A Strategic Plan & Vision
For 2014-2018

PUBLIC
Libraries
IN JEFFERSON COUNTY
40 Libraries . 1 County . 1 Card
A Strategic Plan & Vision
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BACKGROUND DATA
Overview

Strategic Plan 2014-2018

Background Data

• Data Collection & Facts
• SWOT Analysis
• General Branding/Messaging
Data Collection & Facts

40 Libraries . 1 County . 1 Card
Survey of JCLC Library Directors

13 out of 23

- Responded
- Non Responsive

Library Respondent

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What is most valuable about JCLC to your library?

- Value
- Efficient
- Cooperative
- Teamwork
- Connectivity

- Stable
- Accessibility
- Useful
- Convenience
- Technological expertise and help for smaller communities
DATA: Results from Survey of Library Directors

What JCLC services are most valuable to your library?

Courier/delivery service 5 days a week

shared resources through an integrated library system

on-line reserves, online catalog

Internet

IT expertise and support from staff

library catalog and systems service

Innovative system
DATA: Results from Survey of Library Directors

What are biggest preconceived notions/ lack of knowledge amongst general public about JCLC?

Not understanding what JCLC is

Think the library system has nothing to offer them, that libraries have not kept up with technology

Confusing the fact that each municipal library also stands alone

Public tends to think we are Jefferson County itself, not a separate entity

Lack of knowledge about how JCLC and libraries in general are funded
DATA: Results from Survey of Library Directors

What do you perceive is most valuable about JCLC to your library’s patrons?

- Convenience
- Cooperation
- Free
- Expanded resources
- Lots of locations

- A safe haven
- Ease of use
- Abundance of materials
- Fair & similar treatment to everyone
What do you perceive are the most valuable JCLC services to your library patrons?

- Everything in the county available to everyone (ILL)
- Delivery system 5 days a week
- One card for all 40 libraries
- Shared resources
- Online system for catalog circulation, reserves
- Access to databases
- Internet and IT support
- Computer access
Results from Community Surveying

Top ways patrons use Jefferson Co. libraries

We surveyed 135 members in 18 libraries and electronically on the JCLC brand and library services. As it related to ways they use the library these were the services they indicated they used most:

- Checking out books
- Using the computer for research (extensive research, access to info only available at the library or for employment searches, etc.)
- Conducting research with periodicals
- Checking out Digital Media/E-Books
- Studying
- Using the computer (check email, surfing web, general information)
- Using as a meeting place
- Attending programs
• According to OCLC, in 2011, library usage increased for 36 million Americans
• 69% of Americans currently use public libraries
• In 2012, current population of Jefferson County is 658,466
• In 2012, current number of library patrons in Jefferson County is 376,717 or 57% of the county’s population
• To reach the national average of 69% usage, we would need to add 77,624 patrons based on current population (for a total of 454,341 members)
• Year-to-year increase in number of library patrons in Jefferson County over the last three years is as shown below

Sources: Patricia Martin, Huffington Post, JCLC, Jefferson County
Relative to Jefferson County Libraries patrons and how they use technology,

- Visits to the JCLC site rose by **38%** from 2011-2012 (from 669,728 to 926,060)

- Online catalog visits rose by **18%** from 2010-2012 (from 1,021,388 to 1,251,083)

- Number of eBooks and eAudiobooks downloaded increased 34% from 2009-2010; 61% from 2010-2011; 45% from 2011-2012
Nationwide in 2010

- Libraries provided more free Wi-Fi hotspots at 12,000 than the ubiquitous Starbucks
- 5,400 libraries offered technology training classes

Source: OCLC
• Libraries are playing unheralded role in the economic recovery by helping people find employment, build businesses.

• Resume-writing classes and online job-search tutorials.

• **30 million Americans** rely on libraries to find a job, according to research by the Institute of Museum and Library Services (IMLS) and quoted by Karen Perry, Bill and Melinda Gates Foundation.

• In 2010, that equated to **300,000 Americans** getting job seeking help at their public library EVERY DAY.

• In 2010, **13,000 public libraries** offered career assistance and continue to do so.

*Sources: Patricia Martin, Huffington Post, OCLC*
• For entrepreneurs, libraries help with free access to costly business databases like Reference USA.

