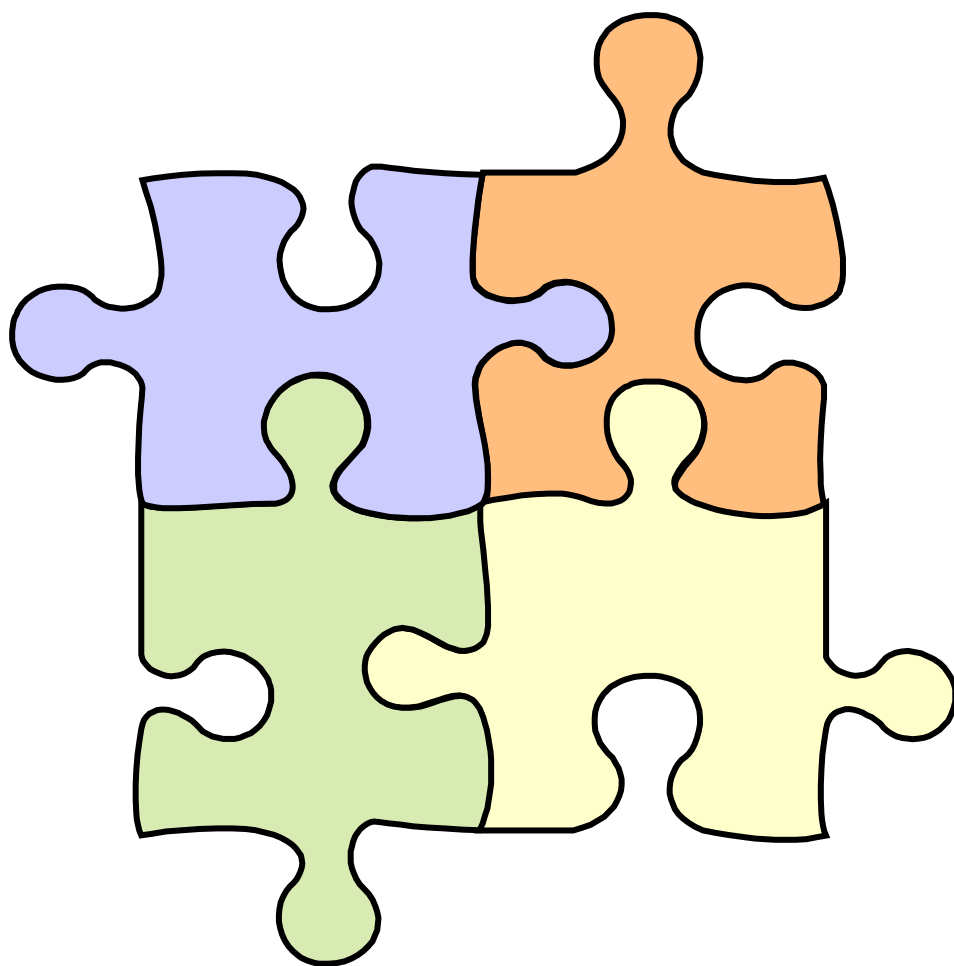


Johnston Public Library Strategic Plan 2011-2014



Approved by Library Board on May 19, 2011

A Message from the Johnston Public Library Board of Trustees

The Johnston Public Library (JPL) is one of our community's highly valued resources. Planning for the future is essential in order to meet the needs and interests of our residents, as well as to keep up-to-date with rapidly changing technology. As trustees, we have listened to what our users and non-users have to say about what JPL should achieve, preserve, eliminate or avoid. The resulting three-year plan is intended to provide a guide for the future with themes and goals that will enhance our collection, services, and staff. As representatives for the Johnston community, we offer this map for the future.

-Johnston Public Library Board of Trustees

Shirley Weuve, President

Taena Fowler, Vice President

Dennis Schuessler, Secretary

Alexandra Johnston

Heather Schmitz

A Message from the Library Director

The Johnston Public Library consistently develops a plan to identify strategic themes and goals for a period of time covering three fiscal years. The 2011-2014 document presented here is the fifth library plan since 1997. The plan is the culmination of months of work involving a broad range of input from the community. An online survey, as well as targeted focus groups, provided comments that improved the final product. The plan is intended to make our mission, priorities, and goals clear to both our staff and the community.

