JCLD STRATEGIC PLANNING: BLUE RIBBON COMMITTEE
FEBRUARY 1, 2016

WHY STRATEGIC PLANNING

- Provide a cohesive vision and direction for the Library District for the next five years
- Serve as a roadmap to guide the Library District Board and staff in planning and decision making for library services
- Respond to the evolving ways people access and process information in the 21st Century while preserving timeless services library users have come to count on
- Respond to changing conditions and needs to best serve the community

WHY STRATEGIC PLANNING NOW

The Jackson County Library System is now under the governance and leadership of the Jackson County Library District Board of Directors. Elected, in May of 2014 and for the first time in the County’s history a five-member elected board now shoulder the responsibility of stewardship of library resources in fifteen communities. These leaders defend the community’s rights to robust library materials, services and programs because of a fundamental belief that public library services promote access to education and build healthy communities.
The Jackson County Library District has directed and led this process to:
- Take an inventory of library services and operations
- Ensure allocation of resources meets the 21st century information needs of today’s citizens
- Ensure the library system has a current plan that compacts with the State of Oregon’s public library standards of excellence, and in so doing opens the library system to state and federal grant opportunities

Maintaining the excellence of the education system of Jackson County, comprised of our libraries, K-12 schools and institutions of higher learning, is the highest priority of every member of the community committed to learning, connecting and growing together.

**PROCESS**

- Engaged wide range of community members and staff in discussion about the future of the library
- 9 focus groups held for community members from a wide range of sectors: education, arts, business, social services, friends, foundation,
- 20 Community meetings held at each branch
- 6 Community meetings held off site in community locations
- Community voice solicited in each branch through “sandwich boards”
- Over 100 staff voices heard! Nearly 100% of staff
- Over 1,000 community voices heard from throughout the county!
COMMUNITY FOCUS GROUPS:

9 Community Focus Groups
- 122 community members attended
- Wide range of sectors represented: Arts, Education, Business, Social Services, Community Groups, Government, Media, Friends of the Library, Library Foundation, Community Leaders and more

WHAT WE ASKED:

- What your organization’s greatest priorities for the future?
- What are greatest challenges or barriers to achieve these priorities?
- What role do you think your library (the district and branches) can play in accomplishing the priorities and meeting the challenges?

FOCUS GROUPS COMMON THEMES: ORGANIZATIONAL PRIORITIES

- Develop a skilled workforce
- Attract new businesses and build and diversify current businesses
- Improve outcomes for students: literacy, graduation rates, career readiness, school readiness
- Improve digital literacy and access to technology
- Improve safety and reduce crime
- Improve county-wide transportation system
FOCUS GROUPS COMMON THEMES: ORGANIZATIONAL CHALLENGES

- **Economic diversity and poverty**: Gap between the “haves” and “have-nots”
- **Achievement Gap**:
- **Workforce**: Need for high performing employees
- **Lack of collaboration** working on community priorities
- **Digital Divide**: Lack of access to technology
- **Language**: Need for bilingual staff

FOCUS GROUPS COMMON THEMES: ROLE OF THE LIBRARY

- **Facilitate Literacy**: Connect to schools and contribute to the education of students after school and on weekends
- **Be the community hub**: Libraries are focal points and resource hubs for communities, and they need to be open more hours to maximize the investment
- **Build love of reading, personal growth and learning**: to create lifelong learners and allow people to compete in a fast changing world
- **Provide an excellent collection** that meets community needs
- **Provide access to technology** and teach people how to use it
- **Build partnerships**: Leverage library resources and address community needs

STAFF MEETINGS

Over 100 staff participated in the input sessions (nearly 100% of staff)
STAFF: KEY VISIONS FOR THE FUTURE

Access to technology, digital media and collaborative environments
- State of the art computers and software
- Digital media training and production tools
- High tech for meeting rooms to accommodate virtual meetings

