

Johnson Creek Public Library Strategic Plan 2021-2023 Updated Strategic Plan 2024-2025

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. **January 2024** Using the latest population data from DPI, our village population is 3,402 and serves a population of 5,541.

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.

January 2024 – In December 2021 the Adult area of the library was painted and new carpet laid. From the remodel of the Watertown Public Library, wooden shelves were obtained for a nominal fee of \$10 each. We were able to rearrange the shelving to do away with the plain metal shelving that wasn't uniform with the rest of the area. We also spaced shelving symmetrically for ADA access and one wide aisle back to the table and chairs by the windows. We turned the study room into an office for the director and added a second check out station at the circulation desk. This was able to be accomplished with excess in our operating budget due to many months without a full-time director. In the 1st quarter of 2023 the meeting room was painted by staff and library board volunteers and a chair rail was added by DPW to enhance the space and protect the walls. Professional mobile tables (two) and mesh chairs (four), all on wheels and all nesting were purchased in 2022 and 2023. The current space still doesn't address the lack of quiet reading and study areas, or insufficient shelving for a growing collection, including our Library of Things.

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.

January 2024 – Bridges Libraries made the decision to eliminate access to Flipster (online magazines) due to cost and content availability through other sources. They also decided to eliminate Gale Courses based on the cost per use. Both take effect January 1, 2024. Added to the system wide databases is Udemy, an online, on-demand learning resource.

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.

January 2024 – The library currently employees 6 (six) staff members. The library Director is a full-time employee and responsible for all collection selection and management, marketing and promotion, all library technology, as well as all administrative duties. The Library Manager is a full-time employee who oversees collection maintenance, circulation, Inter-Library Loan (ILL), day-to-day operations, and running the front desk. The Youth Services Library Assistant works 20 hours a week and is responsible for all Youth Programming. One Library Assistant I is employed for 20 hours per week and works the circulation desk. One Library Assistant II is employed between 7.5 and 10 hours per week and responsible for shelving and the circulation desk, and one Library Assistant I is employed 5.5 hours per month. All staff work the circulation desk.

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.

January 2024 – The review and update of the 2021-2023 Strategic Plan for 2024-2025 was completed by the Library Director with input and approval from the Library Board of Trustees. A full Strategic Plan administered by a Strategic Planning Committee is scheduled for 2025.

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.

January 2024 – the status of each strategy is documented in the “**January 2024**” column. New strategies have been added to some of the goals and strategies/goals that were met have been eliminated.

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.

1.) Maintenance Goal: Continue to provide excellent customer service, collection, and programs.

January 2024 - Continue this Maintenance Goal

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	Status January 2024	Strategy Owner	Time Frame
Attract and keep quality staff members.	In March 2022 hired a Youth Services Library Assistant. August 2023 - 20 hour per week Library Assistants were granted vacation and sick days, as well as all other benefits of a 20 hour per week part time employee of the village, in addition to holidays.	Library Director/Library Board	continuous
<p>Consider the costs of new materials when creating the budget and allocate enough money to ensure the library can purchase a significant number of new materials to meet demand.</p> <p><u>Operating Supplies Budget</u> - (includes the entire collection; print, audio, video, electronic material, Library of Things, the cost of processing and repairing all items, as well as programming and programming supplies.</p> <p>2024 - \$27,800 2023 - \$28,200 2022 - \$28,000 2021 - \$27,855 2020 - \$29,201</p>	<p>This has not increased in the annual budget. However, we have been awarded grants for bilingual books for children, received donations of new items from closing of Book Warehouse at the end of 2022. Received a large donation of American Girl Dolls and accessories. Friends of the JCPL have purchased items to add to our Library of Things. Many donated items were added to our collection. Total items added to the collection in the past few years.</p> <p>2023 = 2,556 2022 = 1,706 2021 = 1,058 2020 = 1,619</p> <p>Donated items are greatly appreciated but they don't meet the demand for new materials.</p>	Library Board	yearly
<p>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.</p> <p>Included in Operating Supplies Budget</p>	<p>This has not increased in the annual budget. Friends have sponsored author visits in 2022 and 2023. Another author visit in September 2023 was sponsored by the Wisconsin Historical Society. Offered adult painting in August 2023, and a Diamond Craft in November and December 2023 (Staff member Mindy Markus's idea). Staff member Carla Morris-Robinson began a Spin A Yarn group for fiber artists one evening a month in September 2023. In</p>	Library Director/Staff	continuous