• According to OCLC, in 2010 2.8 million times each month business owners and employees used resources at public libraries to support their small businesses.

Sources: Patricia Martin, Huffington Post, OCLC
• Until Google and disruptive technologies, public libraries had little reason to innovate.
• R-Squared (Risk and Reward) Conference
  • common thread was need to understand the increasingly complex lives of patrons
  • Pre-Internet, libraries could be object oriented.
  • Confluence of digitization and prolonged recession has triggered an evolution that puts a focus on people, not things. Doing so has a ripple effect that invigorates a community.

Meeting customer needs across a life cycle, through online and off-line touch points, is essential to community-based innovation.

-- Forrester Research

Source: Patricia Martin, Huffington Post
“Americans need help navigating a way forward -- whether it's to find work or explore a new career path. It's no wonder people are rediscovering their local libraries as a place to begin. That's why libraries need to innovate. Otherwise, they risk becoming an object of nostalgia -- the emotional step right before irrelevance.”

Research shows* that when taxpayers stop expecting public institutions to transform, they invite entrenchment.

* Albert O. Hirschman
Source: Patricia Martin, Huffington Post
DATA: From Strategic Planning Committee & Staff Interviews

Common Themes

• Overall Organizational Sustainability & Growth
  • Funding Resources
  • Human Resources (Volunteers, Community Partners)
• Developing Strategic Corporate Relationships
• Increasing Visibility and Awareness
• Advancing Public Advocacy and Support
• “Get back to doing what we do”
Corporate Partnerships

- Corporations that support reading or other services of libraries
  - Tacala/Taco Bell Foundation (support HS graduation programs)
  - WalMart (encourages job seekers to go to the library to complete applications)
  - Lowe’s (Toolbox for Education)
  - Motorola/Motorola Foundation (strategic focus on education in US and 44 countries)
  - Intel (resources and solutions that advance learning in communities)
  - Microsoft (learning through technology)
  - The Coca-Cola Company (Some of Coke’s longest-running programs are focused on education, reading and literacy, and other local needs.)

Additional Source: competeamerica.org
• Corporations that provide other services that could be synergistic with libraries or patrons
  • Birmingham Auto Dealers (vans for delivery services)
  • Auto Manufacturers in the state (vans for delivery services)
  • BP (gasoline for delivery services)
• Ebsco – AVL Databases
• Carmike/RAVE and Edge Movie Theaters (movies based on best-selling books)
• VisionCare
• Preschool Chains
“People tend to have tribes and lifestyles, and they live their lives in particular ways. It is not always the case that a library fits closely to that. . . Good marketers can deal with that; they can market to different user groups with different lifestyles simultaneously.”

Terry Kendrick, Library Marketing Guru
Community Segments

- Retirees
- Parents with young children
- Students
- Empty Nesters
- Stay at home Moms

- Job Seekers
- Crafters/Pinterest Fans
- Literacy Advocates
- Financial Literacy Advocates
For potential joint funding/program development opportunities, other nonprofit organizations may also be a good match:

- Children’s Hospital
- YWCA
- Birmingham Jewish Federation (Fed Up with Illiteracy, PJ Library)
- Independent Presbyterian (STAIR, Summer Learning)
- Habitat for Humanity (Financial Literacy Initiatives)
- Community Foundation Advised Funds
SWOT Analysis
SWOT Analysis

Strengths

- Storied history as both a system and a cooperative
- Committed staff at both JCLC and at individual libraries
- Extensive system-wide inventory (1,864,614 items in 2012)
- Convenience for members with 40 locations countywide
- Ability to retrieve items in the circulation inventory for members from anywhere within the system and deliver to their “home” location
- Existing “connectivity” between libraries, resources and patrons in regards to technology
- Staff awareness of emerging opportunities for new services, such as e-books (inventory increased five-fold from 2010 to 2012), to ensure that libraries remain relevant to the community
- Books-By-Mail program for homebound and disabled
SWOT Analysis

Weaknesses

- Lack of sustainable funding strategy and initiatives to ensure adequate support for cooperative efforts
- Due to concerns about confusion and mixed messaging with their library’s individual donors and patrons, inconsistent support of JCLC by all libraries in the system
- Limited awareness of the cooperative and services it provides amongst many in the general public
- Lack of opportunity for robust, ongoing two way communications with members
SWOT Analysis

