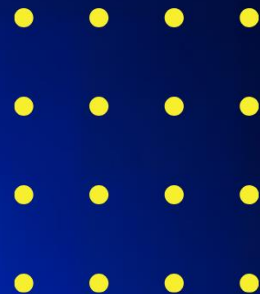


STRATEGIC PLAN FOR A PUBLIC LIBRARY IN THE TOWN OF JOUN

Joun Public
Library: Building
the Future of
Joun



Antoine J. Burkush, PhD

Strategic Plan for A Public Library in the town of Joun

Joun Public Library: Building the Future of Joun

The public library in Joun can become a cornerstone of the community, promoting education, culture, and engagement for all residents.

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This collection of proposals is the result of a shared vision and a collaborative journey, guided by the input, dedication, and insights of countless individuals who hold Joun close to their hearts. It would not have been possible without the unwavering support and contributions of community members, experts, stakeholders, and local leaders, each of whom brought their unique perspectives to the table.

First and foremost, I extend my heartfelt gratitude to the residents of Joun, whose voices, ideas, and aspirations have been the foundation of this work. Your willingness to share your thoughts and dreams for our town has been invaluable in shaping proposals that truly reflect our community's spirit and goals. Your participation in discussions, surveys, and community gatherings has been a testament to your **commitment** to Joun's future.

Special thanks to all whose contributions were instrumental in refining our vision.

To the local leaders and stakeholders who championed this project, your support has been a vital source of encouragement. Your leadership and understanding of Joun's unique challenges and opportunities have given depth to these proposals, grounding them in both our town's history and its potential for growth.

Finally, I would like to thank everyone who worked behind the scenes—whether gathering data, conducting research, or organizing meetings—your efforts have been crucial in bringing this work to life.

Together, we have created a roadmap for Joun's future that honors our heritage and inspires a brighter tomorrow. I am truly grateful to each of you for your contributions, enthusiasm, and dedication to this endeavor.

With sincere appreciation,

Dr Antoine J. Burkush, PhD

الشكر والتقدير

هذه المجموعة من المقترحات هي نتيجة رؤية مشتركة ورحلة تعاونية ، تسترشد بمدخلات وتفاني ورؤى عدد لا يحصى من الأفراد الذين يحملون جون قريبا من قلوبهم. لم يكن ذلك ممكنا بدون الدعم والمساهمات الثابتة من أعضاء المجتمع والخبراء وأصحاب المصلحة والقادة المحليين ، الذين قدم كل منهم وجهات نظره الفريدة إلى الطاولة.

أولا وقبل كل شيء، أعرب عن خالص امتناني لسكان جون، الذين كانت أصواتهم وأفكارهم وتطلعاتهم أساس هذا العمل. لقد كان استعدادك لمشاركة أفكارك وأحلامك لمدينتنا لا يقدر بثمن في تشكيل المقترحات التي تعكس حقا روح مجتمعنا وأهدافه. كانت مشاركتك في المناقشات والاستطلاعات والتجمعات المجتمعية شهادة على التزامك بمستقبل جون.

شكر خاص للذين كانت مساهماتهم مفيدة في صقل رؤيتنا.

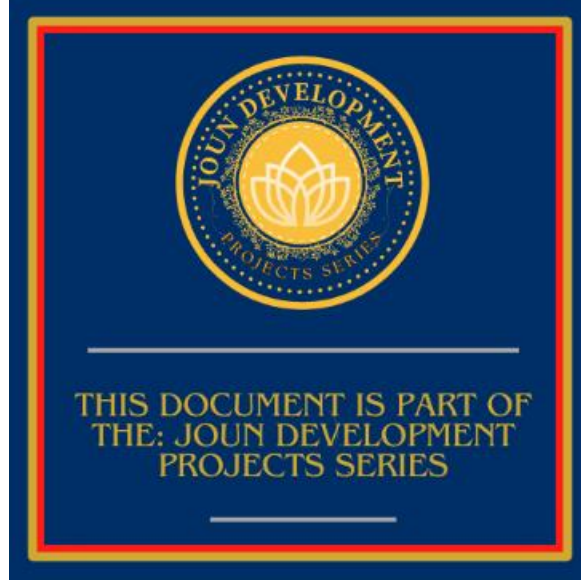
إلى القادة المحليين وأصحاب المصلحة الذين دافعوا عن هذا المشروع ، كان دعمكم مصدرا حيويا للتشجيع. لقد أعطت قيادتكم وفهمكم لتحديات وفرص جون الفريدة عمقا لهذه المقترحات ، مما جعلها راسخة في كل من تاريخ مدينتنا وإمكاناتها للنمو.

أخيرا ، أود أن أشكر كل من عمل وراء الكواليس - سواء في جمع البيانات أو إجراء البحوث أو تنظيم الاجتماعات - كانت جهودك حاسمة في إحياء هذا العمل.

معا ، أنشأنا خارطة طريق لمستقبل جون تكرم تراثنا وتلهم غدا أكثر إشراقا. أنا ممتن حقا لكل واحد منكم على مساهماتكم وحماسكم وتفانيكم في هذا المسعى.

مع خالص التقدير،

د. انطوان جان البرخش



مشاريع
مبادرات شخصية
"من أجل الصالح العام"

Joun Development Projects

"Pro Bono Publico"

Dr Antoine J. Burkush, PhD

رؤية واحدة، هوية واحدة، مجتمع واحد

Preface

In a world where rapid change is the new normal, the importance of strategic, sustainable, and community-centered development is paramount. Joun, with its rich cultural heritage, natural beauty, and resilient community, stands at a crossroads—one that presents both challenges and extraordinary opportunities. As we look toward Joun’s future, it is essential that our plans honor the town’s heritage, respond to today’s needs, and set a course for future generations to thrive.

This series of proposals is the result of a deeply collaborative effort to envision Joun’s path forward. Each plan reflects input from residents, local stakeholders, and community leaders, resulting in a shared vision that is both ambitious and respectful of our town’s unique identity. These proposals encompass a comprehensive range of initiatives, from infrastructure and economic development to cultural preservation and environmental stewardship, with each component tailored to address Joun’s specific strengths, challenges, and aspirations.

Our proposals emphasize a commitment to public infrastructure improvements, economic empowerment, environmental sustainability, and cultural continuity. From plans to enhance recreational facilities and community services to initiatives for sustainable tourism and green energy, each proposal aims to make Joun a model of progressive yet grounded development. The ultimate goal is to create a vibrant, inclusive, and resilient community—one that embodies the values, dreams, and talents of its people.

I extend my heartfelt gratitude to everyone who has contributed to this vision. Your dedication, ideas, and insight have been invaluable, illuminating the pathway to a future that aligns with Joun’s core values while embracing growth and innovation. These proposals are an invitation to all residents of Joun to imagine, participate, and help build a community that harmonizes tradition with the possibilities of tomorrow.

As you review this collection, I encourage you to see not just plans, but a vision for what Joun can become. Let us move forward together, translating these ideas into action, and creating a brighter, thriving, and unified future for Joun.

With deep respect and optimism,

Dr Antoine J. Burkush, PhD

مقدمة

في عالم حيث التغيير السريع هو الوضع الطبيعي الجديد ، فإن أهمية التنمية الاستراتيجية والمستدامة التي تركز على المجتمع أمر بالغ الأهمية. تقف جون ، بتراتها الثقافي الغني وجمالها الطبيعي ومجتمعها المرن ، على مفترق طرق - مفترق طرق يمثل تحديات وفرصا غير عادية. بينما نتطلع إلى مستقبل جون ، من الضروري أن تكرم خططنا تراث المدينة ، وتستجيب لاحتياجات اليوم ، وتضع مسارا للأجيال القادمة لتزدهر.

هذه السلسلة من المقترحات هي نتيجة جهد تعاوني عميق لتصور مسار جون إلى الأمام. تعكس كل خطة مدخلات من السكان وأصحاب المصلحة المحليين وقادة المجتمع ، مما يؤدي إلى رؤية مشتركة طموحة وتحترم الهوية الفريدة لمدينتنا. تشمل هذه المقترحات مجموعة شاملة من المبادرات ، من البنية التحتية والتنمية الاقتصادية إلى الحفاظ على الثقافة والإشراف البيئي ، مع تصميم كل مكون لمعالجة نقاط القوة والتحديات والتطلعات المحددة لجون.

