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| Long Range Plan |
| 2024-2028 |
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**Vision**

The Brook Iroquois Washington Public Library is a community-centered, content-driven library dedicated to being a vital part of the community’s educational and recreational foundation. We are focused on honoring history as we lead our patrons into the future.

**Mission**

The mission of the Brook Iroquois Washington Public Library is to serve and enrich our community by promoting reading, providing information access, and encouraging literacy and learning.

**Community Overview, Needs, and Goals**

The library serves just over 1,500 people across two townships, with an estimated 36.2% (562 people) of the service population currently holding a library card. An additional 57 people from 10 different towns hold reciprocal cards with our organization as well as 4 community organizations. Our largest patron group is Adults (nearly 50%), with the second largest group being Juveniles (nearly 25%), followed by seniors (roughly 12%).

The service area population is mostly white, non-Hispanic; however, there is an increasing population in the Hispanic group (a reported 12.5% in the 2020 census), though our patron base does not reflect this, suggesting that we are not effectively serving this group. The library needs to determine what services are needed by this resident group and do its best to meet those needs.

The majority of the population is families with children. This calls for a strong youth services department. There is also a large group of middle-aged to senior patrons as well which would benefit from resources geared toward their needs. The George Ade Nursing Home is located in the Library’s service area, and they need programming and resources for their residents.

With the steady decline in area businesses, the library needs to look into resources that existing businesses might need, as well as resources that might aid new startups. Finally, given the state of the average income of the service area population (Iroquois Township has a median $45,954 income and 17.4% poverty rate compared to the county average of $62,306 and 11.3%), the resources that will to be provided need to come at no-cost, or low-cost if necessary, to the community.

Our community is full of beneficial organizations with great opportunities for its residents, but they need to find a way to better collaborate in order to provide cohesive services to its members and raise public awareness of these services and opportunities. We need to ensure that all of the diverse interest groups of the population are being served sufficiently, and that the community has a dedicated, comprehensive resource offering relevant, reliable information about these organizations, opportunities, and resources.

**Assessment of Current Facilities, Services, Technology, and Operations**

Facility  
Having reviewed our current facility, it has been decided that the library needs more square footage to adequately meet the needs of our community. Our Carnegie Library, while filled with history and character, lacks some modern-day aspects that are needed to adequately serve our patrons to the best of our ability. During the last Long Range Plan, we made great strides toward an expansion by purchasing another parcel of land to the north of our current building. Progress now needs to focus on developing the site in a way that best meets community needs.

Services  
Our services continue to steadily increase, but there is still plenty of room for growth and improvement as our community grows and evolves. Community input will be critical to the implementation of timely, successful, and effective services.

Technology  
Our technology overall is more than adequate for our needs; however, as technology changes rapidly, routine updates and upgrades will be necessary to ensure staff have efficient and adequate technology to serve our patrons to the best of their ability.

Operations  
Our operations have developed and evolved to meet the demands of the community, but this is a constantly changing cycle that needs to grow and change as we do. Staff will be ever aware of any inconsistencies or hindrances between policy and procedure and will make recommendations to the Board of Trustees to ensure that we are operating to the best of our ability.

**Summary of Key Components of the Long Range Plan**

In an effort to create a well-rounded, honest, and effective document, several months were spent collecting input from local residents. Long Range Plan Committee members collected feedback from area residents via community surveys, a passive community input activity, and a community open house discussion event. One Community Leader roundtable discussion was held, as well as a staff in-service day focused on long range planning discussion.

The following goals, objectives, and performance measures are the result of the Long Range Planning Committee’s in-depth examination of our current facility, services, technology, operations, and collection paired with their evaluation of all of the community responses that were obtained. The following goals and objectives have been deemed necessary by the Long Range Plan Committee to keep our Library up-to-date, successful, relevant, and vital to our community.

**Goals and Objectives for 2024-2028**

**FACILITY**

**Goal 1:**We will design a building renovation and expansion plan to create a space that better serves the needs of the community and the diversified services of the library.