Opportunities

• Better relationship building relative to both community partnerships and corporate sponsorships

• Enhanced engagement of cooperative with members system-wide to continue to be aware of new needs (as well as aware of services/products that have become less relevant to members) as well as to promote existing services

• Identify ways to make the library a hub of community activity and “go to” place for members throughout the county by providing ancillary services such as voter registration

• Technology provides a tremendous growth opportunity in such areas as:
  • Enhancing an already great technology platform to provide even greater connectivity to resources
  • Even more robust use of social media and emerging technology solutions for member outreach and two-way communications
  • Increasing size of e-book library and awareness of this service to citizens
SWOT Analysis

Threats

• Lack of consistent funding to maintain cooperative services
• Potential perceived “Irrelevance” of libraries if they don’t keep up with the needs of library card holders and member libraries
• Difficulty in terms of awareness and cost of keeping up with technology
• Lack of knowledge by general population about full extent of library products and services
• Other forms of “entertainment” competing with libraries
General
Branding/Messaging
Results from Survey of Library Directors

JCLC Brand

You Said. . .

- Maintain the JCLC logo/name
- Maintain the JCLC 1 logo but consider a new name
- New logo but maintain JCLC name
- Totally rebrand with new name and logo
We surveyed 135 members in 18 libraries and electronically on the JCLC brand and library services. As it related to ways they use the library these were the services they indicated they used most.
Results from Community Surveying

JCLC Brand: What We Learned

• When asked “What does this logo mean to you?” 74% of those surveyed recognize the JCLC “1” as being associated with “the library” (on their library card; in other communications associated with the library)

• The Jefferson County Library Cooperative name (“Do you know the name Jefferson County Library Cooperative? If so, do you associate it with this logo?”) and what the cooperative actually is/means (“Do you know what the Jefferson County Library Cooperative does? If yes, please provide a brief description.”) had lower levels of recognition
PUBLIC LIBRARIES IN JEFFERSON COUNTY

40 Libraries . 1 County . 1 Card

PublicLibrariesInJC.org
From Strategic Planning Committee Session

JCLC Messaging Questions

• Is there any negative connotation with “Jefferson County” as part of the name?

Our survey of the community indicates this is an insignificant issue. However we think it is not necessary to emphasize it in all messaging (see suggested new tagline on previous slide)

• Brand has some visibility. Hindrance or something to build upon?

Current “1” logo has some traction as noted from community survey. Should consider retaining for continuity in branding/messaging efforts.

• Should JCLC have a funding goal as focus of marketing/messaging?

For targeted campaigns, it make sense as it provides an outcome against which to measure success.

• “This service provided by JCLC”
From Strategic Planning Committee Session

JCLC Recommendation #2:
Use organizational service mark on individual libraries’ marketing efforts to co-brand

• An example of a group that does this is an umbrella organization like United Way and its member agencies
• This creates awareness of the larger entity throughout the year as well as perceived value that the individual libraries are part of a cooperative system
• Develop guidelines for use of organizational service mark so that it is a consistent, mutually beneficial co-branding effort
From Strategic Planning Committee Session

JCLC Recommendation #2:
Use organizational service mark on individual library’s marketing efforts to co-brand
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For 2014-2018
Mission Statement
Mission Statement of the American Library Association

• To provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.

Mission Statement of The New York Public Library

The mission of The New York Public Library is to inspire lifelong learning, advance knowledge, and strengthen our communities.
Current JCLC Mission Statement

- The mission of the Public Libraries of Jefferson County is to encourage and coordinate services and resource sharing among the public libraries of Jefferson County, Alabama.

Suggested Revision to Mission Statement

- The mission of the Public Libraries in Jefferson County is to connect all citizens countywide by providing resources and community-building opportunities that inspire life-long learning.
Why Change It?

The mission of the Public Libraries in Jefferson County is to connect all citizens countywide by providing resources and community-building opportunities that inspire life-long learning.