تؤكد مقترحاتنا على الالتزام بتحسين البنية التحتية العامة ، والتمكين الاقتصادي ، والاستدامة البيئية ، والاستمرارية الثقافية. من خطط تعزيز المرافق الترفيهية والخدمات المجتمعية إلى مبادرات السياحة المستدامة والطاقة الخضراء ، يهدف كل اقتراح إلى جعل جون نموذجا للتنمية التقدمية والمرتكزة. الهدف النهائي هو إنشاء مجتمع نابض بالحياة وشامل ومرن - مجتمع يجسد قيم وأحلام ومواهب شعبه.

وأعرب عن خالص امتناني لكل من ساهم في هذه الرؤية. لقد كان تفانيك وأفكارك ورؤيتك لا تقدر بثمن ، مما يضيء الطريق إلى مستقبل يتماشى مع القيم الأساسية لجون مع احتضان النمو والابتكار. هذه المقترحات هي دعوة لجميع سكان جون للتخيل والمشاركة والمساعدة في بناء مجتمع ينسق التقاليد مع إمكانيات الغد.

أثناء مراجعتك لهذه المجموعة ، أشجعك على رؤية ليس فقط الخطط ، ولكن رؤية لما يمكن أن يصبح عليه جون. دعونا نمضي قدما معا، ونترجم هذه الأفكار إلى أفعال، ونخلق مستقبلا أكثر إشراقا وازدهارا وموحدا لجون.

مع الاحترام العميق والتفاؤل،

د. انطوان جان البرخش

Strategic Plan for A Public Library in the town of Joun

Joun Public Library: Building the Future of Joun

The public library in Joun can become a cornerstone of the community, promoting education, culture, and engagement for all residents.

Introduction

Welcoming and supporting all people in their enjoyment of reading and pursuit of lifelong learning, and striving to serve them well and effectively by providing equal access to information, ideas and knowledge through books, programs and other resources. **Joun Public Library or Community Library** will also respond to the current and evolving needs of patrons trying to learn, thrive and grow in the 21st century by nurturing learning, supporting economic advancement and strengthening communities.



This document is intended to be a roadmap for the creation of Joun Public Library. It will be powered by the efforts of the Library's dedicated staff, the passions of its patrons, and support from Joun Municipality leadership and a Joun Public Library Foundation which will be established.

EXECUTIVE SUMMARY

The 21st century economy is a knowledge-based economy, an economy where innovation is prized, where the power of workers' minds are critical assets. This new economy transcends geographic borders. Globalization is accelerating innovation. And towns are becoming the incubators of that innovation. The most successful towns, in fact, supersede national governments as the economic engines driving our global economy.

To compete in this borderless economic frontier, towns must ensure that their residents are informed and creative, entrepreneurial and innovative, lifelong learners able to absorb and utilize new information.

That's where Joun Community Library come in. Joun Community Library have always been, and continue to be, in the knowledge business. That does not, however, mean they have been static and unchanging institutions. Over the years, Joun Community Library have evolved to support knowledge creation and dissemination in relevant ways. Many decades ago, Joun had a *Rabitah* and a Public Library and had a few hundred

books housed in a modest building in the town. Joun Public Library, shall offer computer tutoring sessions, use multimedia collaboration spaces designed for teens, in addition to design and printing, in addition to a future Library website that will allow patrons online access to library materials, including eBooks, audiobooks and periodicals.

In a knowledge-based economy, Joun Community Library house crucial currency – knowledge in multiple forms – with books and literacy support as core assets. And they are more popular than ever.

Throughout its over 400-year history, as the town of Joun has evolved; And this strategy is intended to guide the Town’s evolution over the next decades.

Why a new Public Library in Joun?

A public library in Joun can offer numerous benefits to the community. Here are some key advantages:

1. Access to Information and Resources

- Books and Digital Media: Provides access to a wide range of books, e-books, audiobooks, and online databases.
- Internet Access: Offers free internet and computer access, helping bridge the digital divide¹.

2. Promotion of Literacy and Education

- Reading Programs: Encourages reading habits through programs like story hours, book clubs, and summer reading challenges.
- Educational Workshops: Hosts workshops and classes on various topics, from digital literacy to language learning².

3. Community Hub

- Meeting Space: Serves as a neutral space for community meetings, events, and social gatherings.
- Cultural Events: Organizes cultural activities, such as author talks, art exhibitions, and local history presentations³.

4. Support for Local Businesses

- Business Resources: Provides resources and workshops for local entrepreneurs and small business owners.
- Promotion: Features local products and services, helping to boost the local economy⁴.

5. Preservation of Culture and History

- Local Archives: Maintains archives of local history, preserving the town's heritage for future generations.
- Cultural Programs: Promotes local culture through events and exhibitions⁵.

6. Social Inclusion and Equity

- Inclusive Programs: Offers programs and services for all age groups and demographics, ensuring everyone feels welcome.
- Support Services: Provides assistance with navigating social services, health information, and other community resources².

7. Lifelong Learning

- Continuous Education: Encourages lifelong learning through access to educational materials and programs for all ages.
- Skill Development: Offers classes and workshops to help individuals develop new skills and hobbies⁴.

8. Safe and Welcoming Environment

- Safe Space: Provides a safe and welcoming environment for children, teens, and adults.
- After-School Programs: Offers after-school programs and homework help, providing a constructive space for youth³.

By establishing a public library, Joun can significantly enhance its community cohesion, educational opportunities, and cultural richness.

Strategic plan for a public library in Joun

Vision and Mission

Vision: To establish a dynamic community hub that promotes lifelong learning, cultural enrichment, and social cohesion.

Mission: To provide accessible resources, innovative programs, and a welcoming space for all residents of Joun to learn, connect, and grow.

Strategic Goals

1. Enhance Access to Resources

- **Objective:** Provide a large library's collection to include a diverse range of books, digital resources, and multimedia.

- Activities:

- Conduct a community survey to identify resource needs.
- Partner with local and international Joun Community Library for resource sharing.
- Invest in e-books and online databases.

2. Promote Lifelong Learning

- Objective: Offer educational programs and workshops for all age groups.

- Activities:

- Collaborate with local schools and universities to provide tutoring and study resources.
- Host workshops on topics like digital literacy, language learning, and local history.
- Develop a summer reading program for children and teens.

3. Foster Community Engagement

- Objective: Create a welcoming space for community events and activities.

- Activities:

- Organize cultural events, author talks, and art exhibitions.
- Provide meeting spaces for local organizations and clubs.
- Launch a volunteer program to involve community members in library activities.

4. Support Local Businesses and Sustainability

- Objective: Promote local businesses and sustainable practices.

- Activities:

- Feature local products, such as olive oil and carob, in library events.
- Host workshops on sustainable practices and local agriculture.
- Create a directory of local businesses and services.

5. Engage Youth and Educational Institutions

- Objective: Involve youth in library activities and collaborate with educational institutions.

- Activities:

- Establish a youth advisory board to provide input on library programs.

- Partner with schools for educational projects and internships.
- Offer career guidance and skill-building workshops for young adults.

Implementation Plan

1. Community Involvement

- Form a strategic planning committee with representatives from different community sectors.
- Conduct focus groups and surveys to gather input from residents.

2. Resource Allocation

- Develop a budget that includes funding for new resources, programs, and facility improvements.
- Seek grants and donations from local businesses, government agencies, and international organizations.

3. Marketing and Outreach

- Create a marketing plan to promote library services and programs.
- Use social media, local media, and community events to raise awareness.

4. Evaluation and Feedback

- Establish metrics to evaluate the success of library programs and services.
- Regularly collect feedback from library users and adjust strategies as needed.

Timeline

- **Year 1:** Conduct community surveys, form planning committees, and begin resource expansion.
- **Year 2:** Launch new programs, establish partnerships, and start community engagement activities.
- **Year 3-5:** Continue program development, evaluate progress, and make necessary adjustments.

Potential Challenges

Here are some potential obstacles we might face:

1. Funding and Budget Constraints

- **Initial Costs:** Securing funds for the initial setup, including building renovations, purchasing books, and technology.
- **Ongoing Expenses:** Covering operational costs such as staff salaries, utilities, and maintenance.

