# STRATEGIC PLAN

## & Technology Plan

### A STRUCTURE FOR SUCCESS:
*From Good • to Great • to Excellent*

## 2017-2020

**New Albany - Floyd County Public Library**

## PURPOSE

The Library and the Carnegie Center for Art and History, a branch of the Library, have long been important pillars in our community. Often known for being warehouses of resources and materials we have evolved into much more. The Library (includes the Carnegie Center) is continually embracing and investing in new technology, expanding services through outreach, providing opportunities for continued education, and contributing to community workforce growth. The Library's focus is to move away from the idea of just good enough to a new model of providing great service, striving for excellence in meeting patron needs and becoming a vital community center.

## STRATEGIC PROCESS

This intense seven month process has engaged the community and the Library staff and leadership in a variety of conversations and analyses. The process included an evaluation of current services, a community needs assessment, identification of underserved demographics, an evaluation of facilities, and an analysis of current patron usage.

Surveys of current Library users and non-users were conducted which allowed staff to identify key information to project what services and infrastructure are needed to expand Library usage and grow services. Three community input sessions were hosted for both the public and invited community leaders from strategically identified businesses and organizations to provide input. The Library Staff, Library Board, Carnegie Board, Library Foundation Board, & Friends of the Library Board were all engaged in conversations regarding the Library's strategic plans. Community engagement with the County Commissioners, County Council, the Mayor, and our State Legislators have all had an impact in the direction of Library plans for a strong and purposeful future.

All of this input and reflection, formal and informal, helped to identify core principles and reflect the value of the Library within the community. Combining these principle values with our Mission and Vision guides the development of our Strategic Plan, setting a course for a Structure for Success.

## COST

The plan will span over three years, with many of the strategic steps being accomplished with little to no cost by rethinking and adjusting current services and methods of delivery. Bigger plan items will hinge on financial assistance beyond our annual budget level. Funding sources such as the Library Foundation, Friends of the Library and support of outside resources will be depended upon to accomplish large enhancements and services upgrades.

> **MISSION:**
> **TO SUPPORT THE GROWTH AND CREATIVITY OF AN ENGAGED, INFORMED, AND CONNECTED COMMUNITY.**
>
> **VISION:**
> **THE COMMUNITY THRIVES BY THE LIBRARY HELPING PEOPLE SUCCEED INDIVIDUALLY.**

## MAJOR THEMES IDENTIFIED

During the process of evaluating our services and from completing a community needs assessment, prominent themes were identified as important to our community:

- Health and Wellness
- Community Development , Economic Development, and Entrepreneurship
- Diversity and Cultural Inclusion
- Job Readiness and Skill Development
- Lifelong Learning and Literacy Support
- Digital Access and Skill Development
- Community Spaces and Creative Growth
- Civic Connection for Social and Government Engagement

The Library Staff and Leadership asked and analyzed major questions as we addressed each of these themes:

- What kind of community do we want Floyd County to be?
- What kind of Library does that vision of a community need?
- How do we create a patron driven experience to meet and direct the future use of the library?
- Is there a disconnect between the community's perception and the Library's mission and services?

## Areas of Aspiration

Three primary categories define what the Library can control and adapt to meet community needs. Some libraries refer to these three areas as an aspiration tool that defines what a library should strive to focus attention on. All our Strategic Initiatives and Action Steps can be categorized into one of these areas.

