Jay County Public Library Plan of Service 2014-2018

Adopted by the Board of Trustees
July 14, 2014

Table of Contents

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History of the Jay County Public Library

In 1902, a grant of $15,000 from the Andrew Carnegie Foundation was used to construct the Portland City Library on East Walnut Street. The building was expanded in 1973. In 1976 the library taxing district was enlarged to include several townships, and the name was changed to the Jay County Public Library.

The present 24,000 square foot facility, constructed in 1996 on Ship Street, was funded by a general obligation bond issue, donations from local organizations and individuals, and state and federal grants.

JCPL installed a computerized circulation system in 1989, with significant upgrades in 1996. In 2009 the library joined the Evergreen Indiana Consortium and shares an Internet-based catalog and circulation system with more than 100 other Indiana public libraries.

This consortium allows JCPL patrons access to over five million items.

The library serves a population of around 18,000, and has around 93,000 items available for patrons. JCPL is governed by a board of seven citizens appointed by the Jay School Corporation, Jay County Council and Jay County Commissioners and employs a staff of 22 (14.5 f.t.e).

The Planning Process

With the hiring of a new library director in December 2013, the long range planning process moved forward in January 2014. With two changes in leadership in the past few years and the expiration of the previous plan the time was ripe for direction to be set.

1. Contracting with Dan and Sharon Wiseman - At a specially called board meeting in early January, the board approved contracting with the Wisemans of Illinois to help facilitate the planning process. The Wisemans brought an extensive amount of library strategic planning experience with them to Jay County. They also had knowledge of the library's situation as they worked with the library on the previous plan done in 2009. The Wisemans worked with the library for three days in early February.

2. Community Survey - A brief survey was distributed in paper form at the library and was also available online for community members to speak into the process. Citizens had the chance to indicate their feelings on the priorities of the library as well as to offer thoughts on what they considered the strengths and weaknesses of the library. Over 100 people responded on this survey.

3. Staff Survey - Library staff was given a survey on their impressions of the strengths and weaknesses of the library, opportunities for and threats to library service. They also ranked priorities from the list of the American Library Association's service responses.

4. Staff Focus Groups - The Wisemans led two focus groups with staff members. The Wisemans reported that they found a group of staff members who are ready for a new direction and hold many common beliefs and attitudes.

5. Community Focus Groups - The Wisemans also led four different focus groups with community members. The groups represented a nice subsection of library patrons and interested community members. Again, many common themes were heard. The Wisemans heard a lot about the high level of pride the community holds in the Jay County Public Library. There was also a desire to see the library reach those not being served.

6. Board Retreat - On the last day of their visit the Wisemans met finally with the board. After a review of the data collected from the surveys and the various focus groups, the Wisemans helped the board identify the five areas in which they believed the library should put its focus on in the next four years.

7. The Writing of the Plan - With the consent of the entire board regarding the five priorities, work began on the writing of the goals, objectives, and activities to address the priorities. Staff members Eric Hinderliter, Linda Shreve, Cheryl Lucas, and Cindy Streitelmeier were the primary writers. Progress on the project was delayed in the middle of March due to water damage in the library that reduced services for seven weeks.

8. Board Approval - A special board meeting was called in June to focus on discussion of the proposed plan. Input was also solicited from the public by invitation to the focus group members, promoting this opportunity in the newsletter and website. The board formally approved the plan at its regular meeting on July 14, 2014.

Jay County Public Library by the Numbers - 2013 Annual Report Statistics

Hours of Operation Per Year	3,500
Registered Patrons	5,041
Materials Circulation	248,346
Number of Items in Collection	93,707
Total In House Programs	234
In House Program Attendance	3,281
Total Outreach Programs	175
Outreach Program Attendance	2,928
Bookmobile Circulation	33,364
Meeting Room Uses	706
Meeting Room Attendance	6,108
Number of Public Computers	20
Annual Door Count	131,134

Focus Group Summary

The Wisemans facilitated four focus groups composed of members of the community without staff or trustees present. Here is a summary of their findings.

1. Community Description -
   a. People are generous
   b. Forward looking, strategic, and collaborative
   c. Welcoming and friendly
   d. Aging demographic with gap in income levels
   e. Strong work ethic

2. What is Working at the Library -
   a. Great children's programs and adult offerings
   b. Evergreen Indiana
   c. Facilities
   d. Computers, bookmobile service, Indiana Room, meeting rooms
   e. Warm, open, welcoming atmosphere
   f. Helpful staff

3. Suggestions for Change
   a. Keeping young readers as a priority
   b. Outreach to the varying segments of population
   c. Enhance marketing and promotion
   d. Collaboration with core community groups
   e. Use of technology - enhanced website, social media usage

Community Survey Results

A community survey was put out both in paper and on-line versions. There were 101 respondents. Below is a breakdown of the results first of ratings of services.