2. Community Engagement

- **Awareness:** Ensuring that the community is aware of the library and its services.
- **Participation:** Encouraging active participation and usage of the library by all community members.

3. Resource Management

- **Collection Development:** Building a diverse and relevant collection that meets the needs of the community.
- **Digital Divide:** Providing adequate digital resources and internet access, especially for those without home access.

4. Staffing and Training

- **Qualified Staff:** Recruiting and retaining qualified librarians and support staff.
- **Training:** Providing ongoing training to staff to keep up with new technologies and best practices.

5. Space and Infrastructure

- **Adequate Space:** Ensuring the library has enough space to accommodate books, resources, and community activities.
- **Accessibility:** Making the library accessible to all, including individuals with disabilities.

6. Technological Challenges

- **Up-to-Date Technology:** Keeping up with technological advancements and ensuring the library's technology is current.
- **Cybersecurity:** Protecting the library's digital resources and user data from cyber threats.

7. Sustainability

- **Environmental Impact:** Implementing sustainable practices in the library's operations.
- **Long-Term Viability:** Ensuring the library can sustain its services and programs in the long term.

8. Cultural and Social Barriers

- **Inclusivity:** Creating an inclusive environment that welcomes all community members, regardless of background.
- **Cultural Sensitivity:** Addressing cultural differences and ensuring the library's programs and resources are culturally sensitive.

9. Emergency Preparedness

- **Disaster Planning:** Developing plans for emergencies such as natural disasters, ensuring the safety of staff and patrons.
- **Continuity of Services:** Ensuring the library can provide services during and after emergencies.

By addressing these goals and challenges, the public library in Joun can become a cornerstone of the community, promoting education, culture, and engagement for all residents.

OVERVIEW OF THE STRATEGIC VISION

Joun Public Library shall work to ensure that it is a resource for all Jounis. In the next four years, the Library will work – both internally and in partnership with other cultural, civic and educational institutions in Lebanon – to create and implement innovative solutions that meet changing patron needs. This Strategy maps out how we will be able to do that.

At the highest level, Joun Public Library will ensure that we provide access to knowledge and information to all Jounis through its facilities, content and programs. And the Library will work to serve patrons effectively by providing an enjoyable and welcoming environment, a staff that is responsive to their needs and robust digital resources while ensuring good stewardship of its budget, facilities and other assets.

These priorities are the foundations for Joun Public Library 's work.

Joun Public Library shall evolve, it will also need to strategically concentrate its work in areas that meet the current needs and priorities of the Town of Joun and its people.

Specifically, the Library will work to:

- NURTURE LEARNING
- SUPPORT ECONOMIC ADVANCEMENT
- STRENGTHEN COMMUNITIES



ACCESS FOR ALL

Why This is Important

Providing every Jouni with access to knowledge, information and experiences is fundamental to Joun Public Library's mission. The Library's commitment to open and free access will be central to all programs, services and operations. Broad access empowers patrons to explore their interests, support their love of reading, engage them with new ideas, achieve their learning goals, find employment, start new businesses and improve and contribute to their communities.

In order to provide broad access, we will be committed to minimizing barriers to use. Jounis – from every neighborhood, of every background – should feel welcome at any Joun Public Library, able to learn, experiment and immerse themselves in knowledge. That access strengthens the core of Joun, connecting every patron with the information he or she needs to participate in all aspects of society. When Jounis can access high-quality resources and are empowered by knowledge, learning and experience, the town will prosper.

How We Will Do It

Joun Public Library will make knowledge and information available and accessible to every Jouni through high-quality:

- Books, print & digital materials
- Programs, information & referral services
- Facilities
- Technology
- Helpful staff

We will provide access by offering relevant collections, driven by patron needs and interests, in a convenient and usable format and offering substantial digital content, like electronic books and online research tools. In addition to content, we will provide patrons with access to world-class, unique and engaging classes, workshops, events and programs.

We will facilitate access by ensuring that our building is safe, clean and welcoming. We will ensure that the facility's design and layout reflect community needs. As the type and format of relevant knowledge changes, we will continue to respond with services and programs that make that knowledge accessible for all Jounis. Within the library, we will provide access to relevant technology to meet local patrons' needs. In order to maintain and expand those efforts, we will be providing free public computing and cutting-edge technology and experiment with new initiatives like lending Wi-Fi hotspots. We will

create engaging digital environments through a flexible website, where patrons can access content, explore interests, share ideas and strengthen skills.

Ensure Access

We will be:

1. Designing programs, services and collections based on Jounis' evolving needs and interests by efforts that give people access to new technology. Examples include:
 - A Lab, where patrons access 3D design, scanning and fabrication technology.
 - Internet to Go, which allows patrons to check out Wi-Fi hotspots enabling them to access information anywhere.
 - A new Software as a Service website and phone app to ease access to content for patrons anytime, anywhere and with any device.
 - Digitized special collections, including municipal records, allowing users to access specialized information online.
 - Programmable robots, to help kids any age learn computer programming, and can be borrowed from any branch.
 - Photocopiers to digital scanners.
 - Offering homework help in every neighborhood branch and online every day.
2. Deepening the impact of the Library's extensive physical assets in every neighborhood in Joun. Examples include:
 - Launching the first-ever Master Plan for the flagship Harold Washington Library Center, focusing on maximizing economic and educational impacts and cultural enrichment.
 - Preparing for similar, localized Master Plans for Woodson and Sulzer Regional Joun Community Library and neighborhood branches to ensure all locations are contributing as fully
3. Delivering services, not only within the walls of the library, but also in patrons' homes, schools and workplaces through our online presence. Examples include:
 - A distribution service that delivers digital magazines to the patron on their favorite digital device.
 - A service that allows Joun Community Library to offer patrons access to movies, television, music and audiobooks.
 - Electronic books.
 - Online homework helps with a library card that also offers paper reviews and test preparation.
 - Designing spaces at the Library to better meet patron needs.

4. Promoting fully inclusive policies that support our principle of free and open access. Examples include:
 - Lending Wi-Fi hotspots in an effort to mitigate the digital divide.
 - Allowing residents, the ability to apply for an e-card online, giving them the ability to check out materials, stream music or movies, access resources and place holds, all online.
 - Waiving replacement card fees for children receiving cards through library card campaigns with local schools.



STRATEGIC FOCUS AREAS

In the next four years, our strategy will revolve around three initiatives to help patrons of all ages and from all walks of life thrive in a rapidly-changing world:

By leveraging our unique assets – including our reach into every community in Joun – we aim to meet Joun’s critical needs, support Joun’s strategic priorities, and do so in an effective cost-efficient manner.

- NURTURE LEARNING
- SUPPORT ECONOMIC ADVANCEMENT
- STRENGTHEN COMMUNITIES



NURTURE LEARNING

Why This is Important

Joun Public Library will be a key educational resource for Jounis. Everyone from toddlers to seniors will use the library as a place to learn and discover. And indeed, as the need for continuous, lifelong learning becomes more pronounced and the ways in which people can learn evolve, we will have the opportunity to support that learning in a variety of ways: workshops, labs, peer to peer connections, online and through other self-directed activities.

In a time when learning has become more personalized, Joun Public Library, will collaborate with leading educators, to supplement traditional education with high-quality programs and resources.

How We Will Do It

We will nurture learning for patrons of all ages. Library staff will support early childhood and pre-kindergarten educational goals through family and caregiver engagement and support children, teens, and adults through late life. We will leverage our professional knowledge and resources to help patrons build literacy and foster additional 21st century skills: digital, cultural and information literacy; critical thinking and problem solving; creativity and innovation; and communication and collaboration. And we will do so through children's classes and story time; a Summer Learning Challenge, will be designed to combat summer learning loss and increase student excitement for learning science, technology, engineering, math and the arts; media, mentor-led teen learning spaces that foster creativity and collaboration while exposing and supporting teens to explore career pathways related to their interests; and the Lab, which will offer patrons access to 3D design and fabrication. We also strive to provide patrons resources and support to facilitate adaptive, personalized learning, and to make new investments to maintain our best-in-class collections, buildings and technology.

