

## **Johnson Creek Public Library Strategic Plan 2021-2023**

### **INTRODUCTION**

The Johnson Creek Public Library (JCPL) is a very well-regarded and well-used community resource that provides highly valued services to the public. It is located within Johnson Creek, a village of 3,021 in southern Wisconsin. The library's service population is 4,345 and includes service to the nearby towns of Farmington, Aztalan, and Town of Watertown.

### **GOVERNANCE**

Wisconsin Statute § 43.54 (1) (a) stipulates a five-member Board of Trustees of the Johnson Creek Public Library, four (4) of whom are appointed by the Village Board President with approval by the Village Board representing at least one (1) rural resident and one (1) village board representative, and one (1) trustee of whom is appointed by the Superintendent of the Johnson Creek School District.

### **FACILITY**

The Johnson Creek Public Library moved into its present building in 1991. The building consists of the village hall on one side and the library on the other with a hallway and shared bathrooms connecting the two. The library proper is a 3,276 square foot open floor plan with separate sides for the children's area and adult area. The children's area underwent a slight remodel in August 2018 which included new carpeting, mobile book bins and DVD shelving, flexible seating options, and vibrant paint. The remodel was entirely paid for by donations and completed by the library staff and volunteers. Donated and second-hand shelving has been added to the adult side to expand collection space over the last three years. The current library space does not address issues including the lack of quiet reading and study areas, insufficient shelving space to house a growing collection, and updating the 30-year-old carpeting and paint on the other half of the library.

### **SYSTEM**

On January 1, 2016, Johnson Creek Public Library joined the newly formed Bridges Library System, a product of the jointure of the libraries in Jefferson and Waukesha counties. With the strength of this 24-member library system, JCPL is able to offer to its community access to millions of physical items via the shared Café Catalog, access to thousands of digital books via Overdrive and Hoopla, access to digital magazines via Flipster, and access to valuable databases such as Ancestry.com and Consumer Reports.

### **PERSONNEL**

The Johnson Creek Public Library employs four (4) employees all year and one (1) seasonal employee. The Library Director is full-time with duties that include being the youth services librarian, the sole selector, the sole cataloger, the person in charge of all library technology, as well as all administrative duties. The Head of Circulation is a full-time employee who oversees collection maintenance, circulation, Inter-Library Loan (ILL), day-to-day operations, and running the front desk. Two part-time adult employees collectively work about 30 hours per week and predominantly assist patrons at the front desk, shelve books, complete circulation tasks, and

clean the library. A summer student page works part-time between June and August and helps manage the increase in circulation and programming during the summer months.

## **PROCESS**

In January 2020 the Board of Trustees approved the creation of a Strategic Planning Committee (SPC) and tasked the Library Board President to invite a representative from local stakeholders to participate. The SPC included Abby Armour, the Library Director; Bev Deppe, a Village Board Trustee; Amy Hanson, a member of the Friends of the Library; and Kelly Vlastnik, a Library Board Trustee. Due to the COVID-19 pandemic in 2020, this committee did not meet until June 2020, but immediately started discussing developing a community survey. The survey was translated into Spanish for free by Maria Marroquin. It was offered digitally as well as on paper throughout the month of August. In September the SPC met to analyze the data from the survey and requested Director Armour to complete an analysis of how JCPL compared to the Wisconsin Public Library Standards. In October the SPC met again to synthesize the results of the Standards analysis and community survey and composed their formal suggestions to the Library Board. In December the library staff workshopped the strategic plan during their professional development day. The Library Board approved the final plan at their December meeting.

This plan is a result of a collaborative effort between the JCPL Board of Trustees, the Strategic Planning Committee, the Library Director, the library staff, and the 111 people who responded to the community survey. JCPL thanks all who gave their time, effort and thought to help create the Johnson Creek Public Library Strategic Plan. The input and feedback from all was invaluable.

## **STRUCTURE OF THE STRATEGIC PLAN**

There are two sections to this plan. The first is the “Maintenance” section which lists things that JCPL is currently doing well and that the Board of Trustees would like to see maintained. The second section is the “Growth” section which details where the Board of Trustees would like to see the library expand to better serve the community. The Board of Trustees feels that both sections are equally important because they do not want to diminish what is already valued when pursuing growth opportunities.

## MAINTENANCE

This section acknowledges the things the community already values about the library. These items are included in the strategic plan so that the library does not lose sight of what is already working well.

### **Maintenance Goal: Continue to provide excellent customer service, collection, and programs.**

The community survey indicated that the following three items are already well done by the library and wants to continue to see these maintained.

- 1) Excellent Customer Service – Survey respondents overwhelmingly agreed that the JCPL staff is friendly, welcoming, and helpful.
- 2) Collection Development – Survey respondents indicated that the collection contains a wide variety of new materials, but would like to continue to see emphasis placed on purchasing new books to shorten wait times.
- 3) Programs – Survey respondents indicated that the library provides plenty of programming, but would like to see an increase in offerings for adults, seniors, and teens.