***Objective 1.1:*** Board members and staff will research current trends and technologies to consider for the project

*Performance Measures:* a) Board members will take field trips to other libraries  
 b) Director will gather input from staff   
 c) Board members and staff will assess current space usage

***Objective 1.2:*** Contractors and library representatives will work to evaluate problem areas in the current library

*Performance Measures:*a) Investigate new drop box options/locations  
b) Incorporate better signage to help patrons navigate the collection independently  
c) Investigate solutions for the original, clunky furniture  
d) Reimagine AWE computer space  
e) Develop better display areas for traveling displays, art shows, etc.

***Objective 1.3:*** Contractors and library representatives will work to design a more functional staff space

*Performance Measures:* a) Include an area off-floor for staff lunches  
 b) Include storage space for staff’s personal belongings  
 c) Include an off-floor staff workroom  
 d) Include better boundaries between patron and staff spaces

***Objective 1.4:*** Contractors and library representatives will work to redesign the shelving layout in the entire facility

*Performance Measures:*a) Find a better way to shelve Library of Things items on the floor to increase circulation  
b) Purchase new, uniform shelving to reduce incompatible parts and increase visual appeal  
 c) Redesign the collection layouts for a better flow and cohesiveness

***Objective 1.5:*** Contractors and library representatives will work to design private-use spaces

*Performance Measures:*a) Include study rooms  
b) Include a community room  
c) Include a patron lounge equipped with comfy seating, charging stations, etc.

***Objective 1.6:*** Contractors and library representatives will work to design a more effective teen area

*Performance Measures:*a) Locate away from high-traffic area  
b) Design to include tech features like gaming systems  
c) Gather input from teens at various points during the design

***Objective 1.7:*** Investigate better parking options for our facility

*Performance Measures:*a) Work with contractors to design and build a parking lot on the Highway Street Property  
b) Incorporate a greenspace for outdoor reading and various library activities  
c) Expand security system to cover parking lot

**Goal 2:** Our library will better prepare for equipment replacements and facility repairs.

***Objective 2.1:*** Create and maintain a Mechanical Systems Maintenance Schedule

*Performance Measures:*a) Identify appropriate contractors to help estimate current condition of various mechanical systems  
b) Identify current age of all mechanical systems  
c) Work with contractor to determine estimated time of upcoming maintenance/replacement/repairs and create a schedule  
d) Use schedule in annual budgeting process

***Objective 2.2:*** Create and maintain a Building Maintenance Schedule

*Performance Measures:*a) Identify appropriate contractors to help estimate current condition of building and its various components  
b) Identify last significant maintenance/repairs for various components  
c) Work with contractor to determine estimated time of upcoming maintenance/replacement/repairs and create a schedule  
d) Use schedule in annual budgeting process

**TECHNOLOGY**

**Goal 3:** Our staff needs up-to-date technology resources to improve efficiency and better serve our patrons.

***Objective 3.1:*** Maintain an accurate replacement schedule

*Performance Measures:*a) The director will complete annual equipment evaluations with AVC  
b) AVC will offer insight into needed upgrades and replacements  
c) The director and the board will adjust the budget according to anticipated replacement needs

***Objective 3.2:*** Investigate emerging technology

*Performance Measures:*a) The director will speak with other directors regularly about new technologies  
b) The director and staff will speak with vendors at conferences to learn of new technologies  
c) The director will read professional library journals and magazines to stay updated on new offerings

**Goal 4:** The library’s server room needs to be more efficient and needs room for expansion.

***Objective 4.1:*** Consider growth opportunities during expansion project

*Performance Measures:*a) Library representatives will work with contractors to consider alternative locations for the server, rack, and associated equipment that will allow for growth  
b) The director will visit other libraries to investigate their server room setups  
c) Consult IT team for recommendations

***Objective 4.2:*** Better maintain the space

*Performance Measures:*a) Identify and remove any equipment no longer in use  
b) Work with ENA to create a map of the switch  
c) Ensure that contractors remove any equipment they are replacing

**Goal 5:** Our library will offer more technology-based patron services.

***Objective 5.1:*** Investigate the need and demand for new types of loanable technology

*Performance Measures:*a) Talk to the local school about technology trends that they see and recognize a demand for  
b) Talk to the local churches about technology trends that they see and recognize a demand for