PATRON SPACES

PATRON RESOURCES

PATRON ACCESS
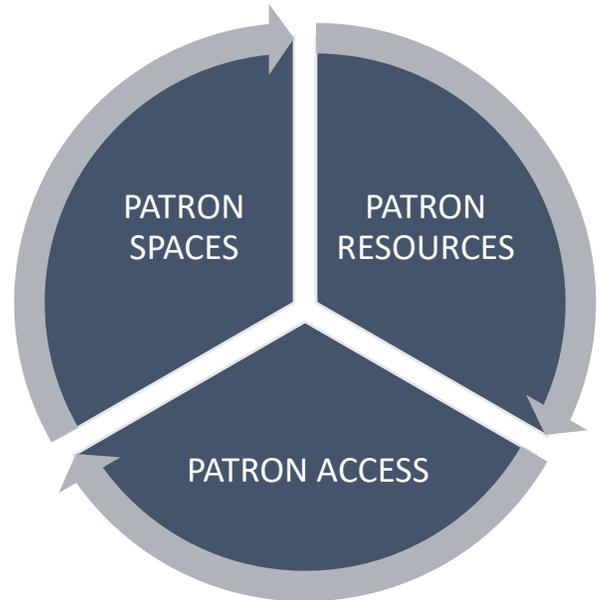
## LIBRARY VALUES

**Support**
We defend the right to read and to know. We are free and open to all.

**Growth**
We provide current materials and cutting edge technology access, remaining relevant and exceeding traditional library expectations.

**Creativity**
We dream big and help our patrons dream bigger. Anything is possible.

**Engaged**
We believe that public service is our first priority.

**Informed**
We learn and teach every day, enhancing community education.

**Connected**
We serve everyone. We find strength in celebrating our differences and diversity.

**Community**
We believe in fiscal and environmental responsibility to our community.

# STRATEGIC INITIATIVE #1 – **ACCESSIBILITY**
## *CONNECT PEOPLE WITH THE SERVICES OF THE LIBRARY*

- The Library will ensure accessibility and access to all community members
- Eliminate service barriers, evaluating location proximity, transportation, various access obstacles, fines, and fees



### STRATEGY 1

Create safe and inviting accessible entrances at all locations
ACTIONS
1.1    Restructure the front entrance of the Central Library to meet ADA criteria, allowing for a safe and secured single point of entry
1.2    Analyze safety procedures of Carnegie Entrances
1.3    Create a welcoming and inviting entrance at all locations and outreach sites

### STRATEGY 2

Replace outdated and inaccessible shelving with new inviting shelving
ACTIONS
1.4    Replace Adult and Youth shelving with lower, clear-view shelving for visitors and staff to browse and engage with materials without utilizing step stools, and to create a clear line of view to enhance customer experience
1.5    Reorganize current layout and shelving to create new look and environment before purchasing new furniture or shelving
1.6    Eliminate unneeded furniture and materials to allow for more public use space and engagement

### STRATEGY 3

Create and maintain welcoming environments and services for all customers
ACTIONS
1.7    Restructure Library Staffing to enhance customer engagement and to heighten services provided by the Library for our community
1.8    Provide deliberate outstanding customer engagement, prioritizing focus on unexpected outstanding service
1.9    Shorten turnaround time on accurate re-shelving of materials
1.10    Expand collection materials and holdings to engage community growth of marketable skills
1.11    Create engaging Makerspaces at all physical Library locations
1.12    Provide checkout of *items* to promote STEAM development for all ages (i.e. STEM kits)
1.13    Partner with community organizations and businesses to provide job readiness opportunities
1.14    Provide immediate access to digital resources by providing online Library Card Applications

### STRATEGY 4

Analyze the significance and cost of implementing fines and fees over accessibility and savings
ACTIONS
1.15    Focus on customer accessibility and staff time use for successful material recovery
1.16    Conduct and formalize possible fee schedules designed to promote accessibility to resources and materials

**STRATEGY 5**

Connect with the community in unexpected ways in unexpected places
ACTIONS

1.17    Utilize the #InstaLibrary model connect with the community in underserved and unexpected locations
1.18    Strengthen community connections and outreach involvement throughout the county
1.19    Utilize marketing strategies to inform the community of current services and engagement opportunities
1.20    Provide staff with excellent and empowering training to optimally serve the community
1.21    Partner with organizations and businesses to provide return and pick-up sites throughout the county to expand services
1.22    Expand the current Books on Wheels and Walking Books programs to leverage community engagement and use

**STRATEGY 6**

Advocate for Public Library & Museum Services
ACTIONS

1.23    Promote and provide Reciprocal Borrowing privileges as a strategy to expand funding
1.24    Advocate at local, state, and federal levels for information access, funding, and intellectual freedoms
1.25    Support staff involvement in professional development with state and national Library associations in order to provide excellent public library services