In sum, Joun Public Library will nurture learning in different ways for four groups of patrons:

1. Families with Young Children,
2. School-Aged Children,
3. Teens and
4. Adults.



For Joun's families with young Children, we will be:

1. Focusing on professional development for children's librarians to ensure a well-trained staff with early- childhood development expertise.
2. Explicitly communicating staff expertise and skills to patrons and external partners to ensure that they are utilized maximally.
3. Focusing on engaging parents and caregivers to help their children build a foundation of literacy to underlie future success.
4. Providing best-in-class programs and services that advance early-childhood and pre-kindergarten learning. Examples include:
 - Offering relevant, supportive resources including a current, diverse and responsive collection of books, toys and age-appropriate digital materials that support learning.
 - Creating a family-friendly environment, using design and research to develop spaces that support how children, play, discover and learn.

For Joun's School-Aged Children, we will be:

1. Maintaining welcoming, safe and technology- enhanced spaces for learning and exploration. Examples include:
 - Ensuring locations and hours are accessible for youth.
 - Providing access to technology in every community.
 - Providing safe spaces for studying, exploring ideas and learning.
 - Designing spaces, where feasible, to support the ways that kids learn both alone and in groups.

2. Providing expert staff, who are trained to support learning, who will instill a love of reading and engage children's curiosity and exploration.
3. Offering STEAM-focused materials, workshops and interactive learning opportunities that encourage school-aged children to become involved with science, technology, engineering, arts and math learning early. Examples include:
 - Sharing evidence-based resources that support early literacy skills for children that parents and caregivers can practice at home and that help celebrate the power of parents in a child's life.
 - Modeling effective practices for parents and caregivers through story time and other family focused programs in library branches and in community-based early childhood centers.
 - Hosting workshops for parents and caregivers on child-related topics (e.g. special needs resources).
 - Providing family field trips to museums to promote learning opportunities.
4. Offering an array of evidence-based programs and services in partnerships with schools and cultural institutions that advance learning throughout the school year. Examples include:
 - Offering engaging, award-winning summer programs that can help prevent summer learning loss and support students to start or return to school each autumn better prepared to learn.
 - Offering out-of-school time experiences to advance literacy and 21st century skills (e.g. science programming in partnership with the Museum of Science and Industry).
 - Coordinating with partner organizations to scale effective programs and enhance learning opportunities that meet children's learning goals.
5. Pursuing opportunities to support adaptive and self-paced education, allowing school-aged children to actively participate and learn in a personalized way. Examples include:
 - Using patron data and staff knowledge to further develop book collections and other content to support learning (e.g. blocks, games, play materials and age-appropriate technology, such as tablets).
 - Bringing STEAM (Science, Technology, Engineering, Arts and Math) learning to families with young children (e.g., Summer Learning Challenge, and Science Connections programming, including Mini Scientist programs).
 - Referring families to high quality online tools and resources that support learning.

6. Providing a full complement of relevant resources and reference services including a current and diverse collection of books, digital content, games and technology to advance learning and promote the joy and importance of reading for children and their caregivers.
7. Offering programs and workshops for parents and other caregivers to enhance caregivers' ability to support their school-aged children. Examples include:
 - Creating Best of the Best, an annual day of review of the best books and media for children.
 - Promoting hands-on learning for parents and educators in STEAM and other workshops.
 - Providing on-site early learning programs in pediatric clinics, connecting parents and caregivers to Library resources and teaching them effective early literacy practices.

For Joun's Teens, we will be:

1. Providing knowledgeable, well-trained library staff with the expertise to support teens' social development, interests and learning. Examples include:
 - Equipping staff to serve as mentors for teen patrons.
 - Invigorating program design with peer-learning and peer-sharing practices.
 - Implementing evidence-based practices for supporting teens' success in school and life, promoting civic engagement and providing pathways for post-secondary education and career planning.
 - Partnering with world-class organizations for collaborative programming and to expose teens to a broad range of experiences.
 - Offering opportunities for teens to grow and learn while they serve as mentors for younger children through near peer STEM mentoring.
 - Engaging teens in creating cultural programming (e.g., STEAM Studio).
2. Creating engaging and welcoming spaces to support teens' learning and discovery in a social setting.
3. Facilitating access to relevant and engaging materials, including state-of the-art technology and digital resources. Examples include:
 - Developing engaging collections (books, eBooks, graphic novels, etc.) based on teen interests and feedback.
 - Providing access to an array of production resources including industry-grade design software, photo and audio equipment, makerspaces, and gaming systems.
 - Optimizing dedicated teen content discovery areas in all locations, including online.

- Providing access to technology, resources and collections that inspire exploration, creativity and learning (e.g. vinyl cutters, robotics kits, 3D printers, etc.).
2. Offering interest-based projects, activities and mentorship to develop teens' 21st century skills, supporting academic needs and fostering personal growth.
Examples include:
 - Empowering teens to create and design activities at the library.
 - Giving teens resources and tools to explore their interests, create new things, and work collaboratively on projects that inspire them through media and Labs.
 3. Providing connection to college and career pathways, including structured career exploration opportunities such as experiences with special emphasis on digital media, arts and technology careers. Examples include:
 - Leading the field in open micro-credentials (or "badging") that allow teens to showcase the skills they learn.
 - Working with educational institutions to provide career development experiences and service learning opportunities.
 4. Providing a full complement of relevant resources and reference services including a current and diverse collection of books, digital content, games and technology to advance learning and promote the joy and importance of reading for children and their caregivers.
 5. Nurturing learning is not a single act, but rather, a series of decisions made to provide patrons of all ages and backgrounds with the support and services they need to learn and grow throughout their lives. Our efforts to nurture learning will extend to our youngest patrons and their families.
 6. For school-aged children, nurturing learning focuses on bringing education to kids year-round. Over the next several years with private support through Joun Public Library, we will create a summer learning program, turning such a program into an innovative STEAM experience that includes books, science experiments, games, artistic efforts and online digital literacy building, and aligns with educational standards.
 7. For teens, nurturing learning also means providing a 21st century teen learning environment, where mentors facilitate learning and development with media creation tools and software, YOUmedia allows teens to learn and apply digital media skills to creating digital products – from songs to podcasts and 3D printed products.
 8. Finally, nurturing learning expands beyond children and students to adults for economic, cultural and interest-based learning and skill-building. Programs such as Peer to Peer University peer learning circles facilitate collaboration, learning, and accountability while using free online education courses. Additionally, we will

be working with partners to build a digital skills curriculum that support adult and senior citizen learning for the 21st century.



For Joun's Adults, we will be:

1. Maintaining a well-trained staff that provides reference and research guidance, including referrals to outside organizations. Examples include:
 - Equipping and training staff to refer patrons to relevant, high-quality resources throughout Joun and bring those resources to the library as needed.
 - Provide staff with the tools and training they need to create personalized recommendations based on patron interest.
2. Designing and offering programs and services to enable social learning, such as programming that supports patrons to fully utilize online open educational resources. For example:
 - Partnering with organizations such as Peer-to-Peer University to offer Learning Circles, community- based learning opportunities in topics as diverse as Computer Programming, Creative Writing and Public Speaking in neighborhood Joun Community Library.
3. Stocking current, diverse and engaging books and digital content that meet the needs of Joun's adults and are responsive to their interests. Examples include:
 - Creating and implementing a plan to build a successful patron driven acquisition pilot.
 - Supporting and expanding availability of digital content such as books, movies, music, magazines and audiobooks.
 - Making available new, non-traditional resources for circulation.
4. Designing and offering programs and services to build cultural literacy. Examples include:

- Making unique cultural events accessible at the Library and neighborhood locations in partnership with world-class cultural institutions.
 - Bringing engaging cultural events to neighborhood branches in support of a Joun's Cultural Plan.
5. Designing and offering programs and services to build vital economic literacy, including understanding of financial, legal, healthcare and citizenship topics, in partnership with community groups, financial institutions, government agencies and schools. Examples include:
- Delivering financial literacy programming.

SUPPORT ECONOMIC ADVANCEMENT



Why This is Important

Joun, along with other major towns and cities in Lebanon, is undergoing rapid transformation. As this happens, the necessary workplace skills, the preferred business and service models, and the definitions of what makes a place an attractive business hub are also undergoing dramatic transformation. Given these changes, Joun will be evaluating its assets and development strategies to ensure that it is able to succeed in this changing and fluid economy.