***Objective 5.2:*** Investigate new types of in-house use technology services

*Performance Measures:*a) Staff will reach out to other area libraries to inquire about their new technology offerings  
b) Director will investigate 3D printers  
c) Director will investigate video conference capable equipment for large spaces  
d) Director will investigate equipment to record and preserve oral history discussions

***Objective 5.3:*** Offer more technology-based workshops for patrons

*Performance Measures:*a) Staff will offer workshops featuring any new technology offerings from the library to better help the patrons understand the technology that is offered  
b) Staff will attend trainings to learn about new technology available  
c) Staff will poll the community to investigate what topics and technologies are desired

**SERVICES**

**Goal 6:** Our library will strive to improve the overall health of the community.

***Objective 6.1:*** Offer more health-based services

*Performance Measures:* a) Staff will work with Purdue Extension to schedule nutrition-based programming  
 b) Programmers will find local experts to lead new types of programming  
 c) Look into space needs and ways around space restrictions  
 d) Programmers will put special focus on fitness programs and activities

***Objective 6.2:*** Improve public’s awareness and capabilities on emergency training

*Performance Measures:* a) Invite public safety personnel to lead public workshops on various safety topics  
 b) Host CPR and BLS (Basic Life Saving Skills) trainings  
 c) Have certain staff members gain certification in basic emergency training

***Objective 6.3:*** Place special focus on mental health programming and resources

*Performance Measures:*c) Staff will participate in professional development opportunities centered around mental health   
d) Staff will disseminate mental health educational information and resources to   
residents when available   
a) Staff will find ways to passively incorporate mental health strategies into programming for all ages  
b) Staff will work with professionals to offer programming geared towards all aspects of mental health  
e) Board will provide staff with mental health resources and support

***Objective 6.4:*** Address food shortage for our residents

*Performance Measures:*a) Staff will investigate funding for after school snack programs  
b) The director will investigate alternative summer lunch programs that allow for summer-long options with less restrictions than the current program  
c) Contractors and library representatives will consider a community garden space on the Highway St property

**Goal 7:** Our library will broaden the cultural awareness of the community.

***Objective 7.1:*** Minimize language barriers in the community

*Performance Measures:*a) Collection Management department will focus on building our foreign language offerings  
b) Programmers will offer regularly scheduled ESL classes  
c) Staff will offer series of programs and displays focused on different world cultures  
d) Staff will offer bilingual story times  
e) Director will investigate options for local translating services

***Objective 7.2:*** Bring cultural experiences to Newton County

*Performance Measures:*a) Programmers will work to partner with entities outside of our service area to bring opportunities to our residents  
 1) Zoos  
 2) Museums  
 3) etc  
b) Programmers will partner with Newton County Community Services to offer senior field trip programs  
c) Collection Development will put a special focus on building a more diverse collection

**Goal 8:** Our library will find ways to draw in currently underserved demographics in our population.

***Objective 8.1:*** Offer more services to Seniors

*Performance Measures:*a) Programmers will investigate what types of programming interest this group  
b) Staff will identify and promote available resources that benefit this group  
c) Staff will investigate special needs of this group and see which of those needs the library can assist with

***Objective 8.2:*** Investigate need for homeschool services

*Performance Measures:*a) The director will work to identify any homeschool families in our service area  
b) Programmers will investigate what types of programming interest this group  
c) Staff will identify and promote available resources that benefit this group  
d) Staff will investigate special needs of this group and see which of those needs the library can assist with

**Goal 9:** Our library will strive to promote the importance of education and support learning opportunities

***Objective 9.1:*** Promote the importance of Early Education

*Performance Measures:*a) Director will locate service providers in our area and collaborate with them  
b) Staff will connect with service providers for professional development opportunities  
c) Programmers will incorporate educational skills into regular programming  
d) Staff will disseminate educational material whenever available  
to incorporate new skills into their work

***Objective 9.2:*** Support continuing education for adults

*Performance Measures:*a) Director will locate service providers in our area and collaborate with them  
b) Director will investigate opportunities for adult education and GED classes  
c) Staff will disseminate educational material whenever available  
d) Director will investigate citizenship programs to offer

