

JACKSONVILLE PUBLIC LIBRARY

STRATEGIC PLAN 2018 – 2020





LETTER FROM THE BOARD CHAIR

Jacksonville Public Library

On behalf of the Board of Library Trustees for Jacksonville Public Library, I am proud to share with you the library's strategic plan for 2018 – 2020. This plan is truly a reflection of the wants and needs of the community as it is a combined effort of elected officials, community leaders, customers, staff and volunteers. The library is indebted to the ideas, opinions, questions and suggestions offered in 15 town hall style meetings and focus groups, and in surveys responded to by more than 3,800 active library users and 500 non-users who shaped the goals and strategies to take Jacksonville Public Library into the next decade.

In pursuit of the library's mission—to enrich lives, build community and foster success by bringing people, information and ideas together—we will inspire lifelong learning and discovery, support youth educational success and build community. These service priorities sit atop three core goals that comprise the foundation for the outstanding library that Jacksonville expects and deserves: providing outstanding experiences, increasing awareness of the benefits and value of the library, and increasing convenient access to services.

We are confident that, with the full support of the community and staff, we will achieve the ambitious goals of this plan, which will result in exceptional outcomes for our community. Feel free to contact me, any of my fellow board members, or any member of the library administration with your advice and feedback.

Thank you for giving us the opportunity to serve you. Jacksonville Public Library provides so many great resources and programs for our community. Visit any one of our 21 branches or visit us online at www.jaxpubliclibrary.org and discover today's library for yourself.

Ronnie King
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Board Chair, Jacksonville Public Library

Board of Library Trustees, 2017 – 2018

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CORE VALUES

Service

We are dedicated to making a positive difference in people's lives.

Teamwork

Life is better when we work together.

Excellence

We settle for nothing less than the highest quality outcomes.

Innovation

We prize creativity, flexibility, imagination and fresh ideas.

GUIDING PRINCIPLE

Intellectual freedom is "the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive, and impart information and ideas."¹

The following commitments derive from our support of that principle:

- JPL provides all people access to resources and services without discrimination.
- JPL provides materials and information representing divergent points of view on a wide range of issues.
- JPL respects the confidentiality of its customers.
- JPL supports the American Library Association's "Library Bill of Rights."²

¹ Wording taken from Article 19 of the Universal Declaration of Human Rights.

² <http://www.ala.org/advocacy/intfreedom/librarybill>

³ Survey of "active users" (users who have checked out materials or used a library computer within the last year). Will measure percentage of respondents who state that they agree to the statement. This percentage will be multiplied by the total number of "active users" (minimum of 3,000 survey respondents).

SERVICE PRIORITIES

HOW JACKSONVILLE PUBLIC LIBRARY (JPL)
WILL BENEFIT THIS COMMUNITY

GOAL #1

Inspire Lifelong Learning and Discovery

JPL will enrich the lives of Jacksonville residents of all ages by championing reading as the foundation for learning, and by providing high-interest programs, robust collections, and other resources that encourage learning, imagination, creation and innovation.

Success Measure: In the year 2020 an estimated 250,000 people will agree that JPL programs, services and/or resources have enriched their lives by providing opportunities for learning and discovery. (Estimate will be extrapolated from survey results.³)

GOAL 1 STRATEGIES

- 1.1** Champion reading as the foundation for learning and discovery.
- 1.2** Offer a wide variety of appealing programs that encourage learning, imagination, creation and innovation, including, but not limited to:
 - Technology training for all ages for a digitally literate community.
 - Adult literacy and adult basic education.
 - Programs for adults who are age 50 or older.
- 1.3** Provide people of all ages opportunities for “making” (the creation of digital, artistic or physical objects) and provide support for learning and discovery in a variety of modes (including self-directed learning, online learning and experiential learning).

GOAL #2

Support Youth Educational Success

JPL will provide vital support for the educational success of Jacksonville’s youth.

Success Measures:

- Between Oct. 1, 2017 and Sept. 30, 2020 early literacy programs will be attended by more than 275,000 people and programs for students in grades K – 12 will be attended by more than 260,000 people.
- In FY 2020, 70 percent of students, parents and teachers who complete a survey will report that the public library had a positive impact on student achievement in school.

- In each of the three plan years (FY 2018 – 2020), at least 85 percent of parents and caregivers who complete a survey after attending a JPL early literacy program will report that they feel more confident about helping their children learn.