	response to patron's suggestions monthly Open Craft Nights are beginning in February, We are continuously working to determine types of programming to attract our adult population.		
Ensure staff have enough time away from routine library duties to work on collection development and program development.	Have developed a schedule to be sure the front desk is covered and those off the desk are able to work on their tasks. This is a continuous effort.	Library Director	continuous

2.) Maintenance Goal: Meet and maintain all Tier 1 standards from the Wisconsin Public Library Standards. Strive to start meeting Tier 2 standards when possible. January 2024 - Continue this Maintenance Goal

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. **January 2024** – with the increase in our population our Tier 1 holdings of video's per capita is .52. Our current rate is .48.

Services and Action

Strategy	Status January 2024	Strategy Owner	Time Frame
Library will work with village hall and other organizations to ensure appropriate trainings are offered frequently and to all staff	Chief Bruce Peterson of the JCFLD is working on village wide training in CPR and any other fire safety training requested. Chief will present at our 2.19.2024 in-service on Fire Safety.	Library Director/ Library Board	continuous
Create collection management schedule	Currently working on. Bridges has purchased a Collection Analysis Tool for use in 2024 that allows us to get a snapshot of the diversity of our collection.	Library Director	2024

<p>Increase video collections through budget increase and donations</p> <p>Included in Operating Supplies Budget</p>	<p>This has not increased in the annual budget. We received and continue to receive donations of older movies. Our video collection is continuously being analyzed as streaming services have gained in popularity.</p> <p>Our circulation of video recordings has decreased slightly in the past few years. 2023-4,192; 2022-4,889; and 2021-5,606</p>	Library Director	continuous
<p>Meet all Tier 1 standards-specifically</p> <ul style="list-style-type: none"> -written checklist for new trustee orientation -staff trained in emergency procedures -written Collection Management Schedule 		Library Director/Library Board	2024

GROWTH

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

3.) Growth Goal: Focus on early literacy and create young readers. January 2024 - Continue this Growth Goal

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	Status January 2024	Strategy Owner	Time Frame
Present regularly scheduled Storytimes built around early literacy concepts	On target, weekly Storytimes are every Thursday morning.	Youth Services Library Assistant/Library Director	continuous

Continue to offer and grow 1000 Books Before Kindergarten program	Youth Services Library Assistant, Megan Brand, updated this program in 2023 and it is now available in Beanstack.	Youth Services Library Assistant/ Library Director	continuous
Create and offer book bundles, theme packets, and kits with a range of materials and targeted age levels	Library Assistant I, Mindy Markus, continues the popular book bundles. Kits need reviewed and worn or outdated materials replaced.	Library Director/Staff	continuous
Train all staff on early literacy and child development concepts	The Youth Services Library Assistant is trained in this area. She also receives ongoing training. The training of all staff in this area is being evaluated.	Library Director/ Youth Services Library Assistant	2024-2025
Train all staff to be knowledgeable in all areas of the Children's section to better assist patrons in finding age-appropriate materials.		Library Director/Youth Services Library Assistant	2024-2025
Work with the Johnson Creek School District to get a library card issued to each student.		Library Director	2024-2025

Potential Partners

- TalkReadPlay initiative
- Local daycare providers
- Jefferson County Head Start
- Local doctors, chiropractors, dentists, and other healthcare providers
- Friends of the Johnson Creek Public Library

Critical Resources

- All staff are knowledgeable about early literacy and can assist customers finding age appropriate materials
- 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