***Objective 9.3:*** Increase support for our student population

*Performance Measures:*a) Staff will continue to partner with South Newton and other area schools in as many ways as possible  
b) Director will investigate a regularly-occurring homework help program  
c) Programmers will build educational skills into regular programming  
d) Staff will disseminate educational material whenever available

**Goal 10:** Our library will offer more opportunities for patrons with disabilities.

***Objective 10.1:*** Programmers will offer more inclusive programming

*Performance Measures:*a) Evaluate 2020 census data to determine which disabilities exist in our service area  
b) Identify best way of communicating with residents with disabilities and inquire about needs  
c) Compare needs to current library services to determine where the gaps in service are  
d) Programmers will connect with professionals to develop more inclusive programming

***Objective 10.2:*** Increase the enrollment of the Walking Books Program

*Performance Measures:*a) Locate individuals who qualify for the program  
b) Utilize local health center to promote the program  
c) Identify best way of communicating with homebound residents  
d) Find new ways of promoting the Walking Books Program

**OPERATIONS**

**Goal 11:** Our library will maintain safety and efficiency through effective policies.

***Objective 11.1:*** Establish emergency policy and procedures

*Performance Measures:*a) Library Board will establish a committee  
b) Committee will evaluate available samples of other libraries  
c) Committee will consult with appropriate local officials and authorities  
d) Committee will review insurance policy

**Goal 12:** We will reduce staff turnover and encourage professional development.

***Objective 12.1:*** Promote team development

*Performance Measures:* a) Director will find new ways of group communication   
 b) Library staff will participate in quarterly staff development days  
 c) Library Board will find ways to show staff appreciation

***Objective 12.2:*** Offer health benefits to full time staff

*Performance Measures:* a) Library Board will investigate supplemental options  
 b) Library Board will look into major medical options  
 c) Library Board will consider providing health insurance allowance

**Goal 13:**  The library will strengthen its outside relationships.

***Objective 13.1:*** Establish Friends of the Library Group

*Performance Measures:*   
a) Library Board will consult legal counsel  
b) Find motivated volunteer(s) to spearhead project  
c) Investigate relationship between other boards/directors/friends groups to see how they function together

***Objective 13.2:*** Investigate possible partnerships

*Performance Measures:*   
a) Investigate ways to better serve students through working with the school  
b) Director and programming staff will promote community awareness and activism by working with community organizations such as the historical society  
c) Director and programming staff will work with local new sources more frequently to increase public awareness

***Objective 13.3:*** Strengthen the library’s relationship with Town Council and other civic organizations

*Performance Measures:*   
a) Director and library representatives will regularly attend Town Council Meetings  
b) Library representatives will investigate area organizations that they could become members of to increase our representation  
c) Library representatives will regularly invite other civic organizations to participate in our offerings

***Objective 13.4:*** Director will mentor new area directors to promote a stronger and healthier library culture in Newton County

*Performance Measures:*   
a) Director will offer help and guidance to area directors  
b) Director will stay informed on all library-related legislation and happenings at the local, state, and federal level  
c) Library representatives will partner with other libraries when the opportunity presents itself

**Goal 14:** Our library will better promote its services to increase awareness, attendance, and usage

***Objective 14.1:*** Offer texting service to patrons

*Performance Measures:*a) Director will investigate patron interest in a texting service  
b) Director will investigate different options for mobile messaging platforms  
c) Director will consider both free and paid options, and determine if there is room in the budget for such service

***Objective 14.2:*** Revamp external promotional materials

*Performance Measures:*a) Programmers will start offering bilingual promotional materials  
b) Programmers will start utilizing the school systems to help disseminate program information  
c) Programmers will include wording that eliminates the assumption of residency requirements for programs and services

***Objective 14.3:*** Consider new, interchangeable signage for exterior

*Performance Measures:*a) Director will investigate different types of sign options  
b) Director will present various options to board for consideration  
c) All library representatives will keep the historic nature of the property in mind when considering the various options

***Objective 14.4:*** Offer new resident welcome kits

*Performance Measures:*a) Director will identify potential dissemination sites   
b) Library representatives will create a kit filled with informational and promotional material  
c) Director will consider other organizations that may join in the effort