**STRATEGY 7**

Adopt Best Practices for Collection Development to enhance customer access to information & resources
ACTIONS

1.26    Provide collections that are clean, attractive, and current, weeding extensively to eliminate unnecessary clutter and enhance the average age of the collection to 2007 minimum
1.27    Move to centralized selection and collection development to enhance material access for patrons
1.28    Update current Collection Development policies to reflect the needs of the present community
1.29    Outsource processing for shorter turnaround time for material circulation
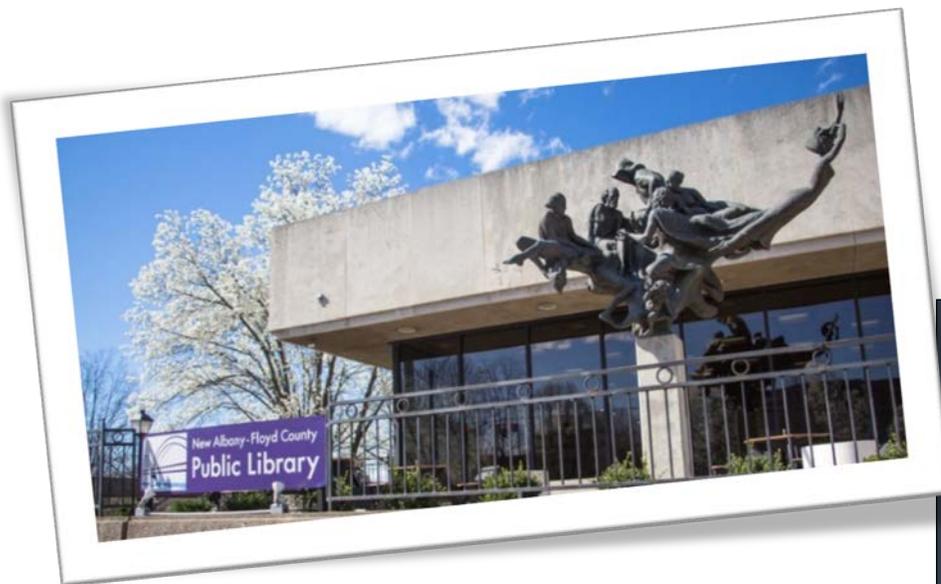
The New Albany-Floyd County Public Library, serving a population of 76,244, is engaged throughout Floyd County providing services directed towards the needs of the community.  We embrace the perspective that each citizen has the potential to utilize our services to meet their unique resource needs.

# STRATEGIC INITIATIVE #2 – **WELL-BEING**
## *PROMOTING COMMUNITY WELL-BEING AND GROWTH*
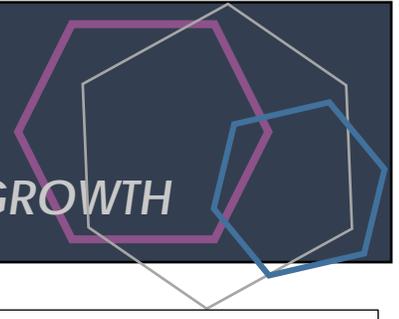


- The Library is dedicated to developing our Business Center, Job Center, and access to the resources needed for the growth of our community to empower its members for job success
- Provide a place to be, connecting resources to community members for their total well-being

## STRATEGY 1

Be the go-to source for people to find quality information

ACTIONS

| | |
|---|---|
| 2.1 | Provide a connection to the resources for information addressing life challenges and needs |
| 2.2 | Provide opportunities to engage the community in conversations around current community issues and prospects |
| 2.3 | Provide up-to-date speakers and presenters on topics of interest that will promote social involvement, understanding, and ideas for change movements |
| 2.4 | Develop wellness resources and collections that are current, timely, engaging, and attractive |
| 2.5 | Provide, display, and promote collection materials that are pertinent as issues and news stories are occurring |
| 2.6 | Streamline holds and reserves for a one-day-turnaround, providing quicker access for patrons |

