ST. JOE COUNTY PUBLIC LIBRARY

Strategic Plan
2022-2024

Public Library
ST. JOE COUNTY

Mission

We connect members of our diverse community to information, resources, culture and each other.

Vision

We imagine a community where everyone can achieve great things and live life to the fullest.

Values

Trust

We uphold the trust that we've earned in our community as a credible source of information and a safe space for the mind and body. We will continue to build trust by listening to the needs of our community and being transparent in our decision making.

Respect

We treat our community members, staff, and partners with dignity and respect. We recognize the contributions of all and work to create a culture of mutual appreciation.

Equity and Inclusion

We recognize and honor individual differences, both seen and unseen, as well as the shared experiences and needs within our community. We are committed to providing a welcoming environment for all staff and community members and acknowledge the impact that race and identity has on an individual's lived experience.

Collaboration

We invest in sustained and intentional partnerships to achieve shared goals that increase the impact of education, culture and learning in our community.

Sustainability

We are committed to being outstanding stewards of our human, environmental, physical, digital and financial resources, balancing our current needs with long term aspirations.

Optimism

We serve our community with a sense of hope and confidence about our future together.

Goal 1: Grow and Sustain Readers

Strengthen early literacy success for our community's children

- Increase participation in 1,000 Books before Kindergarten
- Implement a system-oriented approach to Storytimes that fosters pre-reading skills, creative play and language development
- Explore methodologies and implement programs to help children gain reading competence by Grade 3 in partnership with SBCSC
- Address the summer slump with engaging and easy to follow Summer Reading activities for all grade levels

Connect and engage deeply with our community's readers

- Seek out new products, platforms, and services to help individuals discover personal recommendations and new reading material
- Increase browsability and subject coverage at each library location
- Enhance the collection's presence on the website and in social media
- Connect our community to reading through events and programs
- Expand and support a system wide direction on Readers' Advisory topics to promote reading and engage service area residents with books

- Develop a research based plan to increase reader services
- Commit to 30-40% diverse titles in displays, NGRs, book lists, digital content, and other RA resources
- Connect with book clubs in our service area to provide library resources and services
- Offer BookCon and similar programs to promote the culture of reading for pleasure
- Invite local authors to participate in podcasts and create content/programs with library staff and patrons
- Invite readers of all ages to share what they're reading on our digital platforms through videos and comments

Build collection diversity

- Develop and implement a method for assessing the diversity of the collection
- Solicit and implement community feedback
- Use community demographics to inform collection development
- Build a collaborative framework between programming and collections to support and inform program goals.

Goal 2: Build a stronger community

Develop services, programs and partnerships that address community needs

- Analyze user and community data in an ongoing and sustained way that aids in decision making
- Provide programmatic and service support to small businesses, entrepreneurs, and individuals in the workforce
- Foster community interaction and conversation
- Develop partnerships designed to strengthen our community

Create services that resonate with our diverse community

- Increase bilingual service capacity
- Support immigrant welcome programs
- Create programs to support people learning English
- Develop social infrastructure for seniors
- Build relationships with social service agencies to strengthen our support for individuals in need

Develop a plan for the future of Library branches that addresses the unique character of each neighborhood

- Evaluate the needs and assets of our community to inform equitable, innovative, and customized branch services
- Adapt library spaces to fit changing needs in neighborhoods
- Examine the locations of current library branch to ensure they are in neighborhood destinations
- Utilize library facilities to create spaces that strengthen our social infrastructure
- Design, install and maintain outdoor spaces that provide opportunities for engagement and programming

Create an organization where equity is embedded in our culture

- Develop a plan to effectively incorporate OF/BY/FOR ALL and diversity, equity, and inclusion tenets into the workplace
- Attract local talent and increase staff diversity

Goal 3: Spark Curiosity to Learn

Develop formal learning support initiatives
- Identify the needs and assets of local educators
- Connect with teachers and administrators through outreach efforts in order to build partnerships and promote resource sharing
- Provide high quality STEAM activities and programs at all locations
- Implement a reliable tutoring program through partnership or staff training

Provide technology skills training geared toward creative expression
- Provide education and resources for creative hobbyists, new professionals and small businesses
- Support skill-based learning for content creation
- Support local creators to encourage collaboration and community

Expand local and family history offerings that support learning about our community's shared history
- Contribute regularly to Michiana Memory, including in-house and outsourced scanning with a focus on digitization of hardcopy newspapers
- Train and expand digitization opportunities for patrons, ensuring current technology is utilized to meet patron needs
- Identify materials in archival and print collections that will add diverse representation to the digital collections
- Develop and implement a long-term strategy for the SBT negatives.
- Continue to work toward proper arrangement and preservation of archival materials, including improved description of archival materials to facilitate access
- Evaluate and adapt programming strategies for the Library's new spaces, departments, and patron needs, incorporating virtual programs to expand local access to high quality national speakers

Provide programs across the Library system that advance learning goals
- Develop a system-wide centralized program plan
- Create curriculum-based informal learning opportunities for all ages
- Establish best practices and implement benchmarking and outcome tracking for library programs
- Create programs designed to meet the educational and social needs of teens

Expand the use of the Bendable platform across the community
- Explore in person learning opportunities and outreach in association with Bendable resources
- Collaborate with residents on community collections that address a wide range of topics and interests
- Focus on local communities by engaging Bendable at all library locations
- Increase community engagement with Bendable's online resources through partnerships

Goal 4: Expand Access

Grow the use of the library as a community and cultural center
- Establish annual goals for local and traveling exhibits and SmARTbox installations
- Develop guidelines and procedures for meeting rooms and special events
- Support local creators to encourage collaboration and community

Broaden and redefine outreach service
- Establish and coordinate a library presence at community and special events
- Involve library staff in community based projects, organizations and external committees
- Build relationships and attend outreach events in underserved neighborhoods and communities

Improve digital equity in our community
- Deliver technology and computer training sessions
- Deploy remote internet access to seniors in need
- Maintain and monitor equipment and infrastructure needs on an ongoing basis

Goal 5: Ensure Library Sustainability

Develop a 10 year Facilities plan to ensure vibrant structures capable of being maintained

- Modernize facilities and maximize savings on operating and energy costs
- Prepare for future renovation projects

Evaluate administrative systems to ensure long term organizational health

- Develop revenue and expenditure forecasts, evaluate debt position, and plan monitoring mechanisms to identify key indicators of financial health to align financial capacity and resources with both short and long term service and accessibility goals.
- Continue to refine the annual evaluation process for Library strategies and actions
- Create a staff development plan for each employee
- Review and adjust salary ranges based on comparable libraries

Develop a robust program for development and fundraising

- Increase the engagement capacity of the Friends of the Library Board
- Create a marketing strategy for development
- Explore alternate sources of funding
- Strengthen relationships within the community through donor stewardship

Develop and implement environmentally sound practices

- Investigate and implement manageable resource consumption strategies
- Review and implement energy efficient systems at all Library locations
- Establish methods to reduce waste
- Investigate and improve recycling practices