### **Service and Action**

| Strategy                                                                                                                                                                                                                         | Strategy Owner   | Time Frame |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------|
| Attract and keep quality staff members.                                                                                                                                                                                          | Library Director | continuous |
| Consider costs of new materials when creating budget and allocate enough money to ensure library can purchase a significant amount of new materials to meet demand.                                                              | Library Board    | yearly     |
| Explore alternate options for providing programming such as partnering with the Friends of the Johnson Creek Public Library, changing the budget to allow for more paid performers, and connecting with community organizations. | Library Director | continuous |
| Ensure staff have enough time away from routine library duties to work on collection development and program development.                                                                                                        | Library Director | continuous |

**Maintenance Goal: Meet and maintain all Tier 1 standards from the Wisconsin Public Library Standards. Strive to start meeting Tier 2 standards when possible.**

The library recognizes that the Wisconsin Public Library Standards provide a comparative framework on which to align their goals and initiatives. As of the writing of this document, JCPL needs to specifically work on the following Tier 1 standards:

- 1) Staff trained in emergency procedures – Full-time staff is currently trained in CPR, but there is no village-wide safety training, active shooter training, approved tornado plan, or power outage plan.
- 2) Collection regularly evaluated per collection management schedule – The collection is selected/deselected and maintained by the library director, but there is no formal maintenance schedule in place.
- 3) Quantitative standard on video recordings per capita – Increase the library’s holdings of videos from .49 per capita to the Tier 1 standard of .64 per capita

**Services and Action**

| Strategy                                                                                                                            | Strategy Owner                           | Time Frame |
|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|------------|
| Library will work with village hall and other organizations to ensure appropriate trainings are offered frequently and to all staff | Library Director and Library Board       | continuous |
| Create collection management schedule                                                                                               | Library Director and Head of Circulation | 2021       |
| Increase video collections through budget increase and donations                                                                    | Library Director                         | 2023       |
| Meet all Tier 1 standards                                                                                                           | Library Director and Library Board       | 2023       |

## **GROWTH**

This section includes goals that actively expand the services and capacity of the library.

### **Growth Goal: Focus on early literacy and create young readers**

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.

#### **Services and Actions**

| Strategy                                                                                                 | Strategy Owner   | Time Frame |
|----------------------------------------------------------------------------------------------------------|------------------|------------|
| Present regularly scheduled storytimes built around early literacy concepts                              | Library Director | continuous |
| Continue to offer and grow 1000 Books Before Kindergarten program                                        | Library Director | continuous |
| Create and offer book bundles, theme packets, and kits with a range of materials and targeted age levels | Library Director | continuous |
| Train all staff on early literacy and child development concepts                                         | Library Director | 2021       |
| Work with village to create family-friendly bathrooms                                                    | Library Board    | 2021       |
| Determine classification of staff or volunteers that are allowed to provide programming to children      | Library Board    | 2021       |
| Explore implementing institutional library cards for schools and daycares                                | Library Board    | 2023       |

#### **Potential Partners**

- TalkReadPlay initiative
- Local daycare providers
- Jefferson County Head Start
- Local doctors, chiropractors, dentists, and other healthcare providers

#### **Critical Resources**

- All staff are knowledgeable about early literacy and can assist customers finding age appropriate materials
- Staff in charge of programming are knowledgeable about early childhood development and how to integrate early literacy skills into storytimes and other programs
- Collection includes a wide variety of board books, kits, concept books, DVDs, CDS, e-books, and picture books for children as well as books and media on early literacy for parents and caregivers
- Dedicated area for children ages newborn to five that is comfortable, safe, and appropriate for this age group and their caregivers
- Space to provide programming
- Family restrooms that are accessible to all genders and include diaper changing stations
- Shelving, seating, and toys appropriate for children

#### **Possible Measures of this Goal's Success**

- Number and percentage of preschoolers in the community who have a library card
- Circulation of children's materials

**Growth Goal: Establish library as central hub for community resources, services, and information**

Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations

**Services and Actions**

| Strategy                                                                                                                    | Strategy Owner   | Time Frame |
|-----------------------------------------------------------------------------------------------------------------------------|------------------|------------|
| Consider role of library to provide centralized events calendar, bulletin boards, and/or digital connections for community. | Library Board    | 2021       |
| Host community events where local groups, businesses, and nonprofits can connect with the citizens of the community.        | Library Director | continuous |
| Collaborate with the village to become a distribution hub for important village information.                                | Library Director | continuous |
| Participate on community task forces and committees involved in human services planning for the community.                  | Library Staff    | continuous |
| Consider creating a bulletin board policy or other policy governing public sharing on library platforms.                    | Library Board    | 2021       |
| Consider creating a formal approval of staff time to participate in community meetings and events on work time              | Library Board    | 2021       |

**Potential Partners**

- Village Hall
- Chamber of Commerce
- Clubs and organizations

**Critical Resources**

- Staff are knowledgeable about community agencies and organizations.
- Staff can help users to identify the community agencies and organizations that can address the user’s needs.
- Community events bulletin board, brochures, and guides are in one dedicated and easily accessible place.

