

# *Leading A Learning Community*

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- *Responsiveness*
- *Relevance*
- *Resources*



**Indianapolis-Marion County Public Library**



**Strategic Plan 2008 - 2014**

## *Our Future . . . Our Community*

**T**he Indianapolis-Marion County Public Library has promoted a culture of excellence throughout its 135-year history. Marion County residents value and depend on the Library's resources for access to information and technology and see it as an essential public resource.



In December 2007, the Library Board of Trustees invited Dr. Martin Jischke and his wife, Patty Jischke, to lead a committee to create a strategic plan recommendation to the Library Board.

A committee of community leaders and library users provided the Library's Board of Trustees with a strategic plan recommendation that outlines the Library's resources, programs, and services; reflects the public's views of the Indianapolis-Marion County Public Library and what is needed from it in the future; and describes a six-year course of action and the means to achieve it. The plan that follows includes all the recommendations from the Strategic Planning Committee.

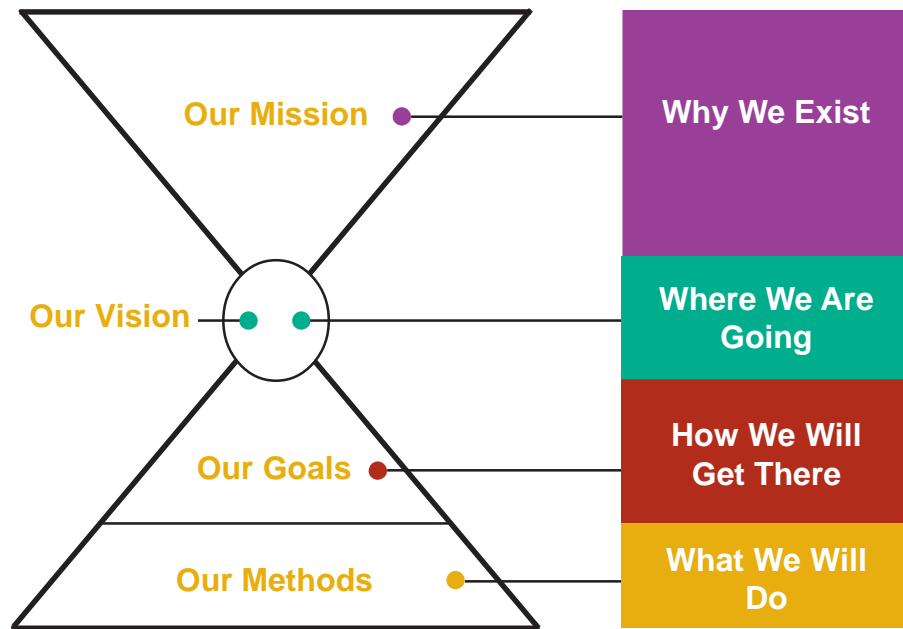
The Board of Trustees would like to thank Dr. and Mrs. Jischke, the members of the 2008 Strategic Planning Committee and the members of the public who took the time to respond to telephone surveys and participate in focus groups and public forums. The Board also wants to recognize the Central Indiana Community Foundation's Library Fund for partial funding of the planning process as well as the support of the Indianapolis-Marion County Public Library Foundation.

*Jesse B. Lynch*  
*President, IMCPL Board of Trustees*

*Laura Bramble*  
*Chief Executive Officer*



## Strategic Planning Components



*“The region continues to grow in population . . . metropolitan Indianapolis’ population is aging . . . international immigration has increased . . . communities must increase collaborative efforts to provide on-going support for student achievement . . .”*

- 2008 Community Assessment of the United Way of Central Indiana



## *Our Mission*

The Indianapolis-Marion County Public Library is the community's place to access essential information resources, technology, programs and services; foster reading and learning; and promote the social, economic, recreational and lifelong learning interests of its diverse population.

*“Public libraries provide free library services for all individuals in order to meet the educational, informational and recreational interests and needs of the public.”*

Indiana Code 36-12-1-8b



## *Our Vision*

The Indianapolis-Marion County Public Library will continue to be one of the best library systems in the United States as measured by its responsiveness and relevance to the community's information and learning needs, the excellent stewardship of its resources and the high-quality service it delivers to the public.

## **Goal 1: Responsiveness**

*The Library is engaged with diverse groups in the community to determine and serve their individual learning needs, nurture and advance their intellectual curiosity, and assist in their personal, social and cultural growth.*

### **How the Library will meet this goal:**

1. Assess the needs of the community regularly and align/realign Library services accordingly.\*
2. Analyze service area demographics regularly to keep current with changes in the population served – keeping in mind differences in age, race, ethnic origin and socio-economic factors.
3. Create programs, services and resources that respond to the needs of the community in conjunction with community partners – with particular attention to the following areas:
  - Expand current efforts in early childhood literacy and partner with other groups in the community to further childhood literacy and school readiness.\*



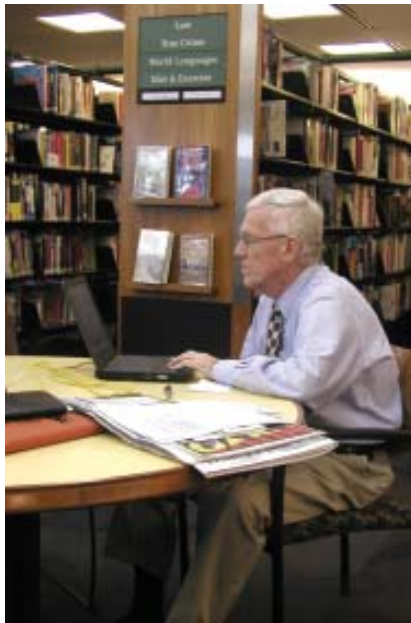
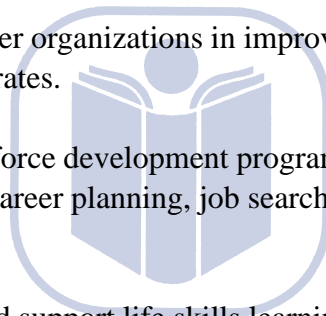
*\* Denotes Key Priority identified by the Strategic Planning Committee*



