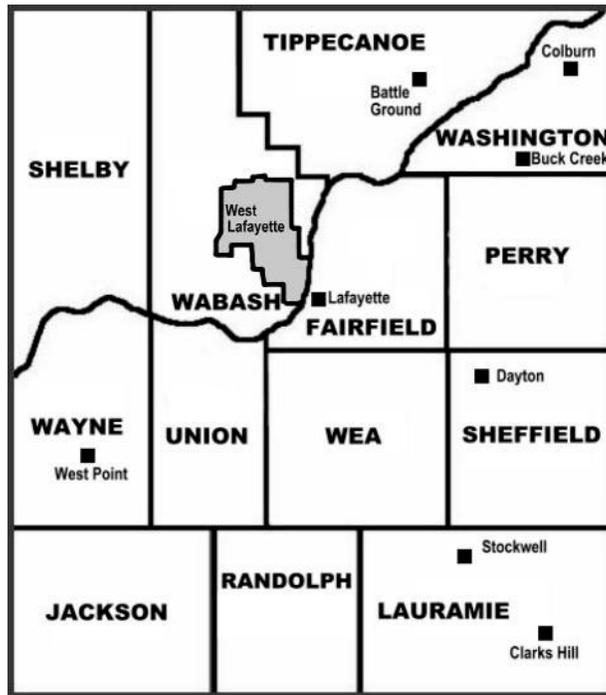




TIPPECANOE COUNTY
PUBLIC LIBRARY

**STRATEGIC PLAN
2014 - 2016**



Townships & Communities in Tippecanoe County

Approved
January 14, 2014

Foreword

With a history dating back to 1882, the Tippecanoe County Public Library (TCPL) serves the entire county except for the West Lafayette library district and the Otterbein library district. As its service population of about 142,000 has grown and become more diverse, prudent management called for undertaking strategic planning.

The development of this plan included representation of the Library Board, Friends of the Tippecanoe County Public Library, the Tippecanoe County Public Library Foundation and staff. During the planning process, we have reviewed and discussed the outdated strategic plan including its survey findings and focus group themes, current statistics, and staff input. That input helped us to address the two large questions in any planning process:

- How are we doing now?
- Where should we go in the future?

In answering the latter question, we were fortunate in having access to *From Good to Great: Making Greater Lafayette a Community of Choice*, a formal plan for the future of Greater Lafayette initiated by the Greater Lafayette Commerce. Created in 2012, *From Good to Great* is being utilized by many community groups. We see possible links between *From Good to Great* and the goals and objectives set forth in this strategic plan.

This plan is intended to serve as a blueprint for all TCPL constituents: taxpayers, voters, library users, officials and leaders, community groups, staff, Friends, the Foundation, and the Library Board. We expect that this plan will help prioritize the use of resources from 2014 through 2016.

Who will benefit from this plan? First and foremost, the people who live and work in our service area within Tippecanoe County. Second, the Library Board, administrators and staff who offer services and programs to our diverse community. The Management team thanks the Tippecanoe County Public Library Board for the opportunity to develop this strategic plan and look forward to answering any questions.

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Executive Summary

The Tippecanoe County Public Library (TCPL) utilized a moderately participative process to create its strategic plan covering the period 2014 – 2016. The management team, consisting of department heads from the library, the Friends of the Library, the Library Foundation, the Library Board and staff, carefully reviewed and provided into the plan. This new strategic plan consists of a vision statement, supported by seven values, a mission statement, and three strategies with subordinate goals and objectives.

The vision statement says: *“At your Tippecanoe County Public Library, explore and enjoy excellent resources that enrich your life and our community’s life, today and tomorrow.”*

The three strategies, **Engage the Community, Build Library Services, and Grow Resources** combined with eight goals help TCPL achieve its vision:

- **Assessment and Responsiveness.** Consult with library users and community members regarding library service priorities.
- **Visibility and Recognition.** Market, promote and merchandise the library’s value to individuals and to the community.
- **Reading and Literacy.** Promote reading and intellectual growth for all ages.
- **Technology and Collections.** Provided excellent materials, collections, and technology resources to support users, staff and the Board.
- **Programs and Services.** Provide excellent programs and services in the community and promote the library’s value.
- **Staff and Board.** Create and maintain a high quality, diverse staff and Board.
- **Financial Resources.** Preserve the Library’s fiscal autonomy, maintain current sources of public funding and explore additional sources of funding.
- **Facilities.** Assess, maintain, and maximize the use of physical facilities.

The management team in concert with staff will prepare a companion action plan annually, linking specific goals and objectives to fiscal year budgets. Status reports will be provided periodically to the Library Board and to the community on implementation and assessment.