Area Rated	Excellent/Good	Fair/Poor	Don't Know
Customer Service	99	1	1
Collection	96	3	2
Programs	70	4	27
Online Services	73	7	21
Inter-Library Loan	75	2	24
Library Policies	89	1	11
Computers/Printers	63	2	36
Internet Access	76	0	25
Facilities	96	0	5
Hours of Operation	92	6	3
Overall	101	0	0

Respondents were also asked to rate their top priorities and what they think to be most important for JCPL to focus on. The list they had to choose from was based on the ALA's Service Responses. The top five included –

1. Collection of Materials
2. Create Young Readers
3. Encourage Life Long Learning
4. Source of Information
5. Quiet Place to Read/Study

SWOT Analysis Results

Library staff worked on a SWOT analysis for the library. Following is a summary of the staff's responses. Alternate text: Library staff worked on an analysis of strengths, weaknesses, opportunities, and threats for the library. Following is a summary of the responses:

Strengths
1. Hours of operation
2. Collection - books, movies, audio and electronic
3. Meeting spaces
4. Customer service
5. Computers and wireless access
6. Free access to materials
7. KiPS and 1000 Book programs for children

Weaknesses
1. Technology needs and services
2. Ease of access - signage, computers
3. Lack of marketing
4. Program attendance
5. Public perception
6. Declining number of school children connecting with the library

Opportunities
1. Outreach
2. Digital and online improvements and collections
3. Adult literacy
4. Connect better with schools
5. Marketing our services

Threats (External Factors on Library Services)
1. Digital age - the impact of the Internet
2. Community perception of the role of the library
3. Possible financial cutback

Mission Statement

The mission of the Jay County Public Library is to inform, educate, entertain, enrich and inspire by providing diverse and evolving collections and services to all of Jay County.

Vision

The Jay County Public Library will become a destination and community anchor both physically and virtually for the Jay County community.

Values

The Jay County Public Library holds and is guided by the following values:

1. Patron-Centered: We strive to meet or exceed the expectations of the patrons we serve.
2. Collaboration: With other organizations and within the library itself.
3. Stewardship: Of our facility, finances, collection, and human resources.
4. Innovation and Creativity: Allowing freedom to create in planning to meet community needs.
5. Responsive: To the needs of the community.
6. Evaluation: Continual assessment of internal and external factors.
7. Staff Development: Allowing each staff member to reach his or her potential.
8. Outcome Based: Planning for the result in mind.

Priorities and Community Needs

In order to reach our vision of becoming a destination and community anchor the Jay County Public Library has established five areas that are the priorities moving forward for the next five years.

1. **Early Learning**

   JCPL has a long history of playing an active role in the development of reading skills and enjoyment of reading. We believe that the library, in coordination with other community partners, can help prepare children to start school with a strong foundation. The library has an eye on the high level of children living in poverty and hopes to level the playing field for this segment of our population.

2. **Expanded Programming**

   There is a need in the community for expanded learning opportunities for all ages. The library has an opportunity to instill in the residents of Jay County a love of life-long learning. Working with the many different organizations and businesses in the area can provide for the possibility of offering a wide variety of learning experiences.

3. **Relevant Technology**

   The library is uniquely positioned to be a technology leader in a community. The library can help the community by providing an equality of access for all to computers and high speed Internet service. The library can also play a role in introducing technology to its patrons as well as use technology to enhance its services.

4. **Partnership and Outreach**

   To achieve its vision JCPL must logically engage in intentional partnership and outreach into the community. Jay County is a county that prides itself on its collaborative and helpful spirit. In this atmosphere the library can easily weave itself into the culture of the community.

5. **Community Awareness**

   There is a large segment of the Jay County population that does not use the library. A common theme running through our research is the concern that the community does not fully understand what the library has to offer. There has not been a consistent marketing strategy employed to help build awareness in the   community of how the library can benefit all.

Priority 1 - Early Learning

Service Responses Addressed: Create Young Readers, Satisfy Curiosity, Stimulate Imagination, Succeed in School

Goal 1

The library will provide opportunities for pre-school children to become ready to read and succeed when they enter school.