Possible Measures of this Goal's Success

- Number and percentage of preschoolers in the community who have a library card. **January 2024** – in 2022 the age 5 restriction for obtaining a library card was removed. There is no minimum age to open a library card.
- Circulation of children's materials check outs has remained steady. The year 2021 remains an anomaly because the Watertown Library was closed part of the year for their remodel. Many of their patrons visited us during that time and then returned to their home library after it reopened.
 - 2023 = 23,068
 - 2022 = 23,131
 - 2021 = 27,174
 - 2020 = 18,857
 - 2019 = 19,963
 - 2018 = 17,756

4.) **Growth Goal: Establish library as central hub for community resources, services, and information. January 2024** - Continue this Growth Goal

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	Status January 2024	Strategy Owner	Time Frame
Consider role of library to provide centralized events calendar, bulletin boards, and/or digital connections for community.		Library Board	continuous
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	2024

Consider creating a formal approval of staff time to participate in community meetings and events on work time		Library Board	2025
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Potential Partners

- Village Hall
- Clubs and organizations
- Friends of the Johnson Creek Public Library
- Johnson Creek Tourism

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.

5.) **Growth Goal: Expand marketing of library services to reach non-users within service population area. January 2024** - Continue this Growth Goal

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	Status January 2024	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"> • Residents of assisted living and hospice facilities • Residents with mobility or usability barriers such as elderly, homebound, and sick • Residents who have limited access to technology • Residents who are English Language Learners or immigrants • Get the Outreach Delivery up and running 	In 2023 we connected with Bilingual Resource Teachers at JC Schools. Worked with us on An Evening at the Library geared towards preschool and bilingual families. Also in 2023 received TalkReadPlay Grant from Watertown Community Health Foundation.	Library Director/Library Staff	2024-2025

Explore new venues for outreach including, but not restricted to, food pantries, churches, daycares, and medical centers	Beginning in 2022 either Youth Services Library Assistant, Megan Brand, or Library Director, Jodi Kessel Szpiszar, do a Storytime at Crossroads Kid's Connection every Friday. We also checkout a bin of library books to them weekly. Summer of 2023 Crossroads began coming to SLP Weekly Programming.	Library Director/Youth Services Library Assistant	2024-2025
Create and approve marketing plan		Library Director/Library Board	2024-2025

Potential Partners

- Village Hall
- Bridges Library System
- Churches, assisted living facilities, and other formal organizations
- Facebook groups, clubs, and other informal organizations
- Friends of the Johnson Creek Public Library

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

6.) **Growth Goal: Create and expand inviting spaces for collaboration, relaxation, and collection development. January 2024** - Continue this Growth Goal

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	Status January 2024	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.	Rearranged slightly to better accommodate the teens. Youth Services Library Assistant, Megan Brand, began a weekly program for middle and high school students called Snack & Chat.	Library Board/ Library Director/ Youth Services Library Assistant	continuous
Expand shelving to continue to grow collection and meet standards.	Rearranged and purchased shelving in 2021, 2022, and 2023	Library Board/Library Director	continuous
Work to improve outdoor space around the library for more seating for patrons		Library Board/Library Director	2024-2025

Potential Partners

- Village Board
- Friends of the Johnson Creek Public Library

Policy Implications

- 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

7.) **Growth Goal: Expand library operational hours. January 2024** - Continue this Growth Goal

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	Status January 2024	Strategy Owner	Time Frame
Explore options for offering more hours earlier in the day.		Library Director/Library Board	2024-2025
Explore options for offering more hours in the evening.	Were able to add 2 evening hours on Thursdays beginning September 2023. Goal is to add more evening hours.	Library Director/Library Board	2024-2025
Explore options to offer or add services digitally or uniquely in order to meet demand outside of traditionally staff hours.		Library Director/Library Board	2024-2025
Consider creating standards for minimum staffing allowances		Library Board	2024-2025
Ensure all staff are appropriately trained for the time periods they are expected to work	Have begun cross training Library Assistant, Mindy Markus, to help when Library Manager, Katie Martin, is off. All staff are able to work the front circulation desk.	Library Director	continuous

Potential Partners

- Village Board
- Friends of the Johnson Creek Public 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.