

Strategic Roadmap: FY27 - FY28



**JACKSON COUNTY
LIBRARY SERVICES**

Strengthening the Foundation:

Through June 30, 2028, JCLS will focus on strengthening the organizational foundations that support its mission and long-term success. As a mission-driven organization, JCLS recognizes that strong internal systems, processes, and capacity are essential to delivering meaningful services and community impact. Three key areas have been identified as priorities for improvement and growth. This strategic roadmap will guide operations during that period, aligning actions, measures, and outcomes through a balanced scorecard approach. By connecting day-to-day initiatives to these foundational priorities, the roadmap provides a framework for achieving sustainable organizational improvement and advancing the library's mission.

Mission: Connect everyone to information, ideas, and each other.

Vision: Through JCLS, individuals reach their potential and our communities thrive.

Foundational Priorities

Core Services



Maintain and improve on targeted core services to improve ability to deliver a better patron experience.

Infrastructure



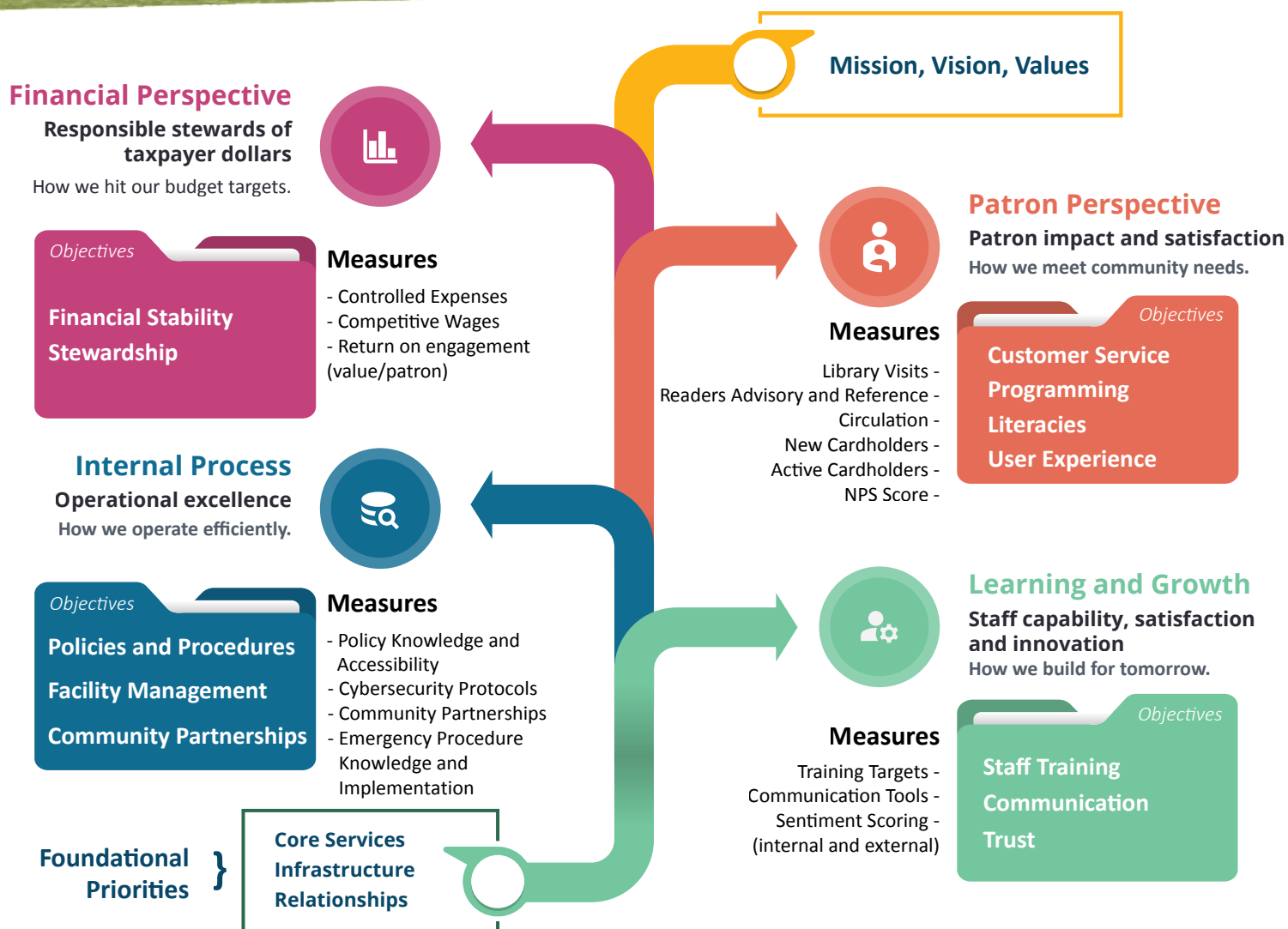
Build on key elements of library infrastructure that promote sustainable operations.

Relationships



Develop internal and external relationships that strengthen JCLS's position in the community.

Strategy Map



Understanding the Roadmap: A Companion

This roadmap is organized using a modified Balanced Scorecard framework. Rather than viewing organizational priorities as separate initiatives, the scorecard shows how improvements in foundational areas drive operational excellence, strengthen service delivery, and ultimately advance JCLS's mission.

Read the strategy from the bottom up:

- Foundation Priorities identify the organizational capabilities that must be strengthened.
- The Core Perspectives (Learning and Growth, Internal Process, Patron Perspective, and Financial Perspective) offer a holistic view of the organizations performance through aligned efforts and bridging vision with action.
- Objectives identify areas of focus.
- Measures track progress and indicate whether the organization is achieving the intended results.
- Mission Impact represents the ultimate purpose of the work, ensuring that organizational improvements translate into greater value for the communities JCLS serves.

This approach emphasizes that organizational effectiveness is not an end in itself. As a mission-driven library system, JCLS invests in its people, processes, and infrastructure so that it can better fulfill its mission, meet community needs, and create lasting impact.