This is an exciting time for libraries. In addition to offering traditional programs and services to enhance literacy, the library is a community gathering place, a place for both information and entertainment, and a resource beyond the four physical walls of our building.

The library staff is committed to providing an outstanding library experience - both for library users who walk through our doors and for users of our virtual resources. We welcome and encourage your use of the Johnston Public Library!

-Willona Graham Goers, Library Director

Introduction

Our City

Johnston is a vibrant and growing community on the northwest side of the Des Moines metropolitan area. Its residents are well-educated and as a whole, the community is quite affluent.



As noted in the City's Comprehensive Plan 2030, Johnston is a community that uniquely blends urban, suburban, and rural qualities. It derives its sense of community from its rich heritage, its people, neighborhoods, schools, businesses, parks, agriculture, Camp Dodge (a military installation), and numerous green spaces. Community pride is evident, and the community is known as an unparalleled place to raise a family, run a business, age in place, and enjoy recreation.

As an incorporated community, Johnston is relatively new. It was established in 1969 by bringing a small town and the surrounding rural areas into one incorporated place. Population growth has been strong in recent years, particularly between 2000 and 2010.

Population – 2000	Population – 2010	Percentage Change
8,649	17,278	99.8%

Forecasts by the Des Moines Area Metropolitan Planning Organization (MPO) indicate the expectation of continued population growth, with a projected population of 19,000 by 2015 and 27,000 by 2035.

Demographic trends suggest that Johnston will continue to have a strong presence of young families, in addition to an aging Baby Boom generation. Housing, while still predominantly single-family units, will become more varied to provide opportunities for a variety of lifestyles and income levels. Johnston is becoming more diverse culturally and economically, which has an impact on planning for school and city services.

Our Library

The Johnston Public Library began in 1988 as a branch library of Urbandale, a neighboring community. Located in Johnston's City Hall, the library became independent from the Urbandale system in 1992. However, to this day the two communities still maintain a close working relationship including a shared library catalog and seamless reciprocal borrowing for each other's cardholders.

As the demand for services increased and the library collection began to outgrow the space in City Hall, plans for a referendum and a capital campaign were launched. The successful vote in 1999 resulted in a state-of-the-art 27,000 square foot building that opened in the fall of 2001 at our present 6700 Merle Hay Road location.

Since that time, the use of the library has grown at a steady pace and the demand for resources continues to escalate.

Fiscal Year	Card-holders	Circulation	Library Visits	Program Attendees	Computer Uses
FY05/06	12,253	220,454	106,278	10,667	11,585
FY07/08	14,541	250,021	131,013	11,344	15,006
FY09/10	15,722	290,943	158,551	14,993	20,740

In October 2010 – nine years after our grand opening – we welcomed our 1,000,000th library visitor in our new building. Clearly, the Johnston Public Library is a well-used resource in the community.

The library collection has grown as well. We now have approximately 80,000 items, which represents a growth of 25% compared to five years ago. An increasing emphasis is being placed on electronic resources, including 43 online databases, more than 4,000 downloadable audio titles, approximately 2,000 downloadable eBook titles, plus a large number of downloadable eBook titles in the public domain through Project Guttenberg.

Programming for youth from babies through teens, as well as offerings for adults, continues to be a priority to support both entertainment and the development and nurturing of literacy skills. Our meeting rooms are used heavily by the community with more than 11,500 people coming last fiscal year to attend a meeting in our building.

The Johnston Public Library is accredited at Tier 3, which is the highest level designated by the State Library of Iowa. In addition to securing more state funding, this accreditation demonstrates that the library meets a high level of standards. Our citizens expect this level of service, and the Johnston Public Library strives to continue to meet and exceed these standards.

Vision

The Johnston Public Library transforms lives through exceptional resources, services, and staff.