Objective 1: Maintain an early literacy environment through regular update and rotation of materials, furniture and equipment. (2015-18)

Activities:
1. Purchase large items that can be rotated throughout the year.
2. Purchase smaller items to supplement imagination.
3. Create hands-on learning centers.
4. Visit other libraries for ideas, brainstorm with other staff.

Objective 2: Continue the 1000 Books Before Kindergarten program and increase participation by 10% over the life of the plan. (2015-18)

Activities:
1. Maintain and develop new funding sources.
2. Widen the promotion of the program.
3. Work with the schools to discover the effectiveness of the program.

Objective 3: Continue the Kindergarten Prep School program increasing weekly offerings if needed. (2015-18)

Activities:
1. Evaluate current program with input from participating teachers and parents.
2. Survey the Jay County School's principals and kindergarten and pre-school teachers to find out how the program can be adjusted to meet the needs of the schools and children.
3. Explore the possibility of offering two day a week service if participation continues to grow.

Objective 4: Increase story time attendance by 5% each year of the plan. (2015-18)

Activities:
1. Investigate new promotional activities.
2. Explore different methods and times of the program.

Goal 2

The library will support the efforts of the Jay County Schools in order to help students of all ages succeed academically and pursue their interests.

Objective 1:   Extend the 1000 Books concept to different age groups. (2017)

     Activities: 1.   Partner with teachers to see how this can be incorporated in the classroom.
                      2.   Investigate other similar programs at other libraries.
                      3.   Secure funding sources for this program.
                      4.   Implement and promote to a new age group.

Objective 2:   Develop a tutoring program in conjunction with the Jay County Schools. (2017)

     Activities: 1.   Coordinate with the schools to discover needs in this area.
                      2.   Investigate similar programs at other libraries.
                      3.   Draw up a plan of action for recruitment of tutors and funding.

Objective 3:   Increase children's materials usage and participation by 20% by the end of the plan. (2015-18)

     Activities: 1.   Explore new ways of marketing and promoting services to children.
                      2.   Study the children's departments at other libraries for ideas.
                      3.   Change arrangement of furniture, purchase large items to draw attention to the area.

Objective 4:   Increase young adult materials usage and participation by 20% by the end of the plan. (2015-18)

     Activities: 1.   Develop a separate area of the building for young adult collections and resources.
                      2.   Partner with the high school and middle schools and develop a regular presence in those schools.
                      3.   Establish young adult book groups.
                      4.   Establish a youth advisory board to help discover programming opportunities.

Objective 5:   Run two program series each year to allow children to explore their interests in such areas as the arts, science, literature or other creative areas. (2018)

     Activities: 1.   Coordinate with local organizations to avoid duplication of services.
                      2.   Investigate popular programs at other libraries.

3. Find knowledgeable presenters here in the community.
4. Secure funding for increased programming.
5. Develop a promotional plan.

Goal 3

The library will serve children in the community by going outside the walls of the library.

Objective 1:   Increase the number of outreach programs by 10% by the end of the plan. (2015-18)

    Activities: 1. Continue pre-school story time visits and look for other venues to reach.
                    2. Explore working with different segments of the community.

Objective 2:   Increase the number of bookmobile visits and circulation by 10% by the end of the plan. (2015-18)
    Activities: 1. Reconnect with the schools to see if more classes can make use of the bookmobile services.
                    2. Explore other bookmobile locations and times to serve.

Priority 2 - Expanded Programming

Service Responses Addressed: Be Informed Citizens, Express Creativity, Learn to Find and Use Information, Make Informed Decisions, Satisfy Curiosity, Visit a Comfortable Place

Goal 1

The library will build a programming schedule for adults, using a 5-fold Literacy Plan, giving them outlets to continue their life-long learning.

Objective 1:   Plan programs in the new literacy areas of Citizenship, Finance, Life Skills, and Technology, increasing from one annual program in each area to three annual programs in each area by the end of this plan. (2018)

    Activities: 1. Study successful programs at other libraries.
                    2. Administer in-house and online surveys regarding types of programs.
                    3. Use periodic Facebook Polls to raise program awareness and to get feedback.
                    4. Use program evaluations from participants and library staff coordinators.
                    5. Clearly identify outcomes and plan how to meet them.