Access to information
- Expanded data base collections and research services
- Expanded resources in all formats and media to be an informed citizen
- Amplify the library’s marketing channels and public relations efforts
- Continue emphasis on the library buildings as connecting places for digital and physical information and provide more open hours for every community

Access to business opportunity
- Support business and non-profit organizations to have what they need to start, grow and sustain
- Provide opportunities for industry training, and exploration of career pathways
- Support local employers with workforce training linked to area workforce training systems
- Business competitor research
- Understanding bigger market opportunities for emerging and existing businesses
STAFF: KEY VISIONS FOR THE FUTURE

Access to life-long learning and academic programming

• cross generational technology training
• expanded book clubs, language courses for all ages and all needs
• deep connections to classrooms to help students and teacher succeed
• more youth enrichment programs – with emphasis in science, technology, engineering, arts and mathematics (STEAM curriculum), games based learning
• digital arts connected to our performing arts
• address the need for more staff at all levels of the library system to build capacity for public demand

STAFF: KEY VISIONS FOR THE FUTURE

Opportunities for Guidance

• create young readers with early literacy priorities and maintain focus on information literacy
• adult, teen and family literacy support
• welcome space for new immigrants to get all the support necessary to be successful citizens
• promote the library as the place to make face to face connections
• ready reference from information professionals including genealogy

COMMUNITY MEETINGS

• Community meetings were held in all 15 branches for a total of 20 meetings involving 357 people
• 6 meetings held in communities outside libraries involving 464 people
• 11 “sandwich boards” rotated among the branches. Input collected 211 people
• Total 932
COMMUNITY: WHAT COMMUNITY MEMBERS WERE ASKED

How would you explain to people that libraries equal education?

- In light of economic trends, what plans should the library make to improve resources, materials, equipment, workshops and classes?
- In light of social trends, what plans should the library make to improve resources, materials, equipment, workshops and classes?
- In light of technology trends, what plans should the library make to improve resources, materials, equipment, workshops and classes?

COMMUNITY: HOW WOULD YOU EXPLAIN TO PEOPLE THAT LIBRARIES EQUAL EDUCATION?

- Encourage reading and literacy
- Safe haven with equal and free access
- Gathering place
- Computer literacy
- Portal to learning and information
- Support lifelong learning and personal development
- Employment assistance

COMMUNITY: WHAT ARE KEY OPPORTUNITIES TO PROVIDE ADDITIONAL SUPPORT FOR PEOPLE CONTINUING A SELF-DIRECTED LEARNING JOURNEY?

- Training in technology
- Access to technological resources, e.g. iPads, printers, computers, Wi-Fi
- Access to large and varied collection
- Outreach
- Resources to businesses and entrepreneurs
- Encourage children and teens to come to the library
COMMUNITY: IN LIGHT OF ECONOMIC TRENDS, WHAT PLANS SHOULD THE LIBRARY MAKE TO IMPROVE WORKSHOPS AND CLASSES?

- Partnership with schools
- Bilingual classes
- E-government; e.g., citizenship, driver’s license
- Business classes; Business development
- Homework assistance and tutoring
- Workforce training
- Job search assistance

COMMUNITY: IN LIGHT OF SOCIAL TRENDS, WHAT PLANS SHOULD THE LIBRARY MAKE TO IMPROVE WORKSHOPS AND CLASSES?

- Programs/workshops/classes that are varied and relevant
  - e.g., health and wellness, gardening, end-of-life, parenting and more
- After school programs
- Teen programs
- Tutoring
- OLLI

COMMUNITY: IN LIGHT OF TECHNOLOGY TRENDS, WHAT PLANS SHOULD THE LIBRARY MAKE TO IMPROVE WORKSHOPS AND CLASSES?