Mission

The Johnston Public Library is an essential resource that grows with our community, enhances the quality of life of our users, supports lifelong learning, and offers access in a variety of ways. We provide outstanding customer service and a welcoming environment for all.

Core Values

Our trustees, staff, volunteers, Foundation and Friends share these values.

- **We value our library users**
 - by providing a safe, welcoming environment with equal access to resources and services.
 - by listening carefully and communicating clearly.
 - by providing timely, accurate, friendly, respectful service to all.
 - by respecting their privacy and keeping their transactions confidential.
- **We value our community**
 - by being active and cooperative participants in community affairs.
 - by respecting the public's investment in our institution and allocating our time and resources responsibly.
 - by enhancing the quality of life of our citizens.
- **We value our role as a public forum**
 - by providing a community gathering place.
 - by supporting intellectual freedom and the open communication of ideas and information.
 - by offering up-to-date resources, as well as displays, programs, and services that reflect an array of formats and viewpoints.
- **We value our role as an advocate for knowledge**
 - by promoting reading, information literacy, and learning for all ages.
 - by supporting cultural activities and programs.
 - by leveraging technology to enhance our services.
- **We value our staff, volunteers, trustees, Foundation and Friends**
 - by supporting teamwork and positive working relationships.
 - by recognizing their contributions.
 - by supporting their training and continuing education.

Strategic Themes

- 1. Make the Johnston Public Library more inviting, more accessible, and easier to use.**
- 2. Improve the visibility and awareness of library services, programs, and collections.**
- 3. Expand relationships that build community and support the Library's mission.**
- 4. Provide resources, programs, and services that inform, entertain, and enrich.**
- 5. Improve the efficiency of the workforce, operational workflow and processes.**
- 6. Meet standards of quality to maintain state accreditation.**

Strategic Theme #1

Make the Johnston Public Library more inviting, more accessible, and easier to use.

Goal A: Improve the overall ambience and use of space within the library.

- Create a welcoming lounge area known as “The Commons.”
- Improve directional and site-specific signage.
- Improve the browsability of the collection.
- Manage the arrangement of the collection so materials are well-spaced and within reach.

Goal B: Leverage technology to enhance accessibility.

- Deliver more information and materials effectively to mobile devices.
- Provide electronic options for the payment of fines and fees.
- Enhance our website and social media applications to improve usability and interactivity.
- Expand virtual resources that make the library available 24/7.

Goal C: Expand outreach to populations in the community.

- Expand youth outreach activities.
- Expand outreach services for senior citizens.
- Expand homebound service as staffing allows.

Goal D: Create a more customer-friendly library experience.

- Make our online catalog more intuitive.
- Make it easier to find the newest additions to the collection.
- Expand face-out presentation of materials.
- Review library policies with a focus on customer service.
- Train all staff to be able to respond consistently at the point of contact with a customer.
- Expand self-service options for library users.
- Maintain welcoming meeting room spaces for public uses as allowed by library policy.
- Continue to make safety and security within the library a priority.

Strategic Theme #2

Improve the visibility and awareness of library services, programs, and collections.

Goal A: Expand marketing efforts through multiple channels.

- Promote word-of-mouth marketing through Friends and library supporters.
- Continue to update and refine the library website.
- Expand the use of social networking tools and mobile applications to promote library services and programs.
- Expand email communications that promote library offerings.
- Provide program information for local media in print, online, and other available formats.
- Leverage relationships with local businesses and the schools to publicize library information.
- Meet with community service groups annually to promote library services, programs, and collections.

Goal B: Increase the number of Johnston residents who have active Johnston library cards.

- Analyze available data on cardholder and non-cardholder demographics.
- Educate residents so they understand that they are funding their own local library.
- Launch a “Tell a Neighbor” campaign to increase the number of local resident cardholders.
- Conduct an active “Smartest Card” campaign each September.

Goal C: Be actively involved in events that demonstrate the value of the library in the community.

- Continue significant participation in Holidays in Johnston and Green Days.
- Host at least one event in Johnston Commons annually.
- Participate in events that go out into Johnston neighborhoods.

Strategic Theme #3

Expand relationships that build community and support the Library's mission.