6. Market and promote to population segments as necessary.

Objective 2: Establish periodic events to enhance appreciation of the arts and literary expression or allow for development of such skills. (2016)

Activities: 1. Host an Annual Author Fair/Expo to provide a place for local authors to showcase their work.
2. Explore the need for writing workshops or writer's groups in Jay County.
3. Work with local arts-related organizations for joint programming opportunities.

Goal 2

The library will encourage reading to be a year round activity and part of life for adults in Jay County.

Objective 1: Offer Adult Reading Clubs four times a year in order to increase circulation of adult materials by 10% each year of the plan. (2015-18)

Activities: 1. Offer Winter, Spring, Summer and Fall Reading clubs with incentives offered to encourage reading.
2. Work to include Home Bound Services and Rotating Library locations in these programs.
3. Coordinate the Fall Reading Club with the One Book program.
4. Integrate promotion of this into the larger library promotional plan.

Goal 3

The library will embed its services and programs in the community by promoting services outside the walls of the library.

Objective 1: Build relationships with four entities in the community to take services out of the library. (2018)

Activities: 1. Discover the possible segments of the population that can be reached and what the needs of those people are.
2. Connect with local Assisted Living Homes, Senior Centers, Community Center and other possible places.
3. Offer reading, technology, educational, or entertainment-based programs to be held at those locations but provided by library staff as a service of the library.

Goal 4

The library will promote itself as a 3rd Place of family life in Jay County.

Objective 1:   Provide quarterly programs that involve the whole family. (2016)

    Activities: 1.   Investigate successful programs at other libraries.
                         2.   Coordinate with the Children's Services Department to plan and organize events - such as board game and activity days and other fun events.

Priority 3 - Relevant Technology

Service Responses Addressed: Connect to the Online World, Discover Your Heritage, Express Creativity, Learn to Find and Use Information, Make Career Choices, Satisfy Curiosity, Visit a Comfortable Place

Goal 1

Keep programs and technology services up-to-date to expand and enhance public and staff access to the library and electronic resources they need.

Objective 1:   90% of patrons will express satisfaction with the basic computers, software, and on-line tools provided by the library. (2015-18)

    Activities: 1.   Review software and bookmarked websites on public computers at least twice each year, updating to new versions where available.
                         2.   Regularly collect information from circulation desk staff regarding public computer users' requests, questions and concerns.
                         3.   Investigate and, when appropriate, add tools requested by patrons and staff.
                         4.   Maintain updates of basic software and on-line tools and investigate new tools.

Objective 2:   Add at least one new electronic resource per year as needed. (2015-18)

    Activities: 1.   Monitor professional publications, blogs, listservs, and webinars for new offerings and developments as well as practical information for budgeting and implementation of services.
                         2.   Collect opinions from patrons to gauge interest in new resources.
                         3.   Add downloadable/streamable music and movies through the Evergreen Indiana consortium.

Objective 3:   Offer two sessions per year for patrons to learn about different electronic devices. (2016)

Activities:
1. Purchase or borrow examples of devices for demonstrations to patrons and staff.
2. Allow staff to take advantage of webinars, demonstrations, workshops and other sources dealing with electronic devices.
3. Collaborate and/or partner with local businesses or individuals knowledgeable about new technology and who can present at the sessions.

Goal 2

The library will provide adequate, efficient and reliable public Internet access to allow patrons to find and use the information and resources they need.

Objective 1: 90% of patrons will express satisfaction with their public or wireless computer experience. (2015-18)

Activities:
1. Survey computer users to measure their satisfaction.
2. Collect reports from circulation desk staff.
3. Conduct periodic internal reviews of policies and procedures.
4. Investigate better systems for computer and print management.
5. From the data collected draw up a plan to enhance the patron experience.

Objective 2: Increase wireless and wired computer use by 5% each year. (2015-18)

Activities:
1. Create a user-friendly computing experience.
2. Intentionally market our computer and technology resources to the public.

Objective 3: Maintain continuance of the library's fiber optic connection. (2015-18)

Activities:
1. Annually apply for the E-Rate grant and maintain the requirements necessary to keep eligibility.
2. Plan for upgrades as needed.

Goal 3

Provide educational opportunities for the public on various technology topics to improve skills and confidence.

Objective 1: Implement formal training times twice a year about electronic resources available through the library. (2016)

Activities: 1. Provide one-on-one instruction as needed and class sessions twice a year.
2. Develop a curriculum that can be used in teaching or individual study.
3. Develop a promotional campaign to market this service to the public.