- Help people become digitally literate
  - e.g., technology coaches, technology training, partner with schools, support teachers and parents
- STEAM skill building
- Maker spaces
- Access to devices
- Information literacy
- Reading support
COMMUNITY: OPPORTUNITIES TO ENHANCE WAYS PEOPLE FIND INFORMATION AND/OR CONDUCT RESEARCH

- Assistance with job search
- Information literacy and access to resources
- Spanish resources
- Business support
- Train the library staff to guide people in their information seeking and searching
- Ensure the libraries are open to facilitate access to information

COMMUNITY: ANYTHING ELSE THAT IS IMPORTANT

- More hours, consistent hours!
- Access to devices
- Marketing so people know what is happening at the library
- Outreach to outlying areas and equity of access to technology and programs
- Develop grounds and outdoor areas around libraries
- More programs
- More librarians

BUILDING OUR PLAN: WHAT'S NEXT

- Review community and staff input
- Review key data
- Understand Planning components
- Begin development of Mission, Vision and Values
PLANNING COMPONENTS

- **Mission** – Why you do what you do; the organization’s reason for being, its purpose. Says what, in the end, you want to be remembered for.
- **Vision** – A picture of the Organization’s desired future.
- **Values** – The enduring tenets that guide the organization.
- **Goals** – A set of three to five aims that set the organization’s fundamental, long-range direction.
- **Objectives** – Specific and measurable levels of achievement.
- **Strategies** – Specific steps to accomplish the goals and objectives.

MISSION: QUALITIES OF AN EXCELLENT MISSION

- Is short and sharply focused
- Is clear and easily understood – no jargon
- Defines why we do what we do, why we exist
- Does not prescribe means
- Is sufficiently broad
- Provides direction for doing things right
- Addresses our opportunities
- Inspires commitment
- Says in the end what we want to be remembered for

MISSION: FOR EXAMPLE

- To bring people, information and ideas together to enrich lives and build community.
- Enriching and engaging the community with the magic of live theater
- To bring inspiration and innovation to every athlete in the world
- The Cedar Rapids Public Library is a passionate advocate for literacy and lifelong learning.
- To connect people with the imperative and the joy of learning through a lifetime.
VISION: QUALITIES

- Inspires and challenges
- Must believe this can be accomplished: a guiding star
- A picture of the desired future rather than a list of activities

VISION: FOR EXAMPLE

- The premier resource for educational support, self-directed learning and advancing literacies.
- To eliminate hunger in Lane County
- The community's center for discovery, lifelong learning, and personal enrichment for all.
- The people of our region will develop the literacies and connections that support individual achievement and strengthen the power of community.
- To be the center of knowledge, community life and innovation.

VALUES: QUALITIES

- The enduring tenets of an organization
- Spell out the core principles that guide the work of the organization
- Would you want the JCLD to continue to stand for this core value in 100 years?
- Would you want the JCLD to stand for this even if it became a disadvantage?
- Do you believe those who breach this value consistently simply don’t belong in this organization?
VALUES: FOR EXAMPLE

- **Freedom**: Our Library is committed to the free and open exchange of ideas.
- **Community**: Our Library is for everyone. You are welcome here.
- **Creativity**: Our Library is on a journey toward inspired products and relevant services.
- **Fun**: Our Library is serious about art, entertainment, and recreational experiences that are essential in making life worth living.
- **Inclusiveness**: Making resources available to all

GOALS: QUALITIES

- Engages people – Reaches out and grabs them. People “get it” right away. It requires little or no explanation.
- Tangible, energizing and highly focused.
- When I read this I think, “Wow, it would be fantastic to make this all happen. I would really like to part of this.”
- Connects to our purpose?
- In 5 to 10 years, we would be able to tell if you have achieved this?

GOALS: FOR EXAMPLE

- Fuel passion for reading, personal growth and learning
- Expand access to information and ideas; maximize accessibility to the Library and its services
- Enrich desire for personal growth and learning
- Foster community connections
- Strengthen communities and businesses
- Advance St Paul’s Learning priorities
- Our libraries are active centers of engaged communities
READY TO GET TO WORK TO CREATE THE ROAD MAP FOR THE FUTURE