Goal A: Build strong advocates for the library.

- Support a committed team of library trustees that are well-informed on library trends and issues.
- Continue the positive relationship with the Johnston Public Library Foundation Board.
- Expand the membership and activities of the Friends of the Johnston Public Library.
- Continue to involve volunteers as an important part of the library team.
- Equip library users and advocates with information about library funding and legislative issues.

Goal B: Connect more closely with various interest groups.

- Establish closer connection with the Senior Advisory Board.
- Utilize the Library's Teen Advisory Board to obtain greater input on library issues.
- Continue to work closely with education partners such as the Johnston Community School District, home school education providers, and IPTV.

Goal C: Strengthen ties with the local business community.

- Reach out to local businesses to promote library services.
- Enhance the connection with the Johnston Chamber of Commerce.

Goal D: Continue the cooperation with other City departments.

- Collaborate with City management and departments to inform residents about city services.

Goal E: Continue collaborations with other libraries while retaining local control.

- Retain 28E relationship with Urbandale Public Library.
- Participate in metro, county, and state library organizations.

Strategic Theme #4

Provide resources, programs, and services that inform, entertain, and enrich.

Goal A: Offer up-to-date resources in a variety of formats – both physical and virtual.

- Continue to buy materials in print as well as other formats.
- Continue to buy movies in DVD and Blu-ray format.
- Expand the large print collection.
- Offer additional video game resources.
- Expand online database offerings.
- Expand downloadable audio and eBook offerings.
- Offer downloadable music and video options when feasible.
- Investigate demand for resources in multiple languages.

Goal B: Support technology needs of the community.

- Expand the number of computers available to the public.
- Continue to make wireless Internet convenient for the public.
- Offer basic classes on computer and Internet use.
- Offer basic classes on using the library's virtual resources.

Goal C: Offer programs that meet a range of ages and interests.

- Support literacy development for all ages.
- Provide regular and special youth programs for babies through teens with options during the day, evening, and weekends.
- Offer at least two program topics per month for adults.
- Continue to partner with providers for services that offer convenience and assistance to library users.
- Partner with other Johnston city departments and groups to develop a community education program.
- Host a visual art display within the library on an annual basis.

Goal D: Provide information assistance for the community.

- Maintain information and readers' advisory services both in person by telephone.
- Provide interactive online reference services as staffing allows.

Strategic Theme #5

Improve the efficiency of the workforce, operational workflow and processes.

Goal A: Create an environment that is rewarding, enriching, and safe for staff members.

- Provide continuing education and growth opportunities for the staff.
- Foster a team environment in which staff members enjoy their work, support one another, and know their contribution is valued.

Goal B: Ensure that all staff members have an understanding of the work that is done in all areas of the library.

- Devote time at monthly staff meetings for staff members to outline their job responsibilities and how these fit with other areas of the library.
- Develop a “shadowing” program so each staff member has an opportunity to work briefly in each other area of the library.
- Cross-train staff so there is a proficient depth of coverage in every area of the library.

Goal C: Review operational workflow and processes within each area of the library.

- Involve staff in identifying current assignments and procedures.
- Involve staff in identifying areas where work improvements could be made.
- Redesign workflow and processes to achieve customer service improvements and cost-savings.

Goal D: Ensure that procedures, vendor information, and other files are kept current.

- Assign staff to be responsible for specific documentation.
- Annually review documentation to ensure that it is updated.

Goal E: Maintain an up-to-date technical infrastructure to support library services.

- Maintain personal computers on a 3-5 year life cycle.
- Upgrade network hardware and software as needed during 2011-2014.

Strategic Theme #6

Meet standards of quality to maintain state accreditation.

Goal A: Secure annual funding to meet accreditation standards.

- **Maintain a 3-year average of at least 10-12% of the total operating budget allocated to library materials.**
- **Maintain open times to the public at the level of at least 58 hours per week and 7 days per week.**
- **Maintain the staffing levels needed to meet accreditation, as well as provide quality service to our customers.**

Goal B: Complete a written space assessment as outlined in the accreditation standards.