Objective 2: Implement formal training times twice a year for introductory training on commonly used software and on-line tools. (2016)

Activities: 1. Provide one-on-one and/or class sessions.
2. Develop a curriculum that can be used in teaching or individual study.
3. Develop a promotional campaign to market this service to the public.

Objective 3: Develop a set of on-line resources available to patrons at any time of the day. (2015-18)

Activities: 1. Identify curriculum that can be placed on line.
2. Develop different resources that patrons can access from home such as brochures, how-to guides, or screen casts.

Goal 4

Build a strong digital presence for the library to supplement its physical presence and engage patrons on-line.

Objective 1: Increase usage of the website by 50% over the life of this plan. (2018)

Activities: 1 Select a new content management system for the JCPL website allowing it to be easily updated in-house.
2. Build a regular updating and content schedule tied into the library's marketing and communication plans.

Objective 2: Fully engage in social media using as many formats as needed. (2015)

Activities: 1. Explore different social media opportunities to engage the community.
2. Build social media marketing into other priorities.

Goal 5

Continue to build upon and enhance our local history and genealogy resources to allow patrons from within and outside the community easier access to our holdings.

Objective 1: Design a "long range plan" for the library's role in genealogy and local history. (2017)

Activities: 1.   Investigate the potential for digitizing locally unique records.
2.   Identify and prioritize locally unique records of greatest interest to the public.
3.   Investigate the possibility of making the obituary database available on-line.
4.   Investigate the effects in change of format to pdf for local newspaper archives.
5.   Set up training for staff and public for using locally unique records.

Goal 6

Use technology to enhance the general patron experience.

Objective 1:   Reduce the amount of time a patron needs to spend to achieve their goals in the library. (2015)

Activities: 1.   Explore ways of streamlining basic circulation services including such methods as self-checkout stations, RFID security for library items, electronic payment methods.
2.   Use Evergreen Indiana Consortium training for staff to keep up to date and proficient with the circulation system.

Priority 4 - Partnership and Outreach

Goal 1

The library will partner with other local organizations in order to provide relevant and quality services to the residents of Jay County.
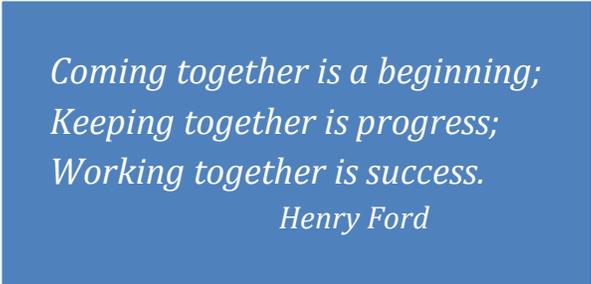
> *Coming together is a beginning;*
> *Keeping together is progress;*
> *Working together is success.*
> *Henry Ford*

Objective 1:   Develop relationships with ten community partners. (2018)

Activities: 1.   Identify potential community partners.
2.   Make contact with each and communicate on a regular basis.
3.   Identify services provided to avoid duplication.
4.   Cross promote and produce programming and services.

Objective 2:   Plan at least two joint-run programs annually. (2016)

Activities: 1.   Work with partners to identify program opportunities.
2.   Continue One Book program with partners.
3.   Establish the expectation of partnership throughout all areas of library service.

Objective 3:   Establish regular dialog with local civic groups and organizations to keep the library at the table of community planning. (2015-18)

Activities: 1.   Identify local organizations to connect with.
2.   Facilitate creation of channels for regular, inter-organization communication.
3.   Encourage board and staff to leverage their positions within the library and community to promote cooperation.
4.   Engage in evaluation of new and existing organizations to evaluate the community climate and the role the library can play in it.

Goal 2

The library will engage in outreach activities in order to enrich the lives of those in Jay County and enhance its position in the community.

Objective 1:   Continue current forms of outreach. (2015-18)

Activities: 1.   Maintain relationship with the Jay County School Corporation providing bookmobile service to all elementary buildings.
2.   Stay connected with local pre-schools and daycare centers.
3.   Encourage Children's Services Department to continually evaluate its outreach activities and adjusting as needed to meet community needs.

Objective 2:   Develop four new outreach relationships by the end of the plan. (2018)

Activities: 1.   Consider expanding bookmobile coverage throughout the county.
2.   Explore how to reach different segments of the community.
3.   Build the expectation of outreach into future services planning.

Priority 5 - Increased Awareness

Goal 1

The library will use as many different methods as possible in order to reach a broad segment of the Jay County population to highlight library services.

