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*The only thing you absolutely have to know is the location of the library*

– Albert Einstein
INTRODUCTION

Purpose of this Strategic Plan
Libraries are on the cusp of a great transformation. Changes in how people access and use information, interact with one another, and in the resources, tools, and capabilities needed to operate effectively in today’s society require new approaches to the services and resources that the Library provides. The Library must evolve in ways that keeps pace of this change and the diversity of our users, ensuring all members of Jackson County have equal access to the world of ideas.

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. For the first time in the County’s history a five-member elected board is responsible for the stewardship of library resources in fifteen communities. The Board of Directors launched a strategic planning process in October 2015 to chart a course for the future.

This Strategic Plan will guide the Library during a period of transition. The plan is intended to provide cohesive vision and direction for the next five years and beyond. Staying true to core Library values, The Jackson County Library will adapt thoughtfully and boldly to emerging challenges and opportunities for the benefit of the people of Jackson County.

Planning Process
Many individuals and groups shared their ideas, insights and passions in the development of this plan. Jackson County Library Services is a public institution, funded by the public for the public – and so a great deal of effort went into consulting the public about the future of our libraries.

The planning process began in November 2015 with twenty community meetings held in across all library branches. An additional six meetings were held off-site in community locations. Community voice was solicited in each branch through “sandwich boards”. More than 1,000 community voices provided input about priorities for the library. In December 2015 the Library facilitated nine focus groups with community members from a wide range of sectors: education, arts, business, social services, Friends of the Libraries, Jackson County Library Foundation.

Library staff members were involved throughout the process. Nearly 100% of Library staffed shared their ideas in meetings. As the final plan evolved staff were involved in identifying key strategies.

Key themes of priorities emerged to guide the development of the Strategic Plan: Our Libraries must…

- Play a central role in the education of members of our community from pre-schoolers through seniors.
- Build a collection that meets community needs
  Be focal points and resource hubs for individuals and communities
- Team with the public, community and business organizations to expand its reach through partnerships
- Support a love of reading, personal growth and learning
- Build an informed citizenry

A Blue Ribbon Committee composed of community, staff and Board members was convened. This committee considered the input from the community and staff and crafted the major components of the plan for consideration and final adoption by the Board of Directors.

Conclusion
The Jackson County Library Services Strategic plan 2016-2021 is a guide that prioritizes the work library staff and the Board will do in the coming years. It was developed with careful consideration of the feedback we received from the community. The plan is shaped with the understanding that change is inevitable, and that our library services will adapt as warranted. At the same time, we will maintain our core values, measure all we do against our mission, and remain focused on serving the community.
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MISSION
Our mission statement reflects the commitment we are making to the community.
The mission of the Jackson County Library District is to connect everyone to
information, ideas, and each other.
La misión del Distrito Bibliotecario del Condado Jackson es vincular a
TODOS al conocimiento, las ideas y entre sí.

VISION
Our vision statement describes what success will look like in the future.
Through the Jackson County Libraries individuals reach their potential and our
communities thrive.

VALUES
To fulfill our mission and realize our vision, the following ideals shall direct us in our
service to the community and interaction with each other.

RESPECT
Our libraries welcome everyone. We honor diversity, individual perspectives
and the right to privacy and confidentiality.

INTEGRITY
We are responsible, honest stewards of public resources and trust.

ACCESSIBILITY
We champion free and open access to ideas, information and content.

INNOVATION
We encourage creative ideas and solutions.

COLLABORATION
We foster an environment that inspires building relationships and working
together.

When I got my library card,
that’s when my life began.
– Rita Mae Brown
GOALS AND OBJECTIVES

LEARN
Jackson County Library Services advance Jackson County’s education priorities.

1. Help people develop the skills to search for, locate, evaluate and effectively use information to meet their needs.

2. Support of early learning to promote school readiness.

3. Provide information and tools needed for the academic success of, public, private, homeschooled trade school and higher education students.