GOAL 2 STRATEGIES

- 2.1** Partner with Duval County Public Schools (DCPS) to enable public school students to make the most of library services.
- 2.2** Provide outstanding early learning programs that teach parents skills that will support them as their child’s first teacher, and teach children the skills they need to succeed in school.
- 2.3** Provide out-of-school learning opportunities to schoolchildren that support and enrich their education by building the following core academic and learning success skills: literacy, problem solving, creativity and innovation, teamwork and collaboration, and communication.
- 2.4** Provide opportunities for teens to develop leadership and life skills.

GOAL #3

Build Community

As neighborhood hubs, each library will build community through partnerships and by providing places to gather in an atmosphere conducive to communication, mutual understanding, and making connections.

Success Measures:

Between Oct. 1, 2017 and Sept. 30, 2020:

- More than 10 million people will visit our libraries.
- Our meeting spaces will be used more than 120,000 times.

GOAL 3 STRATEGIES

In addition to the programs and classes that bring people together for learning and discovery, JPL will:

- 3.1** Create more opportunities within libraries for people to gather by maximizing functional spaces.
- 3.2** Foster a sense of community by building a stronger, more comprehensive, and more well-known local history collection.
- 3.3** Host meetings to engage residents in dialogue about community issues—partnering with local organizations whenever possible—in order to promote One City, One Jacksonville.
- 3.4** Partner with local colleges and universities, in particular with their libraries, to maximize outcomes in areas of mutual interest and to identify opportunities for collaboration.

CORE GOALS

THE FOUNDATION FOR AN OUTSTANDING LIBRARY

GOAL #4

Provide Outstanding Experiences

JPL will provide the people of Jacksonville an outstanding experience with every encounter.

Success Measures: By Sept. 30, 2020:

- 60 percent of survey respondents will rate their overall experience of visiting the Jacksonville Public Library in person as *outstanding*.⁴
- 60 percent of survey respondents will rate their overall experience of visiting the Jacksonville Public Library online as *outstanding*.

GOAL 4 STRATEGIES

- 4.1** Build an engaged and skilled staff, fully equipped to provide outstanding customer service.
- 4.2** Provide physical and digital collections that are both popular and meet a broad spectrum of general research needs.
- 4.3** Provide buildings and grounds at every library that are inviting, appealing, well-maintained and highly functional.
 - Secure funding to provide modern neighborhood libraries in the Urban Core.
 - Complete renovation projects in the service of strategic goals (such as new children's spaces at the Highlands Regional Library and the Charles Webb Wesconnett Regional Library).
- 4.4** Provide relevant technology targeted to meet the needs of the community.

GOAL #5

Increase Convenient Access

JPL will increase convenient access to library resources and services for all residents.

Success Measures:

- Provide six- or seven-day service each week at all 21 libraries.
- Open all 21 libraries 11 hours each day Monday through Thursday.
- Secure a location for an Oceanway library.

- In a 2020 cardholder survey, the highest percentage of respondents in a decade will indicate that:
 - Finding what they are looking for online is simple and easy (≥ 78%).
 - They are satisfied with library hours of operation (≥ 70%).

GOAL 5 STRATEGIES

- 5.1** Restore open hours to peak levels (FY 2008).
- 5.2** Ensure all residents of Duval County have at least one public library within 15 miles of their home.
- 5.3** Make it easier for people to discover library materials, programs and services on the JPL website.

GOAL #6

Increase Awareness

JPL will raise awareness in the community about the impact of the library and the valuable opportunities and resources it provides.

Success Measures:

- JPL will outperform the trends of the five years prior to 2018 in visitors and circulation.
- In FY 2020, compared to FY 2017:
 - JPL will see increased usage of targeted services and resources.
 - JPL will have more visitors to its website and more engaged social media users.
- In a 2020 cardholder survey at least 10 percent more library users will indicate awareness of targeted JPL resources, programs and services than in the 2017 survey.

GOAL 6 STRATEGIES

- 6.1** Focus on promoting the overall impact JPL makes on this community.
- 6.2** Increase market segmentation efforts in order to provide the program and service information that is most relevant to customers' particular wants and needs.
- 6.3** Standardize frontline marketing, creating greater customer awareness of services and resources that are relevant to their interests and needs.