Objective 1:   Increase circulation of materials and usage by 10% each year of the plan and promote the general reputation of the library and its place in the community. (2014-18)

Activities: 1. Work through local media to increase the visibility of the library.
2. Communicate with patrons through newsletters and social media.
3. Communicate with other organizations and partners.
4. Work with local professionals skilled in marketing.
5. Study other library marketing plans.
6. Write and implement a marketing plan.
7. Develop a communication plan that includes multiple forms of communication.
8. Develop the staff to be front-line marketers.
9. Assess the patron experience and plan improvements.
10. Encourage a patron-first atmosphere.

Evaluation

A plan needs to be more than just words on paper and a way to meet a requirement. Instead, the Jay County Public Library believes it is vital to create a plan that is a living, breathing document that is a true and flexible guide for the future. Change is inevitable - community circumstances, technology, and funding can all have an impact on a long range plan - and refinement of goals and strategies will be necessary. With this in mind, the following are some of the ways in which this long range plan will be evaluated.

1. The director will make regular reports to the Board of Trustees on the progress and development of the plan with attention given at each month's meeting to accomplishments related to this plan.
2. The director will work closely with library staff to monitor the progress toward reaching the goals and objectives set forth in this document and manage the mid-course adjustments that will be made over the lifetime of the plan.

3. The board of trustees will review and approve the plan annually.

4. The board, director, and staff will all have input and participate in the evaluation of the plan.

5. There will be multiple ways of evaluating progress - number of users served and number of units of service provided, surveys and interviews to see how well the library is serving its community.

Collaboration

The Jay County Public Library believes strongly in embedding itself in the Jay community through the use of partnerships with other libraries and community organizations.

With Community Partners - JCPL has had a long standing presence in the community. This link needs to be re-established. With the priorities set by the Board of Trustees there is ample opportunity for the library to begin building relationships with the many local organizations and entities that exist in Jay County. In fact, these relationships are essential for the library moving forward with the goal of impacting the community. Particular emphasis will be given to establishing a firm relationship with the Jay County School Corporation, area pre-schools and day care centers to further the library's commitment to early learning. The John Jay Center for Learning, among others, will help with expanded programming.   A relationship with the various organizations will allow the library to expand its marketing, learn about community needs, and give the library a voice at the table of community change.

With Other Libraries - The Jay County Public Library is a member of the Evergreen Indiana consortium of libraries.   This group actively participates in resource sharing.   Jay County is home to two other independent libraries located in Dunkirk and Pennville. As a county that has worked cooperatively, it is only sensible that the public libraries should cooperate with one another. The three libraries can work on joint programming opportunities as well as cross promoting services and programs and sharing opportunities for staff development.   There are also plenty of libraries located nearby in the region. Opportunities exist for a linking of regional libraries to share ideas and promote programs that would have a wide level of interest.

Communication

Promoting awareness of library services is a key component of this long range plan.   The library will engage in creating a marketing and communication plan early on in the life of this plan. JCPL believes that the success of this long range plan is dependent on the development of a solid communication plan that is able to target the different segments of the community using the different methods available. The library looks to complete its communication and marketing plan by the end of 2014 in order to have that important infrastructure in place for tackling the rest of the goals in the plan.

Financial Resources and Sustainability

The Jay County Public Library has long held a philosophy of financial stewardship that allows for the provision of high quality services to the public and allows for protection against economic downturns. A healthy annual Operating Fund balance is paired with a thriving Gift Fund and an annual allocation from an endowment at the Portland Foundation to give JCPL the ability to properly fund the priorities outlined in this plan. Supplementing these revenue sources will be: an increased emphasis on securing funding from grant sources; use of the Friends of the Library in new fund-raising activities. The following is a chart showing how different revenue sources will be used to achieve the priorities.

Priority	Amount	Source	Use
Technology	$15,000	LOF	Equipment
	$10,000	LIRF	Equipment
	$500	Gift	Training
	Unknown	Grants	Other Needs
Increased Awareness	$1,000	LOF	Advertising
	$250	Gift	Training
Expanded Programming	$5,000	Endow	Programming
	$500	LOF	Programming Supplies
	Unknown	Gift	As Needed
Early Learning	$500	LOF	Furniture/Equipment
	$500	LOF	Supplies
	$1,000	Gift	Programming
	Unknown	Grants	Programming, As Needed
Partnership and Outreach	Unknown	Gift	Programming