A vision is an image of a desired reality. It may cover up to 15-20 years. Typical questions addressed in formulating a vision are: What do we want to be? What do we want to create? What's the difference we want to make in the lives of our users, our customers?

Tippecanoe County Public Library's Vision:

At your Tippecanoe County Public Library, explore and enjoy excellent resources that enrich your life and our community's life, today and tomorrow.

Values are the unchanging, constant beliefs and norms that underlie the vision. Typical questions include: What kind of a culture do we want to create? How do we want to act towards the external and internal environments?

TCPL's Values:

1. **Respect for all.** We treat all our customers, and each other, as valued, responsible individuals.
2. **Service.** We provide excellent services that respond to changing, diverse customer needs.
3. **Integrity.** We follow the highest ethical standards of honesty and openness.
4. **Fiscal accountability.** As a public institution, we practice sound fiscal management.
5. **Confidentiality.** We safeguard all users' rights to request and obtain information in confidence, within state and federal statutes.
6. **Parental responsibility.** We expect parents to guide and supervise their children's use of library collections, services and programs. TCPL's board and staff do not serve *in loco parentis*, as a substitute for parents.
7. **Professional growth.** The board and staff mutually commit to their continuous professional development.

Mission

A mission is a statement of purpose and persons benefited. Typical questions answered by the mission include: Why do we exist? What's the business we're in?

Tippecanoe County Public Library's Mission

To be our community's leader in encouraging and promoting reading, literacy, and lifelong learning.

Strategies, Goals and Objectives 2014-2016

Strategies are a high level plan to achieve one or more goals under the conditions of uncertainty and limited resources.

Goals are statements of outcome which support the vision. Goals describe what we need to achieve over the long-term for the vision to become reality.

Objectives are broad statements about how we will achieve our vision and goals. They are the means to achieve the end. Typical questions answered by objectives are: How might we proceed? With whom and when? What infrastructure must we have? What partners could we find?

Strategy: ENGAGE THE COMMUNITY

Goal: Assessment & Responsiveness

Consult with library users and community members regarding library service priorities.

- Objectives:** Assess Library services.
- Assess community needs.
- Develop a comprehensive plan in response to community input.
- Evaluate the TCPL service district's anticipated changes.

Goal: Visibility and Recognition

Market, promote and merchandise the library's value to individuals and to the community.

- Objectives:** Prepare, fund and implement a marketing plan.
- Sustain and enhance a positive image/brand for TCPL.
- Participate in local groups and boards.

Strategy: BUILD LIBRARY SERVICES

Goal: Reading and Literacy.

Promote reading and intellectual growth for all ages

- Objectives:** Encourage reading, listening, viewing and information sharing.
- Advance information, digital and technical literacy skills and usage.
- Promote life-long learning.

Goal: Technology and Collections

Provide excellent materials, collections and technology resources to support users, staff and the Board.

- Objectives:** Provide diverse, up-to-date collections in multiple formats.
Explore the best use of prospective and current special collections.
Develop and implement collection promotion plans.
Explore and pilot innovative technology.
Enhance library user experience by providing resources for content creation.

Goal: Programs and Services

Provide excellent programs and services in the community and promote the library's value.

- Objectives:** Provide quality programs for all ages.
Pilot innovative programs.
Participate in community events, celebrations and cultural activities.
Cooperate with other organizations in providing programs and services that are in keeping with the library's mission.

Strategy: GROW RESOURCES**Goal: Staff and Board**

Create and maintain a high quality, diverse staff and board.

- Objectives:** Conduct periodic wage/salaries/benefits studies.
Enhance in-service training for staff.
Review all TCPL job descriptions.
Support staff and Board member's participation in professional development.
Review, update and/or create Board policies regularly.
Encourage board appointments that reflect the community's diversity.

Goal: Financial Resources

Preserve the Library's fiscal autonomy, maintain current sources of public funding and explore additional sources of funding.

- Objectives:** Participate in statewide coalitions.
Staff the Development function.
Develop a fund-raising plan.
Apply for grants for pilot programs and services.

Goal: Facilities.

Assess, maintain, and maximize the use of physical facilities.

- Objectives:** Provide attractive and welcoming library properties.
Improve maintenance and routine inspection practices.
Regularly measure and analyze facility use.

Next steps

For any strategic plan to succeed, it must be linked to fiscal year budgets. The Board of Trustees will direct the Tippecanoe County Librarian and staff to prepare annual action plans that show which specific goals/objectives are being started, continued and/or completed.

The Management Team anticipates that status reports periodically will be provided to the Library Board and to the public concerning the strategic plan's implementation and assessment.

County Librarian Jos N. Holman expects to disseminate the updated strategic plan to selected community leaders.