Joun Public Library is a key partner for Joun's economic development initiatives that focus on people and quality of life. Joun's "Neighborhood Small Business Growth Strategy" focuses on maintaining a vibrant base of small businesses, a major source of local job creation. Similarly, the "Plan for Economic Growth and Jobs Strategies" and the "Joun Technology Plan" focus on creating a competitive, mobile and globally-focused entrepreneurial environment within Joun. These strategies focus on building on local strengths, with a mix of residential, commercial and cultural activities to create a vibrant Joun with a high quality of life. The Library provides a broad range of information services and support for diverse constituencies throughout Joun. We will be exploring innovative ways to support Joun's economic vitality by leveraging those resources.

How We Will Do It

Joun Public Library will play a key role in providing tangible support to Jounis who are looking for a new job, seeking to advance in their current job, start a new business or grow their existing small business. The Library can help build economic opportunities by supporting people in acquiring basic skills, getting job referrals, finding employment and developing their businesses.

We can do this through programs (like resume workshops hosted in the library), services (like research assistance), partnerships with workforce development organizations and other local networks, and the investments we will make to maintain and improve our best-in-class collections, buildings and technology that support patron needs.

Our future staff – with their unique talents and expertise – will support all Jounis in their quest to achieve their economic and life goals. We help job seekers, entrepreneurs and small business owners build skills and knowledge to achieve their economic goals.

For Joun's Job Seekers, we will be:

1. Supporting the development of technology skills. Examples include:
 - With support from the Library, we can offer support for patrons to develop basic technology skills (e.g. email set up, internet search) that enable them to participate in today's labor market.
 - Helping patrons understand and master a set of standard digital skills that will help them fully engage in their chosen career path.
 - Hosting workshops and services to advance career skills and employment in partnership with best-in-class workforce organizations.
2. Creating an efficient process for connecting job seekers to high-quality resources and services. Examples include:
 - Providing access to computers with industry standard software and leveraging technology (Wi-Fi, public computers, printers) to support job search.
 - Providing referral services that connect job-seekers to best-in-class career services provided by workforce development organizations and educational institutions throughout Joun.
3. Designing and offering programs and services to build cultural literacy. Examples include:
 - Making unique cultural events accessible at the Harold Washington Library Center and neighborhood locations in partnership with world-class cultural institutions.

- Bringing engaging cultural events to neighborhood branches in support of Joun's Cultural Plan.

For Joun's Small Business Owners, we will be:

1. Providing research services and relevant materials and collections delivered by expert staff. Examples include:
 - Assisting patrons as part of reference services in finding the materials they need to support their business goals (e.g. patent information).
 - Providing current, diverse and responsive books and other content that support small business needs.
2. Offering guidance and referrals to organizations throughout Joun that have small business-focused resources and relationships. Examples include:
 - Guiding patrons in navigating the range of information and organizations available throughout Joun.
 - Referring patrons to organizations with small- business-specific resources (e.g. zoning maps).
 - Connecting patrons with valuable relationships (e.g. Chambers of Commerce).
3. Facilitating access to supporting services including mentorship and workshops. Examples include:
 - Partnering with organizations to provide one-on-one help in crafting a business plan.
 - Hosting events in Joun to provide assistance in starting non-profit organizations, nonprofit businesses or social good businesses.

Joun Public Library will be well positioned to support Jounis' economic advancement. We will help adults navigate job searches with tools, tips and referrals to high quality career development and training providers.

We will host workshops and classes to support career development and learning. We will be working to connect the library to College and Universities leaders, so that the Library can guide education and job seekers to the appropriate educational supports.

The Library will be also building relationships with Chambers of Commerce to connect them with and support small businesses. Additionally, we will be working with existing incubators to support entrepreneurs and business planning and development. Finally, we will make the library a friendly place for patrons to work, including making space available for collaboration, offering access to computers and printers.

STRENGTHEN COMMUNITIES

Why This is Important

Joun Public Library will serve as community anchor, space where people come together for civic and community activities. It will act as an artery that allows cultural and civic assets to flow throughout Joun. The library can be leveraged to increase civic and community awareness, engagement and activity.

We know that engaged and empowered residents generate optimism about the future, produce good decisions on high-need community challenges and contribute to both economic growth and individual well-being.

Because of its potentially broad footprint, the library will be highly visible in all communities in Joun. Library staff will be trusted neighborhood leaders, engaging with local organizations, departments, schools and more, in shaping and leading discussions, decisions and strategies that foster active and purposeful civic engagement and community building. In Joun, the library will be unique and represent the spirit of the town of Joun.

The nature of Joun's library will allow for diverse people to come together and exchange ideas in a safe environment.



How We Will Do It

We will thoughtfully examine the ways our library can support the neighborhoods in Joun. This could include locally-relevant collections, programs, One Joun book clubs and services tailored to community needs.

Increasingly, strengthening communities means creating flexible physical spaces for community engagement by creating more open spaces and transparency in the building which, increases the richness of interactions among patrons and between patrons and their local communities.

It means providing space to host civic activities like polling and community meetings ranging from neighborhood organizations and others.

Strengthening communities means that the library works to foster community collaboration and help Joun neighborhoods discover its potential. The Library staff and managers can build relationships with a number of Joun and local organizations to connect patrons with relevant resources.

The Library will serve communities in two broad categories: neighborhoods and groups whose shared interests bring them together to form a community.

For Joun's Neighborhood and Communities, we will be:

1. Providing meeting space for Community Based Organizations and neighborhood groups to convene, host activities and offer information and services to patrons. Examples include:
 - Making study and community rooms accessible through online reservation system.
2. Housing celebrations of neighborhood and cultural history through partnerships with local organizations. Examples include:
 - Featuring rotating exhibits that celebrate Joun and make the most of the Library's archival and special collections.
 - Partnering with neighborhood institutions for outreach at local events.
3. Providing a safe haven and welcoming environment for all programs and services. Examples include:
 - Updating the Library's Guidelines Governing Use to ensure safe and welcoming Joun Community Library for all visitors.
 - Working with partners in Joun's local law enforcement, schools and other community stakeholders to foster general community safety.
4. Fostering connections to resources throughout Joun, especially for underserved patrons, with needed community resources (e.g., DFSS and other Joun services).
5. Hosting programs and resources that foster civic engagement. Examples include:
 - Hosting community meetings that foster civic engagement.
 - Displaying materials on civic engagement during civic events such as voting.
6. Highlighting interest-based collections and relevant materials to support patron interests in physical and digital spaces. Examples include:

- Featuring showcases to cultivate patron interests and foster awareness of the Library's collections.
 - Partnering with local institutions and organizations to provide interest-based collections and topic- specific displays (e.g. Joun Artist Month).
 - Empowering patrons to create interest-based collections online through creating lists and rating materials.
7. Connecting neighborhoods to cultural, learning and civic activities across Joun. Examples include:
- Architectural Heritage of Joun.
 - Partnering with the Lebanese conservatoire to bring programming into Joun neighborhoods.
 - Providing digitized versions of key municipal and historical neighborhood documents.

Strong communities are connected communities, engaged communities and inspired communities. And the Joun Public Library will be offering a variety of services, programs and resources – some high profile, others less well known – that, taken together, will make the Library the hub of the communities it serves.

Some resources – like learning challenges, concert and theater performances and tech and other classes – will be used and loved by patrons.

Others are hidden gems that provide crucial support in strengthening communities. For example, a Library's special collections on Joun history, will contain a wealth of information for those interested in Joun community history.

These collections could help to illustrate through primary source materials on how Joun has evolved. Similarly, a Municipal Reference Collection would be a vast trove of information on community and civic statistics, data, ordinances, budgets and annual reports at the Library.



SERVE PATRONS EFFECTIVELY

Why This is Important

The Library will be driven by the belief that the better we understand our patrons, the better our service design decisions will be. Our institution's service and program design efforts will be driven by a deep curiosity about our users and how they experience services in the library, outside the library and online.

How We Will Do It

We will be focused on providing patrons the best programs, services and facilities to fit their needs. Serving patrons effectively will be at the heart of our commitment to Joun and all its residents.

