutting measures should be investigated and may include outsourcing cataloging and processing, elimination of the Discovery Bus and replacing it with smaller vans, and evaluation of hours of service at all three libraries. Current LIRF and rainy day funds could be used to pay for capital expenditures such as furniture and equipment, and rainy day funds could be used to pay for any operating budget expenditure.

Collaboration with Other Public Libraries:

JCPL collaborates with other public libraries in many ways and will continue to do so.

In 2008, JCPL was the largest pilot public library using Evergreen Indiana. Many staff attend their annual conference and regional roundtable meetings. Library Administrator Mary Reed is a past president of the board and is currently serving on the e-Content Committee. Circulation Manager Christina Hime is a past Circulation Committee member and currently serves on the Patron Services Committee. Technical Services Manager Monica Boyer serves on the Cataloging Committee.

When JCPL added radio frequency identification (RFID) to materials when migrating to Evergreen Indiana in 2008, Brownstown Public Library (BPL) chose the same technology and saved money in a group purchase. Two days each week when traveling between the Seymour and Medora libraries, our

Maintenance Specialist stops at BPL to pick up and drop off Evergreen Indiana transits. JCPL staff also includes BPL staff in meeting travel and has also included them in staff development day library tours outside of Jackson County. The JCPL IT Specialist has also performed technology assistance for BPL with BPL reimbursing JCPL for his hourly wage. In 2016, collaboration with other Indiana public and academic libraries increased when JCPL was one of the first libraries using the Statewide Remote Circulation Service (SRCS).

JCPL currently pays membership dues to the Indiana Library Federation for all managers and American Library Association and Public Library Association dues for the director, administrator, and heads of information services and youth services. These memberships allows those staff members to attend regional, state and national meetings where they have the opportunity to network with many other librarians and serve in a leadership role. Director Julia Aker served 6 years on the Indiana Public Library Association board of directors and is involved in the Administrators of Large Public Libraries in Indiana (ADOLPLI). Head of Information Services Becky Brewer has been involved in the Reference and Marketing Divisions, Technical Services Manager Monica Boyer serves on the Technical Services Division, and other staff members have been involved in other ILF committees.

Professional librarians and managers are currently and will continue their involvement in state and national listservs with other public librarians in their areas of specialization. They will also continue to participate in regional and state roundtables in their areas of specialization and will host these organizations when a location is needed.

Collaboration with Other Community Partners:

JCPL staff is very active in the community, especially in Seymour. Almost all full-time staff members are graduates of Leadership Jackson County. Director Julia Aker is currently a member of the board and past president of the Seymour Rotary and Boys & Girls Club of Seymour and serves on the committee of the county Rock 'N Ready back to school supply program. Administrator Mary Reed is a former member of the board, past president, and past treasurer of Leadership Jackson County. Head of Information Services Becky Brewer is involved in the local Community Service Council and Purdue Extension Advisory Board. Technical Services Manager Monica Boyer is on the Greater Seymour Chamber of Commerce Environmental Committee. Information Services Assistant Janet Hensen is on the Greater Seymour Chamber of Commerce Education Committee and the board of Leadership Jackson County. Head of Youth Services Lola Snyder is on the Turning Point Teens for Change Advisory Committee and is involved with the Prevent Child Abuse Jackson County organization. Community Services Manager Laurel Johnson also serves on the Rock 'N Ready back to school supply program committee. Circulation Manager Christina Hime is a big sister with Big Brothers Big Sisters of South Central Indiana. Several staff members participate in the Jackson County United Way Day of Caring and ring bells at the Seymour Walmart for the Salvation Army. Outreach Services staff conducts crafts and activities at the Seymour Area Farmers Market opening day and on the third Saturday June-October. The Discovery Bus participates in the Seymour Oktoberfest parade. Crothersville staff participates in the Red White and Blue Festival parade. Santa visits the Medora Library with free refreshments for all after the Medora Christmas parade. Several staff members have formed a Relay For Life team, Bloomin' Librarians, in memory of former Information Services Assistant Jane Kaufman.

Since 1990, JCPL has offered a fine-waiving program with food items going to five different food pantries in Seymour, Crothersville, and Medora.

JCPL provides display space for other non-profit organizations for special promotions. Some of those organizations include Emergency Management, Jackson County Health Department, Drug Free Council, Mental Health America and Foster and Adoptive Care agencies. The Seymour Library also often serves as a mobile office for many government and non-profit agencies and business people.

JCPL also provides community bulletin boards and pamphlet racks and continues to provide state and federal government handouts including tax forms, consumer information catalogs, Indiana Department of Environmental Management (IDEM) notices, and voter registration forms. In June 2008, the Federal Emergency Management Agency (FEMA) had unlimited access to the Medora Library for meeting residents affected by flooding. A job board with employment services and business ads was created in March 2015 at all 3 library locations. In 2015, the Seymour Library was a site for National Voter Registration Day, and all 3 libraries served as voter registration sites on September 27, 2016.

JCPL has a strong partnership with the Jackson County United Way (JCUW). JCPL provides space and technology for United Way employee and volunteer training for Volunteer Income Tax Assistance (VITA) and for implementation of the program. JCPL was the only non-United Way agency involved in Jackson County AmeriCorps in 2010-2012. Director Julia Aker was their Campaign Drive Chair in 2007, and several other staff members have served on the drive team and on their committees. All 3 libraries have been Day of Caring sites for several years, and Maintenance Specialist Ron Duncan has served on the committee and as committee co-chair in 2016. Director Julia Aker and Community Services Manager Laurel Johnson serve on the Rock 'N Ready Committee. In 2016, Director Julia Aker and Technical Services Manager Monica Boyer assisted JCUW with Community Conversations using the Harwood method.

The Board of Trustees will review this plan; evaluate objective successes/failures; update goals; and make other needed corrections/amendments annually at the December meeting.

Approved by the Board of Trustees December 12, 2016