## STRATEGY 2

Promote use of databases and resources to growing businesses within the community

ACTIONS

| | |
|---|---|
| 2.7 | Partner with local organizations and businesses to promote business resources |
| 2.8 | Engage with business partners to provide resources and opportunities for local economic development |
| 2.9 | The Library will be present and involved in community growth input opportunities and seen as a vital partner |
| 2.10 | Provide space and resources for shared Economic growth opportunities |

## STRATEGY 3

Engage with new audiences in the business and health industries

ACTIONS

| | |
|---|---|
| 2.11 | Partner with local expertise to deliver current information |
| 2.12 | Engage with new audiences by providing business and health engagement opportunities |

# STRATEGIC INITIATIVE #3 – **DIGITAL JOURNEY**
## *SUPPORT EXPANDING TECHNOLOGY*
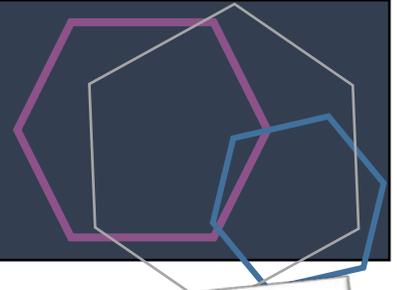
- Connectivity for all community members is at the heart of what drives our technology development plan; providing digital accessibility with the latest technology
- Ongoing development of 24 hour accessible digital collection and services
- Provide cutting edge technology to community members for educational, business, and hobby interest by establishing Makers' Spaces and Creativity Labs



### STRATEGY 1

Establish digital branches and outreach opportunities to connect community members in geographically challenged areas of the County

ACTIONS

3.1     Open Galena Branch to expand services
3.2     Provide cutting-edge technology and instruction for users
3.3     Engage underserve communities in programs and Library services
3.4     Provide online reserves arriving next week day at local pick-up points
3.5     Train digitally minded staff to provide hands-on technology assistance
3.6     Create and engage customers in emerging technology education and hands-on experiences with onsite makerspace environments, partnering with Makers 13 and other technology industry providers

### STRATEGY 2

Provide continuing technology education and engagement opportunities for all community members

ACTIONS

3.7     Expand and promote current computer class offerings
3.8     Provide hands-on learning opportunities through makerspaces at all locations
3.9     Engage with partners to empower community members with technology skills to assist with job shortages within the local tech industry
3.10    Strengthen partnership with local schools to provide technology engagement for students and their families
3.11    Provide on the spot computer and tablet assistance to utilize Library online services and databases
3.12    Develop growth opportunities in alignment with Skill Up for Innovations and Indiana Career Ready initiatives

**STRATEGY 3**

Be the go-to place to assure online information and sources are credible and accountable
ACTIONS
3.13    Expand staff expertise to assist and educate customers on validating and ensuring that online information is accurate and reliable

**STRATEGY 4**

Provide safe and secure connected public access opportunities
3.14    Follow and adhere to all Child Protection Act requirements to assure a safe online environment
3.15    Continue virtualization of servers to provide the best possible access and cost scenarios
3.16    Rotate replacement of computers and equipment as need arises and when funds are available
3.17    Enhanced internet connections will be implemented as available and as funds allow
3.18    Maintain a strong sonic wall and implement all advancing network security enhancements as available

**STRATEGY 5**

Utilize emerging technology for delivery of services
3.19    Use digital signage to promote Library events and services
3.20    Provide public access to conferencing and production equipment
3.21    Provide 24 hour online access and updated website for information access
3.22    Creatively use building layout and design to enhance spaces for flexible technology use and access
3.23    Utilize social media to engage and promote Library information and experiences
3.24    Adopt emerging technologies as available for accessibility needs and solutions
3.25    Creatively utilize technology in the exhibits and delivery of art exhibitions
3.26    Inspire the use of technology in creative expression
3.27    Convert & update to RFID technology to strengthen security, streamline processes, and to provide quicker and more accurate circulation services



IPads provided by a grant from the New Albany Rotary Club and supporting funds for PLAYAWAYS and other materials for the visually impaired provided by the New Albany Lions Club.