4. Support personal growth and lifelong learning through high-quality programs and materials.

CONNECT
Jackson County Libraries are open, thriving spaces where people link to the universe of possibilities that enrich their lives.

1. Ensure that people of all ages, cultures and backgrounds find safe and welcoming spaces to connect with others and to engage in individual pursuits.

2. Customize spaces, services and collections to meet community needs.

3. Build public awareness and engagement through strategic marketing.

4. Drive new models for improving information access and delivery.

GROW
Jackson County Library Services contribute to the economic vitality of our communities.

1. Emphasize 21st century literacies including information, financial, health, in library programs.

2. Educate for digital literacy and marketable workplace skills to improve prospects for employment

3. Leverage partnerships to develop and promote job growth and business success
LEARN

Jackson County Library Services advance Jackson County’s education priorities.

1. Support early learning to promote school readiness.
   a. Support early learning by providing parents and caregivers with quality storytimes, training, and materials which encourage them to talk, sing, read, write and play with their children.
   b. Develop comprehensive training for staff that reinforces the library’s early learning strategies.
   c. Provide easy access to early literacy materials, websites, information and support for parents and caregivers.
   d. Expand the library’s outreach to childcare to include services delivered in both English and Spanish.
   e. Continue to investigate and invest in technology, resources and tools that support early literacy.

2. Help people develop the skills to search for, locate, evaluate and effectively use information to meet their needs.
   a. Augment the library’s learning tools with best in class products such as Lynda.com and Brainfuse.
   b. Ensure public service staff can readily assist patrons in finding what they need to know.
   c. Make “Book a Librarian” service available to all branches
   d. Develop a centralized telephone and web managed reference service.

3. Provide information and tools needed for the academic success of students in public, private, homeschools, trade schools and higher education.
   a. Regularly attend community school events to promote library services and gain insight into community needs.
   b. Provide and promote online and in branch homework assistance
   c. Develop strategies involving staff, technology and space that better support distance learning.
   d. Align the library’s digital education plan with area school district’s technology deployment.
   e. Work with school librarians and classroom teachers to foster a love of reading through booktalks, class visits to the library and creative programming.

4. Support personal growth and lifelong learning through high-quality programs and materials.
   a. Collaborate with public, private and nonprofit partners to promote reading for pleasure, expand self-directed learning opportunities and provide a variety of cultural experiences for all ages.
AREAS OF STRATEGIC FOCUS

CONNECT

Jackson County Libraries are open, thriving spaces where people link to the universe of possibilities that enrich their lives.

1. Provide safe and welcoming spaces for people of all ages, cultures and backgrounds to connect with others and engage in individual pursuits.
   a. Solicit patron and staff feedback to assess customer satisfaction and the quality of the customer experience.
   b. Provide library services and programs for culturally-diverse populations
   c. Develop a comprehensive staff training and professional development program
   d. Improve library signage to ensure the message reflects the community

2. Customize hours, spaces, services and collections to meet community needs.
   a. Apply data analytics, branch by branch to ensure more relevant collections, programs, services, hours and space utilization
   b. Increase the overall visibility of the collection system-wide with an emphasis on promoting it with creative and intelligent displays.
   c. Evaluate the condition of the collection and move forward with a comprehensive collection maintenance program.
   d. Expand the library experience to include things such as makerspaces, learning commons and non-traditional materials.

3. Build public awareness and engagement through strategic marketing.
   a. Develop and implement comprehensive plans to raise the public’s awareness of the resources and services of the Library.
   b. Support community relations efforts by developing key partnerships and strategically pursuing opportunities to promote the library at community events.

4. Implement new models and collaborate with others to improve information access and delivery.
   a. Ensure that web-based and virtual services are customer-focused and intuitively navigable.
   b. Provide enhanced customer service (in-person and remote) by reviewing current methods and models of delivery.
   c. Implement methods to enable patrons to access materials in the collection 24/7.
GROW

Jackson County Library Services contribute to the economic vitality of our communities.