***Objective 14.5:*** Increase awareness of in-house and digital use services

*Performance Measures:*a) Library staff will identify lesser known/used resources offered by the library  
b) Director will feature services in online advertising efforts  
c) Director will create promotional material and signage to disseminate in house

***Objective 14.6:*** Enhance in-house promotional materials

*Performance Measures:*a) Director will investigate better technologies for digital signage inside the building  
b) Library staff will keep bulletin board and handouts up-to-date and visually appealing

**COLLECTIONS**

**Goal 15:** Our library will offer more resources geared toward patrons with disabilities.

***Objective 15.1:*** Expand our collection to include more adaptive resources

*Performance Measures:*a) Evaluate 2020 census data to determine which disabilities exist in our service area  
b) Identify best way of communicating with residents with disabilities and inquire about needs  
c) Compare resident needs to current library services to determine where the gaps in service are  
d) Collection Development will identify area service providers to connect with and gain insight about best resources

**Goal 16:** Our library will offer a more inclusive, well-rounded collection

***Objective 16.1:*** Continue to grow the Library of Things

*Performance Measures:*a) Director will look into alternative reading devices, such as Tonie boxes  
b) Director will continually look for feedback from patrons to gain insight into desired items  
c) Director will continue to look for funding to support the project

***Objective 16.2:*** Grow electronic offerings as technology develops

*Performance Measures:*a) Director will stay informed of emerging technologies  
b) Library staff will speak with vendors at conferences to learn of new products  
c) Library staff will speak with schools and other entities as to what needs they see among the community

**Financial Resources and Sustainability**

The Library Board and the Director will continue to monitor all directives from the Indiana State Board of Accounts and comply with all state laws. They will keep a close eye on investments to ensure that the best possible financial decisions are being made, and will adhere to the policies set forth in the Internal Control Policy to adhere to best practices. They will investigate and use as many local and federal grant funding options as possible.

**Equipment Replacement Schedule**

The Library Board and the Director will continue to consult with their outsourced IT specialist on a regular basis for their recommendations on necessary equipment updates. They will also regularly walk the library floor and pay special attention to furniture, shelving, etc. to ensure that we are maintaining our equipment and replacing items when necessary. The Library Board will continue to provide a generous equipment appropriation on the budget each year to promote equipment upgrades.

**Professional Development Strategy**

The most valuable resource in the library is the library staff. Our organization will invest in our staff by providing ample opportunities for professional development and training, both in- and out-of-house. Trustees will maintain an updated Employee Policy that outlines financial support for such efforts.

**Ongoing Evaluation Process**

The Library Board and the Director will review this policy quarterly to ensure progress and make any necessary changes, additions, or adjustments.

**Progress and Accomplishments**

***Objective 5.1:*** Investigate the need and demand for new types of loanable technology

2/2024 – The library now offers Tonie Kits and Tonie figurines as part of our Library of Things

***Objective 6.3:*** Place special focus on mental health programming and resources

2/2024 – Krissy joins South Newton on the grant project “Sources of Strength”, a project to combat teen suicide in our communities.

***Objective 7.1:*** Minimize language barriers in the community

2/2024 – The library unrolled their new English Language Learning program.

***Objective 9.1:*** Promote the importance of Early Education

2/2024 – Director and youth services dept became trained in Zoo-Phonics curriculum to start including phonics lessons in programming

***Objective 9.2:*** Support continuing education for adults

2/2024 – The library unrolled their new English Language Learning program.  
 2/2024 – Accepted a Work One work experience employee to assist with their GED attainment

***Objective 13.2:*** Investigate possible partnerships

2/2024 – Krissy joins South Newton on the grant project “Sources of Strength”, a project to combat teen suicide in our communities.

***Objective 13.3:*** Strengthen the library’s relationship with Town Council and other civic organizations

1/2024 – Krissy has started attending town council meetings when able and is dispersing monthly library reports.

***Objective 13.4:*** Director will mentor new area directors to promote a stronger & healthier library culture

1/2024 – Krissy works to train Otterbein’s new board members and director

***Objective 14.1:*** Offer texting service to patrons

2/2024 – Library releases Band App account to patrons

***Objective 16.1:*** Continue to grow the Library of Things

2/2024 – The library now offers Tonie Kits and Tonie figurines as part of our Library of Things