To do that, it is critical that we look at how our staff and facilities meet patron needs. This includes staff development, policies that affect the patron experience and the design and use of library space.



For Joun's Neighborhoods and Communities, we will be:

1. Equip staff with best-in-class leadership, technical and customer service skills to foster patron- focused innovation and creative-problem solving throughout the Library. Examples include:
 - Engaging Library staff in human-centered design thinking and to be more responsive to patron needs.
 - Testing new ideas for serving patrons and then scaling them successfully.
 - Increased utilization of technology, including bar coding in automated materials handling systems.
 - Using cloud computing to allow patrons to access resources online (e.g. offering ability to pay fines online).
 - Bringing advanced material checkout technology to the branches, including self-checkout and roving mobile checkout.

- Utilizing beacon technology to understand traffic flow and service patterns.
2. Developing increasingly engaging patron-focused library and digital spaces. Examples include:
 - Investing in a comprehensive digitization strategy, allowing digital access documents, artifacts and other materials and exploring ways in which patrons can engage with special collections in digital spaces.
 3. Performing annual strategic planning and external environmental scans leading to clear work plans and metrics-based evaluations for priority initiatives.
 4. Improving current physical technology infrastructure (e.g. digital scanners).
 5. Growing our strong brand and driving more comprehensive awareness across all potential patrons and stakeholders. For example:
 - Using digital marketing to improve service to patrons, including monitoring what is being viewed, how often, for how long, and what content works or doesn't for patrons.
 6. Engaging patrons through surveys, observation and interviews to learn about their needs and interests, and proactively designing collaborative approaches with relevant organizations to meet those needs.

CONCLUSION

Joun Public Library will be a unique and most visited cultural institution in Joun, a place woven into the lives of countless Jounis. Since early initiatives for establishing a library in Joun during the times of the Cultural Rabtah of *Joun*, Joun Public Library will provide access to all and to serve patrons effectively.

Joun evolution continues today. Working alongside Joun Public Library Foundation, the Mayor's Office, Joun Council and like-minded partners to adapt to the fast-paced, innovation-centered, 21st century knowledge economy, Joun Public Library will, in fact, become a model for other Joun Community Library in Lebanon.

This strategy details how we will build on our town successes. We will maintain our focus on our foundational mission of providing access to all, and serving patrons effectively.

Our vision is for transforming Joun Community Library in Lebanon into centers of learning that help towns residents thrive in the 21st-century economy by nurturing learning, supporting economic advancement and strengthening communities.

BUSINESS PLAN FOR JOUN PUBLIC LIBRARY

Here's a detailed business plan for establishing a public library in Joun, Lebanon. The plan includes an executive summary, market analysis, operational strategy, financial projections, and more.

Business Plan for Joun Public Library

Executive Summary

Business Name: Joun Public Library

Location: Joun, Lebanon

Business Model: A public library providing free access to a wide range of resources, including books, digital media, educational programs, and community engagement activities.

Vision Statement: To be a central hub for knowledge, culture, and community engagement in Joun, fostering a love for reading and lifelong learning.

Mission Statement: To provide equitable access to information, promote literacy and education, and serve as a community space for residents of all ages.

Business Objectives

1. Establish the Library: Complete construction and launch operations within 18 months.
2. Community Engagement: Achieve a minimum of 1,000 registered library members within the first year.
3. Program Development: Offer at least 10 educational and cultural programs per month within the first year.
4. Sustainability: Attain self-sustainability through a mix of funding sources and community support within three years.

Services Offered

1. **Library Collections**

- **Books and Print Materials:** A diverse selection of fiction, non-fiction, reference materials, and children’s literature.

- **Digital Media:** Access to e-books, audiobooks, and online databases.

2. Community Programs

- **Educational Workshops:** Regular workshops on various topics such as digital literacy, job skills, and creative writing.

- **Children’s Programs:** Storytelling sessions, reading clubs, and summer reading programs for children.

- **Cultural Events:** Art exhibits, author talks, and film screenings.

3. Study and Community Spaces

- **Reading Areas:** Comfortable and quiet spaces for reading and studying.

- **Meeting Rooms:** Spaces available for community groups and organizations to hold meetings and events.

4. Technology Access

- **Public Computers and Wi-Fi:** Free access to computers and internet for library members.

- **Learning Resources:** Access to online learning platforms and educational software.

5. Information and Reference Services

- **Research Assistance:** Staff available to help with research and information inquiries.

- **Career and Job Search Resources:** Guidance on job searching, resume writing, and interview preparation.

Market Analysis

Industry Overview

- Public libraries play a crucial role in promoting literacy, education, and community engagement, especially in underserved areas.

- There is a growing trend towards digital resources and programming that encourages community involvement.

Target Market

- Primary: Residents of Joun, including students, families, and elderly individuals seeking resources for personal and professional development.
- Secondary: Local schools and educational institutions requiring support for research and literacy programs.

Competitive Analysis

- Identify existing libraries and community centers in Joun and surrounding areas, assessing their strengths, weaknesses, and service offerings.
- Position the Joun Public Library as a central resource for diverse groups, focusing on accessibility and community involvement.

SWOT Analysis

- Strengths: Accessible location, diverse resource offerings, strong community support.
- Weaknesses: Initial funding requirements, reliance on community participation.
- Opportunities: Increasing interest in lifelong learning, potential partnerships with local schools and organizations.
- Threats: Budget constraints, competition from digital media sources.

Marketing Strategy

1. Branding and Positioning

- Establish a strong brand emphasizing accessibility, learning, and community engagement.
- Position the library as a valuable resource for education and personal growth.

2. Community Outreach

- Collaborate with local schools and community organizations to promote library programs and services.

- Host open house events to introduce the library to residents and gather community feedback.

3. Digital Presence

- Create a user-friendly website with information on services, events, and online resources.

- Utilize social media platforms to promote library events, resources, and community engagement.

4. Local Advertising

- Advertise through local newspapers, community bulletins, and radio stations.

- Distribute flyers in schools, community centers, and local businesses.

Operational Plan

Facility Overview

- Location: Centrally located in Joun, easily accessible by public transport and within walking distance for most residents.

- Facility Size: Approximately 5,000 square feet, including a main reading area, children's section, meeting rooms, and technology hub.

Staffing Plan

- Library Director: Responsible for overall management, budgeting, and program development.

- Librarians and Library Assistants: Handle day-to-day operations, including circulation, reference services, and program coordination.

- Volunteers: Engage community members in various roles such as program assistants, event organizers, and outreach coordinators.

Technology and Equipment

- Library Management System (LMS): Software for cataloging, circulation, and member management.
- Computers and Wi-Fi Access: Equipment for public use and library staff.
- Furniture and Fixtures: Reading tables, chairs, shelving units, and multimedia equipment.

Financial Plan

Startup Costs

Item	Cost (USD)
Land Acquisition	\$250,000
Construction and Renovation	\$1,000,000
Library Equipment and Technology	\$150,000
Furniture and Fixtures	\$100,000
Marketing and Branding	\$25,000
Contingency Fund	\$75,000
Total Startup Costs	\$1,600,000

Annual Operating Expenses

Expense	Cost (USD)
Staff Salaries and Benefits	\$250,000
Utilities and Maintenance	\$30,000
Library Materials (Books, Digital)	\$50,000
Programs and Events	\$20,000
Insurance and Licensing	\$15,000

Marketing and Community Engagement	\$10,000
Total Annual Operating Expenses	\$375,000

Revenue Projections

- Local Government Funding: Estimated at \$200,000 annually from municipal budgets.
- Grants and Donations: Target \$100,000 annually from grants and community fundraising efforts.
- Membership Fees and Services: Estimated at \$30,000 annually from fees for premium services (if applicable).
- Total Annual Revenue: \$330,000

Financial Projections

- Year 1: Initial operations with limited programming; projected revenue of \$330,000 and expenses of \$375,000 leading to a loss of \$45,000.
- Year 2: Increase community engagement, leading to higher attendance and programming; projected revenue of \$400,000 and expenses of \$375,000, achieving a profit of \$25,000.
- Year 3: Establish a steady flow of grants and donations; projected revenue of \$450,000 and expenses of \$400,000, resulting in a profit of \$50,000.