**“The development of a ‘virtual library’ should be seen as the beginning of the Library’s strategy to avoid building new facilities that compound the challenges of fiscal sustainability over time.”**

*– Final Report of the Strategic Planning Public Committee*

- Provide homework assistance and resource materials for K-12 students.
- Support other organizations in improving high school graduation rates.
- Offer workforce development programs, including GED resources, career planning, job search and other special skills training.\*
- Promote and support life skills learning opportunities, such as for healthy lifestyles and successful community life.



- Create learning opportunities that promote responsible citizenship.
  - Provide library services to organizations and facilities serving senior citizens.
4. Enhance instructional programs for independent learners in priority areas of community needs, including those that expand basic literacy.
  5. Develop more online library services to reach more community residents.\*

## **Goal 2: Relevance**

*The Library's resources, programs and services are aligned with the needs, priorities and aspirations of the community. The community is aware of the Library's resources, programs and services.*

### **How the Library will meet this goal:**

1. Widely communicate what the Library has to offer.
2. Develop and implement a marketing plan with a brand identity to enhance public perception of the Library and to increase public awareness of its presence and the value it adds in improving the quality of life for the community and individuals.\*
3. Promote advocacy initiatives that convey and reinforce the Library's current and future relevance and role in the 21<sup>st</sup>-century information age.



**“IMPORTANT: There is increased support for the expansion of programs that facilitate kindergarten readiness and transition for children and their families including early literacy and reading programs.”**

*- 2008 Community Assessment of the  
United Way of Central Indiana*



4. Increase public visibility of the Library through collaboration in community events and programs, related appearance of Library officers (CEO, Trustees and staff) and implementation of focused programs that feature the Library to the public.\*
5. Strengthen relationships with school corporations, public authorities, the business community, the nonprofit community and the media to enhance communication and to foster a collective appreciation of the Library's value to the community.

**“The Indianapolis-Marion County Public Library is embarking on an exciting future by this strategic plan. There are a number of critical aspects in the plan that pose challenges and opportunities for the Library in the next six years.”**

*– Final Report of the Strategic Planning Public Committee*



## **Goal 3: Resources**

*The Library has the necessary resources to carry out its mission and vision and an agile infrastructure to achieve and sustain excellence in a diverse urban community.*

### **How the Library will meet this goal:**

1. Create an implementation plan with specific action steps and costs that fit into the Library's budget.
2. Identify desired outcomes for all services and establish metrics to monitor progress.
3. Develop and implement a plan for how the Library will address the impact of the changes in property taxes and the resulting loss of revenue. Identify ways to cut costs and increase revenues.



*“ . . . Americans view public libraries as not only relevant to the 21st Century, but essential to their communities . . . ”*

– Long Overdue: A Fresh Look at Public Attitudes About Libraries in the 21st Century (Public Agenda, 2006)



**“The opportunities for growth and development of the Library to achieve its vision cannot be fully captured without first a successful resolution of this budgetary challenge.”**

*– Final Report of the Strategic Planning Public Committee*

4. Identify, expand and/or create diversified revenue sources for the Library’s programs.
5. Increase technology resources to develop and sustain the Library’s programs and services.
6. Manage facilities and programs to enhance the Library’s importance as a community place.\*
7. Develop resource partnerships with business and industry and other community organizations for collaborative program development and delivery that provides greater program impact at shared cost.\*
8. Work with the IMCPL Foundation to plan and undertake a major fundraising initiative focusing on annual funds, planned giving, and special purpose giving for targeted projects and initiatives based on strategic plan priorities (approximately \$1.2 million annually).\*



9. Assess the competitiveness of staff compensation and improve recruitment and retention of high quality Library staff.\*

10. Demonstrate diversity and inclusiveness among the Library staff and leadership teams to reflect the demographic characteristics of the community.

11. Develop and provide preparatory programs for Trustees and Library staff on stewardship and advocacy issues.

12. Demonstrate transparent leadership and excellent stewardship of resources.



**“EMBRACING COMMUNITY DIVERSITY: Community services sometimes need to be altered to deal with Central Indiana’s dynamic and changing population. ‘One size fits all’ does not work.”**

*- 2008 Community Assessment of the United Way of Central Indiana*



## IMCPL Leadership

### IMCPL Board of Trustees



*Front (left to right):* Thomas S. Shevlot (Vice President), Jesse B. Lynch (President), Richard Bacon (Secretary). *Standing (left to right):* Mary Lou Rothe, Gary Meyer, Marie Turner-Wright, Jim Lingenfelter

### Strategic Planning Public Committee

Martin Jischke (Chair)	President Emeritus, Purdue University
Patty Jischke (Co-Chair)	Attorney, Librarian, Ambassador for Purdue University
Rabindra Mukerjea	Director, Strategic Planning and Assessment, Purdue University
Aida McCammon	President and CEO, Indiana Latino Institute
Alice Schloss	Community Leader
Angelique Walker-Smith	Executive Director, Church Federation of Greater Indianapolis
Ann Moreau	Media Specialist and Community leader
Billie Breaux	Marion County Auditor
Brenda Burke	Director, Supplier Diversity, Wellpoint
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Donna Lolla	Director, Public and Media, The Children's Museum
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Tony Macklin	Assoc. VP, Development, Central Indiana Community Foundation
Walter Bourke	Superintendent, Franklin Township Schools