# STRATEGIC INITIATIVE #4 – **EDUCATION**
## *CULTIVATE LIFELONG LEARNING AND DEVELOPMENT*
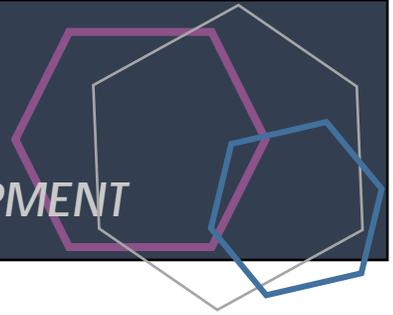
- In this ever changing world lifelong learning is a part of our culture. The Library is centered to be the community resource for all ages for learning and expanding their knowledge, from infancy to the golden years
- We will provide the resources and assistance for community members' learning adventure

**STRATEGY 1**

Promote and support lifelong learning and literacy development

ACTIONS

4.1 Collaborate with local school administrators and faculty assuring they are aware of Library services and seeing the Library as a valuable partner

4.2 Supplement classroom access to literature by delivering classroom collections, collaborating with volunteers as delivery partners

4.3 Provide classroom visits for content and literature enrichment opportunities and as a marketing strategy

4.4 Target promotional materials for programs and services to educators, parents, and students in school settings and through afterschool service providers

4.5 Deliver #InstaLibrary services to underserved neighborhoods, partnering with Bridge to Success program and various local service providers throughout the summer

4.6 Provide outreach experiences and service promotions at school events, open houses, and parent education events

4.7 Support and create opportunities to connect services with the homeschool network

4.8 Collaborate with technology educators to provide opportunities beyond the classroom setting to support the digital journey of students

4.9 Collaborate to share resources and catalogs with local schools

4.10 Equip every Floyd County Student with a Student Library Card

**STRATEGY 2**

Provide a leading role in early learning literacy experiences for our youngest Library users

ACTIONS

4.11 Create and implement early literacy packs to introduce parent(s) and caregivers to the importance of early literacy engagement

4.12 Expand offerings of early literacy programs, delivering in a variety of locations and times, including evenings for working parents

4.13 Promote and engage men in early literacy involvement

4.14 Offer barrier free materials to youth

4.15 Provide literacy training and engage with childcare providers

## STRATEGY 3

Support community initiatives to strengthen gaps in the education levels

ACTIONS

4.16    Engage with schools that are underperforming and have the greatest need
4.17    Actively participate in educational enrichment activities in every school at least annually
4.18    Be a summer lunch location
4.19    Utilize technology to provide content rich material for classroom use at all levels
4.20    Partner with local educational programs to provide internships and opportunities for real life student experiences

## STRATEGY 4

Partner with higher education providers to provide educational opportunities

ACTIONS

4.21    Utilize the expertise of higher education faculty to lead content rich forums and discussion groups
4.22    Provide internship and immersion site for special projects and field work
4.23    Actively engage with Library Science programs to promote the field of Librarianship to assure a strong pool of applicants is available

## STRATEGY 5

The Library is a resource for continuing educational experiences

ACTIONS

4.24    Promote and provide instruction on utilizing Gale Courses, Mango Languages, and other online learning tools
4.25    Provide engaging, impactful educational programs and forums on a variety of topics
4.26    Deliver financial literacy and job readiness programs and experiences to promote self sufficiency

## STRATEGY 6

The Library's job center is a strong and known resource for securing employment

ACTIONS

4.27    Provide personal assistance with resume software to produce application ready resumes
4.28    Train perspective job seekers in successful use of job databases and tools
4.29    Supporting the development of soft skills and interview ready educational opportunities for both teens and adults to enhance the marketability for the increasing job market in Floyd County and surrounding area