**Possible Measures of this Goal’s Success**

- Percent of people who indicate on a survey that they use the library to obtain information about the programs, services, and activities provided by community agencies and organizations.
- Number of community contacts increases from beginning of implementing the goal.

**Growth Goal: Expand marketing of library services to reach non-users within service population area**

Marketing and outreach will be developed specifically to reach non-users to inform them of the library services, collections, and programs.

**Services and Action**

| Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Strategy Owner                     | Time Frame |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------|
| Create specific marketing and outreach opportunities to reach residents who do not use the library, including, but not limited to: <ul style="list-style-type: none"> <li>• Residents of assisted living and hospice facilities</li> <li>• Residents with mobility or usability barriers such as elderly, homebound, and sick</li> <li>• Residents who have limited access to technology</li> <li>• Residents who are English Language Learners or immigrants</li> </ul> | Library Director and Library Staff | 2023       |
| Explore new venues for outreach including, but not restricted to, food pantries, churches, daycares, and medical centers                                                                                                                                                                                                                                                                                                                                                 | Library Director                   | 2023       |
| Create and approve marketing plan                                                                                                                                                                                                                                                                                                                                                                                                                                        | Library Director and Library Board | 2021       |

**Potential Partners**

- Village Hall
- Bridges Library System
- Churches, assisted living facilities, and other formal organizations
- Facebook groups, clubs, and other informal organizations

**Critical Resources**

- Staff who develop marketing materials are knowledgeable about graphic design, formats, and tailoring message to a target audience.
- Staff coverage to successfully run the library while staff are doing outreach
- Budget capacity to include in-house or outsourced production of marketing materials

**Possible Measures of this Goal’s Success**

- Number of new library cards per unit of time increases
- Number of people who indicate on a survey that they use the library to help them gain information or skills increases

**Growth Goal: Create and expand inviting spaces for collaboration, relaxation, and collection development**

Residents will have safe and welcoming physical places to meet and interact with each other or to sit quietly and read. The collection will have room to grow and diversify.

**Services and Action**

| Strategy                                                                                 | Strategy Owner | Time Frame |
|------------------------------------------------------------------------------------------|----------------|------------|
| Provide private meeting and study rooms for public use.                                  | Library Board  | continuous |
| Provide quiet areas for reading or studying.                                             | Library Board  | continuous |
| Provide dedicated space for teens to study, interact, and browse young adult collection. | Library Board  | continuous |
| Expand shelving to continue to grow collection and meet standards.                       | Library Board  | continuous |
| Explore expansion ideas to reallocate space inside existing library footprint.           | Library Board  | 2022       |

**Potential Partners**

- Village Board

**Policy Implications**

- Meeting room policy updates to reflect any changes
- Policies or guidelines for special spaces
- Process to address inappropriate behavior
- ADA guidelines

**Critical Resources**

- Staff are trained in crisis management and other skills for dealing with inappropriate behavior in various spaces around the library
- Staff can create and maintain a warm, comfortable, and inviting environment in all of the public areas of the library's building.

**Possible Measures of this Goal's Success**

- Foot traffic increases in the library
- Percent of people who indicate on a survey that the library provides spaces for their needs increases



**Growth Goal: Expand library operational hours.**

The physical library building will be open and appropriately staffed more hours in the morning, evening, and during the weekend in order to accommodate the needs of the users.

**Services and Actions**

| Strategy                                                                                                                     | Strategy Owner                     | Time Frame |
|------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------|
| Explore options for offering more hours earlier in the day.                                                                  | Library Director and Library Board | 2023       |
| Explore options for offering more hours in the evening.                                                                      | Library Director and Library Board | 2023       |
| Explore options for offering more hours on the weekend.                                                                      | Library Director and Library Board | 2023       |
| Explore options to offer or add services digitally or uniquely in order to meet demand outside of traditionally staff hours. | Library Director and Library Board | 2023       |
| Consider creating standards for minimum staffing allowances                                                                  | Library Board                      | 2023       |
| Ensure all staff are appropriately trained for the time periods they are expected to work                                    | Library Director                   | continuous |

**Potential Partners**

- Friends of the Library

**Critical Resources**

- Library maintains enough personnel by FTE to appropriately cover the library during all open hours.
- Full-time staff maintain the ability to use vacation, personal, and sick days.

**Possible Measures of this Goal’s Success**

- Percent of people who indicate on a survey that the library hours fit their needs increases.