Funding Requirements

- Seeking \$1,600,000 in financing to cover startup costs and initial operating expenses.
- Potential sources include:
 - Government support
 - Grants from cultural and educational foundations
 - Community fundraising efforts

Implementation Timeline

Phase	Duration	Description
Planning and Licensing	6 months	Secure land, permits, and licenses.
Construction	12 months	Build and equip the library.
Staffing and Training	4 months	Hire and train staff.
Marketing and Outreach	3 months	Promote the library to the community.
Grand Opening	Month 18	Officially open the library.

Conclusion

The Joun Public Library aims to be a vital resource for the community, promoting literacy, education, and cultural engagement. By offering a diverse range of services and programs, the library will enhance the quality of life for residents and serve as a cornerstone for lifelong learning in Joun.

This business plan provides a comprehensive framework for establishing a public library in Joun, addressing community needs and opportunities for growth. Adjustments can be made based on specific local conditions and stakeholder input as the project moves forward.

SPECIAL PROPOSAL TO REQUEST FINANCIAL GRANTS FOR JOUN PUBLIC LIBRARY

“Promoting Literacy, Enriching Lives”

Introduction

Joun Community Library serves as essential pillars of knowledge and resource access, playing a crucial role in fostering literacy and lifelong learning. **This proposal outlines the vision, objectives, and activities for establishing a community library in the Town of Joun, Lebanon.** The Library is aimed at enriching lives and empowering individuals through increased access to information, education, and cultural resources. By promoting literacy and community engagement, these Joun Community Library will become hubs of knowledge, creativity, and collaboration, transforming communities into thriving environments of growth and opportunity.

Library Vision

Joun Public Library and Joun Library Foundation seek to establish a community library in the near future. The library has the potential to play an important role in the revitalization of the town of Joun and the neighboring towns and could serve as an anchor tenant for a multi-use development. The goal of the library is to meet the following needs:

- Serve as a neutral space where all are welcome and residents from different age, cultural and socio-economic backgrounds can interact and learn from each other.
- Provide resources for towns workers: a quiet space for breaks, convenient materials pick-up and drop-offs, and services for career growth.
- Serve as a community connector by partnering with local groups to host cultural and educational events and classes, and provide space for non-library meetings and events.
- Serve as a catalyst for the Iqlim al Kharroub region’s development.

The Joun Public Library won’t look like a typical library, packed with rows of books and people quietly reading in corners. Instead, it will be a highly flexible space that is an exciting and vibrant hub of activity. Residents will stop by to pick up the books and DVDs they placed on hold online. Job seekers and tourists will use the free Wi-Fi and small business center to print documents. Local residents will stop by for classes and entertainment. In the evening, educational and cultural groups will offer courses in the large community room.

While a small collection of popular books and DVDs will be available for check-out and magazines and newspapers will be available for browsing, staff will be much more

focused on creating and curating experiences and offering services to customers. Staff will also go into the community to develop partnerships with local businesses and service providers to bring timely and relevant programs into the library.

Apart from programs, the library will provide flexible spaces to suit various user groups. Furniture will be on wheels so that users can move tables and chairs around to create different configurations for reading, group projects, events and small meetings. The library will have a large community meeting room, as well as several study rooms (for 2-6 people) for small business meetings, group projects or quiet studying.

Finally, the library will have public computers, as well as laptops and devices for check-out within the library, and a wireless printer/copier/scanner to provide basic business services. The Library anticipates that with an opening in the next few years, there will still be a need for desktop computer stations. However, it is possible that over time, this need could be fulfilled solely with laptops and portable devices for check out..

Problem Statement

In many underserved communities, access to educational resources and literacy programs remains limited. Factors such as poverty, lack of transportation, and insufficient funding for educational initiatives contribute to low literacy rates and hinder personal and professional development. Many individuals, especially children and marginalized groups, lack access to books, technology, and learning opportunities, leading to cycles of poverty and limited future prospects. Establishing Joun Community Library can address these challenges by providing free access to resources, literacy programs, and a supportive environment for learning.

Objectives

Enhance Literacy Levels:

Despite the good literacy rates in Joun itself, an increase in literacy rates in the region will be crucial by providing access to a wide range of reading materials and implementing targeted literacy programs for children and adults, aiming for a minimum 20% improvement in literacy levels within three years.

Establish Resource Centers:

Create well-stocked Joun Community Library that serve as resource centers, offering books, digital media, educational tools, and internet access to facilitate learning and research for all age groups.

Foster Community Engagement:

Promote community involvement through regular events, workshops, and programs that encourage participation, collaboration, and dialogue among residents, targeting a participation rate of at least 50% of the community within the first year.

Support Local Talent:

Develop platforms for local artists, writers, and educators to showcase their work and engage with the community through events, exhibitions, and reading sessions, with at least four major events held annually.

Promote Lifelong Learning:

Offer a variety of educational programs, including skill-building workshops, technology training, and continuing education courses, aimed at fostering lifelong learning habits among community members, with a goal of enrolling at least 100 participants in these programs each year.

Cultivate Cultural Awareness:

Implement programs that celebrate the diverse cultural heritage of the community, facilitating understanding and appreciation of different cultures through events, discussions, and exhibitions, targeting a participation rate of at least 30% in cultural events.

Encourage Volunteerism:

Develop a robust volunteer program that recruits community members to assist in library operations and programming, aiming for at least 50 active volunteers within the first two years.

Ensure Sustainability:

Establish a sustainable funding model for the Joun Community Library through community fundraising, grants, and partnerships, aiming to secure at least 75% of the operational budget from non-governmental sources within three years.

Monitor and Evaluate Impact:

Create a comprehensive monitoring and evaluation framework to assess the effectiveness of library programs and services, ensuring that objectives are met and necessary adjustments are made based on community feedback and data collection.

Regular reports will be shared with stakeholders to demonstrate impact and accountability.

Project Activities

Library Setup and Resource Acquisition:

Identify suitable locations for community Joun Community Library.

Develop partnerships with local schools, organizations, and businesses to acquire books, digital resources, and technology (e.g., computers, tablets).

Create diverse collections that include fiction, non-fiction, educational materials, and cultural resources.

Literacy Programs:

Organize reading programs for children, including story time sessions and reading challenges.

Offer adult literacy classes and workshops on various topics, including digital literacy and resume writing.

Cultural Events and Workshops:

Host monthly cultural events showcasing local authors, artists, and musicians.

Conduct workshops on various subjects, such as creative writing, art, and cultural awareness.

Community Engagement Activities:

Establish book clubs, discussion groups, and community forums to encourage dialogue and collaboration among residents.

Partner with local schools to create after-school programs that support students' literacy and educational needs.

Outreach and Marketing:

Implement outreach strategies to raise awareness of library services, programs, and events through social media, local newspapers, and community bulletin boards.

Collaborate with local organizations to reach underserved populations and promote library resources.

Volunteer and Internship Programs:

Develop opportunities for community members to volunteer at the Joun Community Library, gaining valuable experience while contributing to library operations.

Establish internship programs for local high school and college students interested in library science and community service.

FACILITY REQUIREMENTS

Exterior/Site

- Located in a selected place in Joun; the closer to Town's core, the better.
- Ground level/storefront entrance.
- Plenty of windows for maximum visibility from the street.
- Handicap access, and preferably handicap parking within 1 block.
- Access to bus route.
- Co-located with or close to a café.
- A site with potential to expand for future growth.

Interior

- The entire facility will need adequate electrical/Internet outlets along walls and in the floors to allow users to power their personal devices and access the Library's public computers; the library will need adequate broadband delivery as well.
- A large program room with kitchenette for programs and classes; ideally, the room will have its own secure entrance that community partners could access with a key code for off-hours events.
- 2-4 small meeting rooms for small group study or business meetings; ideally, these rooms will have moveable walls so they can be set up in configurations for different needs.
- An enclosed staff workroom for 3-4 work stations (a single countertop with multiple computer stations) and additional storage space, plus a kitchenette/small break area. A private staff restroom would be preferable.
- Restrooms: restrooms are resource-intensive for libraries. A shared restroom outside of the library in a multi-use facility would be ideal. Otherwise, consideration will need to go into designing restrooms that are safe, easy to maintain and don't allow for a single user to lock themselves inside to vandalize the space or do illicit activities.
- The remaining space should be an open floor plan that the library can fill with reading chairs, partitions and tables on wheels that can be moved into different configurations depending on the user's needs. Within that space:
 - Approximately one quarter of the open floor space will be for computer stations.
 - Shelving will be limited to a small collection of popular books and DVDs, as well as a shelf for patron holds. Ideally, shelving would go along the walls, to keep the floor space open.
- Have spaces for displaying art, especially work created by local artists, art and/or rotating exhibits/pieces from the town of Joun and surrounding towns.