## STRATEGY 7

Be the cultural and history center for Floyd County

ACTIONS

4.30    Serve as the community leader in coordinating cultural initiatives and opportunities
4.31    Be the partnering center for community engagement and coordination of cultural efforts
4.32    Define, clarify, and promote the vital role the Indiana Room has within the community
4.33    Reorganize and develop a space for the historical collection to live under one roof with public access

## STRATEGY 8

Create readers of all ages throughout the community

ACTIONS

4.34    Offer reading programs that inspire reading for pleasure
4.35    Provide one point of service in public areas for frustration-free assistance
4.36    Reorganize collections for easy and enjoyable browsing that inspires reading across genres
4.37    Utilize technology in new and innovative ways to engage readers
4.38    Inspire book discussions and author engagements

# STRATEGIC INITIATIVE #5 – **INNOVATION**
## *BE THE COMMUNITY THINK TANK,*
## *                    DRIVING INNOVATION & CREATVITY*

- The Library is the go-to-place for research, entertainment, cultural experiences, and group connections
- Strive to create environments that are the place to gather, encourage out-of-the-box thinking,  promote engagement, and spur community growth

## Strategy 1

Create environments that encourage out-of-the-box thinking and creativity

ACTIONS

| | |
|---|---|
| 5.1 | Review and rework service areas, establishing creative and inspiring environments |
| 5.2 | Provide materials, resources, and experiences that encourage creative and innovative ideas and personal development |
| 5.3 | Offer diverse exhibits that promote discussion and interpretative thought processes |
| 5.4 | Design engaging and interactive opportunities that require creative problem solving and collaborative work |
| 5.5 | Create *places to be* environments that promote community |
| 5.6 | Engage teens in creating their space for growth and engagement |
| 5.7 | Enhance the décor of the Central Library that is inviting, engaging, and highlights the architectural wonder of the building. Focus on important updates (carpeting, paint, lights) that will honor the tradition of the building and give the building a clean and modern appearance in preparation for its 2019 50th Anniversary Celebration |
| 5.8 | Create more public meeting spaces to address growing demand |
| 5.9 | Declutter, rethink, and rework staff areas for enhance work flow, ergonomics, and inspiring behind-the-scenes work areas |
| 5.10 | Carve out creative lab and makerspace areas for community collaborative work and workforce development |
| 5.11 | Establish a collection of items for circulation that inspire creativity and self-sufficiency skills |
| 5.12 | Bring back the coffee area for food and beverage to be brought in and enjoyed in an inviting environment |

## Strategy 2

Effectively train staff to make strong connections with the community and to provide outstanding customer service

ACTIONS

| | |
|---|---|
| 5.13 | Provide all staff with monthly staff development opportunities |
| 5.14 | Cross-train all staff with the knowledge and ability to cover all public positions |
| 5.15 | Reorganize the staff structure oriented to provide excellent customer service |
| 5.16 | Restructure the building to create an environment for collaborative work across all service areas |
| 5.17 | Create documentation of operations and procedures, for all positions and public service roles, empowering all staff to service public needs |

5.18    Utilize new technology to train and prepare staff to provide excellent customer service
5.19    Partner with local higher education experts to create impact measurement tools and to evaluate the effects, successes, and temperament of reorganization
5.20    Create and implement a growth plan and accomplishments evaluation process, engaging all staff in goal setting aligned with strategic initiatives
5.21    Develop a process for creative committee work and team experiences that promote innovative ideas for enhanced services
5.22    Engage staff in developing their problem solving skills and empower staff to engage in decision making processes
5.23    Provide Leadership Team with the skill set to effectively empower and grow strong and supportive staff
5.24    Provide opportunities for staff appreciation and success stories to be promoted
5.25    Utilize evaluation tools for analyzing scope of work and accomplishments, adjust to add new and/or eliminate old outdated services and programs
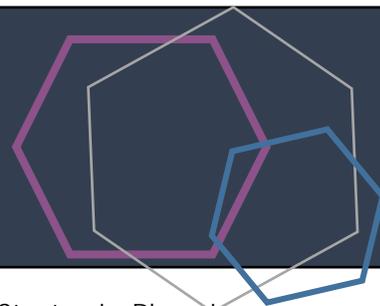
## Strategy 3