- The suggested new mission statement is more member-focused, speaking subtly to both diversity and life-long learning, important tenets of the cooperative.
- “Connect” and “community building” are more descriptive of who the organization is.
- More aspirational, in addition to being factual, in approach.
Guiding Principles

• Guidelines that drive behavior/mindset when executing the strategic and operational plans that lead to organizational success
• How you execute upon established ethics

Core Values

• Set of consistent ethic values used to establish an ethical, ideological or moral code
• Governing our ethical standards as we execute organizational responsibilities
• Workplace values work best when they are aligned with personal value set outside of work
Current Guiding Principles

• The strength of the public libraries of Jefferson County comes from their diversity, unity of purpose and excellent library service.

• Member libraries work together to provide the best public library services and information technology to the citizens of Jefferson County, Alabama.

• By working together and with other institutions the public libraries of Jefferson County further strengthen public library services and lifelong learning for all citizens of Jefferson County, Alabama.
Mission Statement

Guiding Principles

Suggested Revisions to Guiding Principles

• The Public Libraries in Jefferson County serve as free, accessible, interactive, information resource and technology centers for all citizens countywide.

• With emphasis on lifelong learning and focus on the needs of our members, the collective strength of the Public Libraries in Jefferson County is realized through unity of purpose and excellent library service.

• By collaborating with community, institutional and corporate partners, the Public Libraries in Jefferson County will continue to strengthen available services, programming and community-building opportunities.

• The Public Libraries in Jefferson County will develop strategies and solutions to ensure system-wide relevance, diversity and sustainability.
**ACCESSIBILITY.** We are free and open to all, treating everyone with equal respect and compassion.

**ACCOUNTABILITY.** We delivering on our commitments by being enthusiastic stewards of our resources and spaces.

**FORWARD THINKING.** As life-long learners ourselves, we are constantly exploring new ideas, technologies and concepts to bring relevant innovation to the people in Jefferson County.

**TEAMWORK.** We use our passion to celebrate the diversity of our experiences and build connections internally and with our members.
Strategic Overview

Tactics

Tactical enhancements in the following areas will support the strategic direction of the Public Libraries of Jefferson County as determined by analysis of collected data and as conveyed through our mission statement, guiding principles and core values

• Creating Community
• Technology
• Communications
• Organizational Sustainability
• Fund Development
• Organizational Relationship Development
• Member Outreach
Specific Tactics

Website Refresh/Mobile Communications

- Current site: rich on content, low on interaction
- Create more engaging website, including a mobile version
- Elements of creative campaigns (ad campaign, digital annual report) will serve “double duty” by also providing web content
- Consider webcasts of programming at libraries, educational webinars
- “There’s an app for that”

*Source: Mashable.com*
Digital Annual Report

• Expand on the annual statistics you provide online with the development of a digital annual report
  • More engaging
  • Further reach
  • Elements can be pulled out to be used independently (i.e. members tell “stories” that can then be used as PSAs or highlighted on the organization’s home page)
  • Provides platform for creating printed version as needed
  • Effective way to recognize individual, organizational and corporate donors
“If you aren’t doing your annual report online, even in a small way, you aren’t meeting people where they are today and you’re handicapping yourself.”

-- Morris Ardoin, National Center for Children in Poverty
Strategic Overview

Specific Tactics

Co-branding

Use organizational service mark on individual libraries’ marketing efforts to co-brand
Strategic Overview

Specific Tactics

Identifying Targeted Partnerships & Pursuit Strategies

- Have a clearly articulated set of “targets” (hot, warm, cold) that you are striving to build meaningful relationships with (to be identified for each target) over 1 year, 3 years, 5 years
  - Funding/Resource Development
  - Strategic Alliances
  - Individual Engagement
- Be flexible enough to be responsive to opportunistic situations
  - Birmingham News/al.com
  - Natural disasters
- Can clearly measure level of success
Annual Campaign

• Not to be confused with United Way’s annual campaign that involves a “black out period”

• Targeted 2-3 month period when all libraries will be aware that Public Libraries of Jefferson County will be concentrating on activities and initiatives to create a high level of visibility for and engagement by all stakeholders
  • 1 branded event countywide
  • 1 community service event
  • 1 signature fundraising event
  • Annual Campaign Communications Effort
Mobile Fund Development/Crowd Funding

- Biggest fund development trend in 2012 one of biggest for 2013*
- Effective for targeted campaigns with specific windows of time
- Creates highly measurable ROI

*Source: Mashable.com