AREA	Square Meters Required
Open floor area for shelving, computer stations and public seating	130
2 study rooms @ 120 sf each (w/potential to merge into one room)	23
1 large program room w/ kitchenette	93
Staff work area	30
Storage area	150
Shipping and receiving space for courier and holds transfers	15
Restrooms	16
Total net assignable square meters	66
15% non-assignable square meters	316
GROSS square meters	839

LIBRARY FEATURES

Services Offered

- A small collection of popular books for check-out; a browsing collection of materials, magazines and newspapers
- Book/DVD holds pick-up and returns
- Free Wi-Fi
- Computer stations for public access

- Business services—printing, copying, scanning, 15-minute express computer stations
- Classes
- Meeting room spaces
- Staff will curate the customer experience to meet the needs of a variety of users to ensure that no one group dominates to the exclusion of others
- Could potentially have a small collection of Joun or Al Chouf books for sale to visitors

Partnership Opportunities

We seek to make the Library a community-driven, partnership-based entity that acts as a hub for multiple community projects and constituencies. Potential partners include:

- Workforce and small business development entities
- Arts & cultural groups
- Convention center and tourism groups
- Educational institutions
- Housing & mixed-use retail developments
- Arts & cultural organizations, theaters and galleries
- Teen-focused groups

Staffing:

Library Supervisor: oversee the Library’s outreach and coordination with community groups for programs and services, serve as lead reference librarian, supervise staff and manage branch administration.

Library Assistant serve as point of contact for setting-up library programs, staff the front desk to answer questions and help check-in/out materials, help with computer reservations, shelve materials.

Library Assistant staff the front desk to answer questions and help check-in/out materials, help with computer reservations, shelve materials.

Library Assistant: provide extra coverage at peak hours to staff the front desk to answer questions and help check-in/out materials, help with computer reservations, shelve materials.

FINANCIAL DATA (Estimations: Only for general guideline)

Item	Estimated Capital Costs
Furniture	\$30,000
Fixtures (signage, circ desk, shelves)	\$54,000
Self-check station, RFID, security gates	\$55,000
Copier/Scanner/Printer Unit	\$35,000
Office & Library supplies	\$5,000
IT (staff, public computers + accessories)	\$5,000
Screen, phone for conference room	\$25,000
Security (cameras, key card door locks, bike rack)	\$2,000
1% for Art (1.1% of construction)	\$20,000
TOTAL Library Furniture, Fixtures and Equipment	\$21,505
Estimated Operating Costs	\$252,505
Personnel Expense	
Annual	Hrs/ Wk
Employees Benefits + taxes	Wages
Library Supervisor (Prof. Librarian, Grade 14,1)	Annual Cost
TOTAL Personnel Expenses	\$47,000
Annual Operating Costs	\$286,000

Item	Annual Estimated Cost
Personnel	\$286,000
Technology (Phone, Broadband/Wi-Fi)	\$7,000
Library Collection (periodicals + paperbacks)	\$22,550
Operating supplies (includes courier)	\$20,000
Security guard at \$33/hr.	\$60,000
CAM (common area maintenance) + utilities w/ janitorial)	\$54,740
(purchasing, accounting, employee relations, reprographics)	\$34,000
TOTAL Operating Expenses	\$484,290

Estimated Revenues

Options for revenue include sponsorships of programs and services, naming rights to rooms, and rental income for meeting rooms. As we get closer to a defined project, we will explore these options further and determine which ones are the best fit for capital vs. operating funds.

Potential locations

To be decided by Joun Municipality Leadership

Implementation Plan

Timeline:

- Phase 1 (Months 1-3): Identify locations, establish partnerships, and acquire resources.
- Phase 2 (Months 4-6): Set up Joun Community Library, launch literacy programs, and organize cultural events.
- Phase 3 (Months 7-12): Evaluate programs, gather community feedback, and refine offerings.

Staffing:

Hire qualified librarians and program coordinators to oversee library operations and community engagement activities.

Recruit volunteers to assist with daily operations, events, and programs.

Budget:

Estimate costs for library setup, resource acquisition, staffing, marketing, and program implementation.

Identify potential funding sources, including grants, donations, and local sponsorships.

Monitoring and Evaluation

To ensure the success and sustainability of the community Joun Community Library, a robust monitoring and evaluation framework will be established. This will include:

Data Collection:

Regularly collect data on library usage, attendance at events and programs, and participant demographics.

Feedback Mechanisms:

Implement surveys and feedback forms to gather input from library users and community members regarding services, programs, and resources.

Impact Assessment:

Assess the impact of literacy programs on participants' reading skills, engagement levels, and community involvement.

Reporting:

Prepare periodic reports summarizing findings and progress, which will be shared with stakeholders, funders, and the community.

Expected Outcomes

Increased Literacy Rates:

The primary outcome of establishing Joun Community Library will be a measurable increase in literacy rates among community members, particularly among children and adults participating in reading programs and literacy classes. Regular assessments will help track progress over time.

Expanded Access to Resources:

Community members will benefit from enhanced access to a diverse range of books, digital materials, and educational resources. This will empower individuals to pursue self-directed learning and improve their knowledge across various subjects.

Greater Community Engagement:

The Joun Community Library will foster stronger community ties by hosting events, workshops, and discussion groups, leading to increased participation and collaboration among residents. We expect a rise in community initiatives and partnerships as residents connect through shared interests.

Support for Local Artists and Authors:

Local talent will gain visibility and recognition through library-hosted events, readings, and showcases. This support will not only enhance the cultural landscape of the community but also inspire future generations of artists and writers.

Development of Lifelong Learning Habits:

By providing continuous learning opportunities and programs for all age groups, the Joun Community Library will cultivate a culture of lifelong learning. Community members will be more inclined to engage in educational pursuits, enhancing their personal and professional skills.

Increased Volunteerism:

The establishment of the Joun Community Library will encourage community members to volunteer their time and skills, fostering a spirit of service and collaboration. This engagement will help build leadership skills and strengthen community ties.

Cultural Awareness and Appreciation:

Through programs that celebrate diversity and cultural heritage, community members will gain a deeper understanding of different cultures, fostering respect and reducing prejudices. Increased participation in cultural events will promote unity and inclusiveness.

Sustainable Library Operations:

With successful fundraising efforts and community support, the Joun Community Library will establish a model for sustainability, allowing them to continue providing valuable resources and services for years to come.

Positive Community Impact:

Overall, the initiative is expected to have a lasting positive impact on the community, contributing to social cohesion, economic development, and improved quality of life for residents. The Joun Community Library will become essential resources for empowerment and growth, shaping a brighter future for all community members.

Conclusion

The establishment of Joun Community Library is not just an initiative to increase access to books; it is a **transformative** project that aims to uplift entire communities by promoting literacy, fostering lifelong learning, and encouraging cultural exchange. By creating welcoming spaces where individuals can engage with diverse resources, participate in enriching programs, and connect with one another, we are laying the groundwork for a brighter future.

The Joun Community Library will serve as vital hubs for knowledge, creativity, and community cohesion, offering opportunities for personal and professional development to individuals of all ages and backgrounds.

With a focus on enhancing literacy rates, supporting local talent, and fostering a culture of learning, this initiative holds the potential to significantly impact the lives of community members, and empowering individuals to pursue their dreams.

Request for Funding

We invite [Funding Organization/Partner] to join us in this essential endeavor, as your support will enable us to realize our vision of vibrant, accessible community Joun Community Library. Together, we can create environments where curiosity flourishes, knowledge is celebrated, and communities thrive.

Investing in Joun Community Library means investing in the future—one where everyone has the opportunity to learn, grow, and succeed.

Let us work together to promote literacy, enrich lives, and build a stronger, more connected community.

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Strategic plan for a public library in Joun

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