Collaborate to provide services in new, innovative, and unexpected ways
ACTIONS
5.26    Utilizing the #InstaLibrary model create adult versions of the program
5.27    Acquire a Book Bike for downtown New Albany use for the Farmer's Market and other large draw events
5.28    Incorporate books into public art exhibits and locations
5.29    Use volunteers to staff outreach opportunities
5.30    Utilize creative marketing strategies and outlets to promote Library use
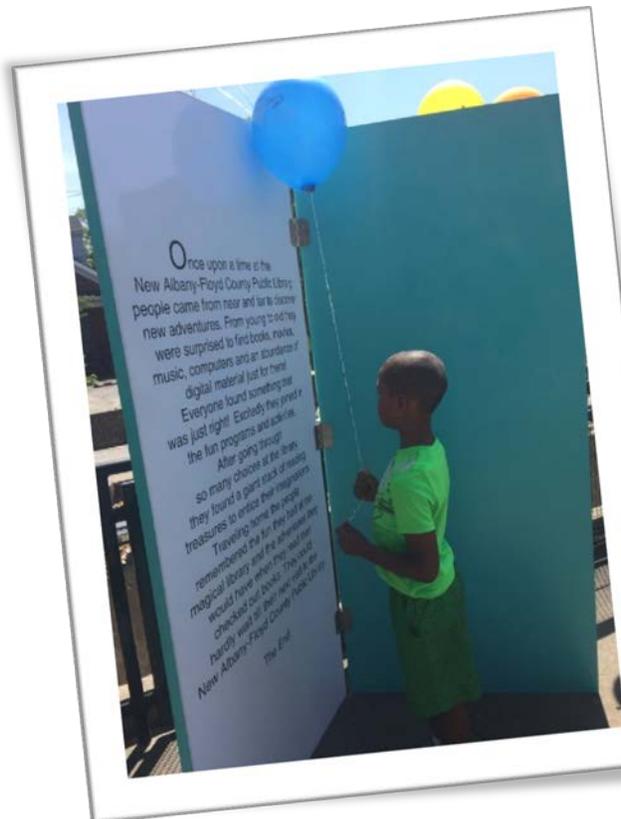
# *Contributors and Committee Members*

Thank you to the following for providing input and direction throughout the Strategic Planning Process:

**The Indianapolis Marion County Public Library – Jackie Nytes, Chris Cairo, and Mike Williams** who provided training and inspiration to our Management Team as we began the planning process. You gave us the courage and direction to think big and impactful. Your words and direction can be seen throughout this document and are greatly appreciated.  Your organization is a great example to follow.

**The People Resource Group – Jil Greene** who served as our consultant, facilitator, and sounding board.  Your voice kept us on track and inspired us as a team to go beyond the usual and to go for great!  We greatly appreciate your work to assure everyone's voice was heard.

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**The Carnegie Inc, Friends of the Library, and the Library Foundation Board Members** gave valuable insight and direction throughout the planning process, often asking questions that lead our team to dig deeper into issues and plans.

The Library is extremely appreciative to the **Community Leadership Input Participants** who took time out of their busy schedules to be a part of the planning process:
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City Councilman Dr. Knable
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Angie Graf, Executive Director Hope Southern Indiana
Denise Barber, Director of Bridge of Success
City Councilman Dave Barksdale
John Rosenbarger, Public Works Projects Supervisor
Pam Poe, Floyd Central Media Specialist/Library Board Members
Brenda Kennedy-Snyder, Public Service Leader
Sandra Fortner, Assistant Library Director
Melissa Merida, Library Director

Special thanks to the hundreds of **community members** who took the time to complete input surveys.

Finally, a great thanks to **the entire STAFF of the New Albany-Floyd County Public Library** who gave hours of time and energy evaluating, discussing, and providing valuable input necessary to create this comprehensive Strategic Plan.  They are the true inspiration for dreaming big and are committed to providing our community with excellent public Library services!