1. Emphasize 21st century literacies such as information, finance and health in library programs.
   a. Provide library services, materials and programs to assist business owners and entrepreneurs with an emphasis on emerging agricultural markets.
   b. Develop programs and services to foster innovation and creativity to support the emphasis on Science, Technology, Engineering, Arts and Math.

2. Educate for digital literacy and marketable workplace skills to improve prospects for employment
   a. Develop comprehensive plan for digital education and commit resources to support desired outcomes.
   b. Invest in career and employment resources for job seekers and provide training on how to use them.
   c. Provide easy access to early literacy materials, websites, information and support for parents and caregivers.
   d. Use data analytics to determine resources needed at each branch to help people develop skills required to find a job.

3. Leverage partnerships to develop and promote job growth and business success
   a. Identify viable businesses and economic development partnerships which will pave the way for the library to share resources, co-promote programs and services and offer joint training initiatives.
   b. Establish the role of a business outreach librarian to support economic growth.
   c. Continue to develop website to guide users to library services and resources, partner websites, and complementary community resources.

What is more important in a library than anything else – than everything else – is the fact that it exists.
– Archibald MacLeish
ACKNOWLEDGEMENTS

Thank you to the many community members who contributed to the development of this strategic plan. We are especially appreciative of all the members of the community who took the time to attend or provide feedback when visiting a library.

We are especially thankful for the members of the Blue Ribbon ..... 

We also thank the entire library staff. Nearly all the members of the library staff participated in planning meetings. Each staff members will be integrally involved in implementing this plan. They make our libraries vital community assets.

Perhaps no place in any community is so totally democratic as the town library. The only entrance requirement is interest.
– Lady Bird Johnson
## Jackson County Library District

### Board of Directors
- Monica Weyhe, President
- Maureen Swift, Vice President
- Carol Doty
- Susan Kiefer
- Jill Turner

## Blue Ribbon Committee Members

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<tr>
<th>Name</th>
<th>Position/Role</th>
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<tr>
<td>Pat Ashley</td>
<td>Board of Education Rogue Community College</td>
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<td>Shelley Austin</td>
<td>Executive Director</td>
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<tr>
<td>Lila Caballero</td>
<td>Cultural Liaison Coordinator City of Medford</td>
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<td>Michael Cavallaro</td>
<td>Executive Director RVCOG</td>
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<tr>
<td>Carol Doty</td>
<td>Library District Board Member</td>
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<tr>
<td>Mary-Curtis Gramley, Ph.D.</td>
<td>SOELS Director/Partner in Service to Underserved populations</td>
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<tr>
<td>Carole Levi</td>
<td>Retired Teacher</td>
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<tr>
<td>George Pelch</td>
<td>Amy's Kitchen, Plant Manager</td>
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<tr>
<td>Carrie Prechtel</td>
<td>Community &amp; Digital Services Coordinator</td>
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<tr>
<td>Amy Richard</td>
<td>OSF, Media &amp; Community Relations Manager</td>
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<tr>
<td>Richard Schaefer, M.D.</td>
<td>Retired Physician</td>
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<tr>
<td>Rick Smith</td>
<td>Ascentron, Inc., President</td>
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<tr>
<td>Natalie Smith</td>
<td>Ascentron, Inc., CEO</td>
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<tr>
<td>Maureen Swift</td>
<td>Library District Board Member</td>
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<tr>
<td>Guy Tauer</td>
<td>Regional Economics Workforce and Economic Research Oregon Employment Department</td>
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<tr>
<td>Tammy Westergard</td>
<td>Library Director, Jackson County</td>
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<td>Michelle Zundell</td>
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- Jackson County Higher Education Community
- Jackson County Library Services Foundation
- Hispanic Community
- Government Partners
- Jackson County Library District
- JCLS Friends of the Library
- Advanced Manufacturing/Agriculture
- Jackson County Library Services
- Arts and Culture Community
- Healthcare Community
- Advanced Manufacturing/Electronic Components
- Advanced Manufacturing/Electronic Components
- Jackson County Library District
- Government Partners
- Library Services
- Education Community