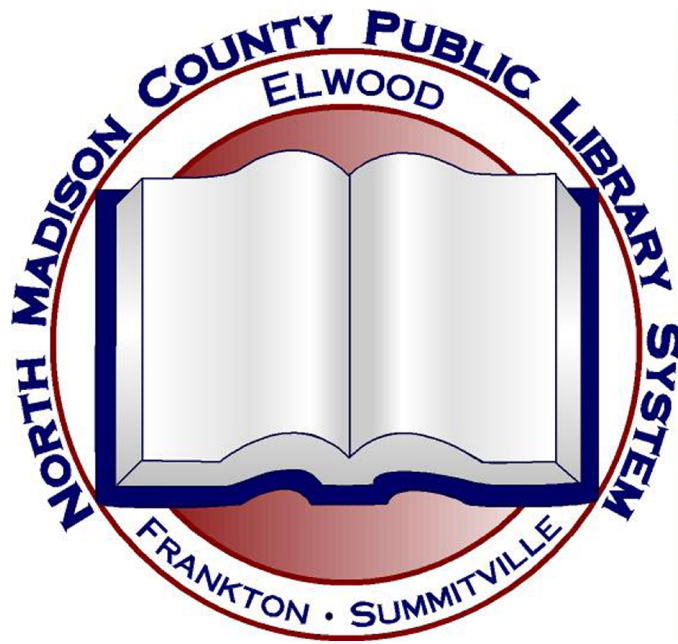


**LONG RANGE PLAN  
2022 - 2027**

**NORTH MADISON COUNTY  
PUBLIC LIBRARY SYSTEM**



Adopted by the

**NMCPLS Board of Trustees**

# Table of Contents

Vision and Mission	
.....	
2	
Introduction to the Library System	
.....	2
Community Strengths, Weaknesses, Opportunities and Threats	
3	
Library Strengths, Weaknesses, Opportunities and Threats	
4	
Community Needs	
.....	
5	
Goals, Objectives, Financial Resources and Sustainability and Evaluations	5 - 11
Equipment Replacement Schedule	
.....	11
Professional Development Strategy	
.....	12

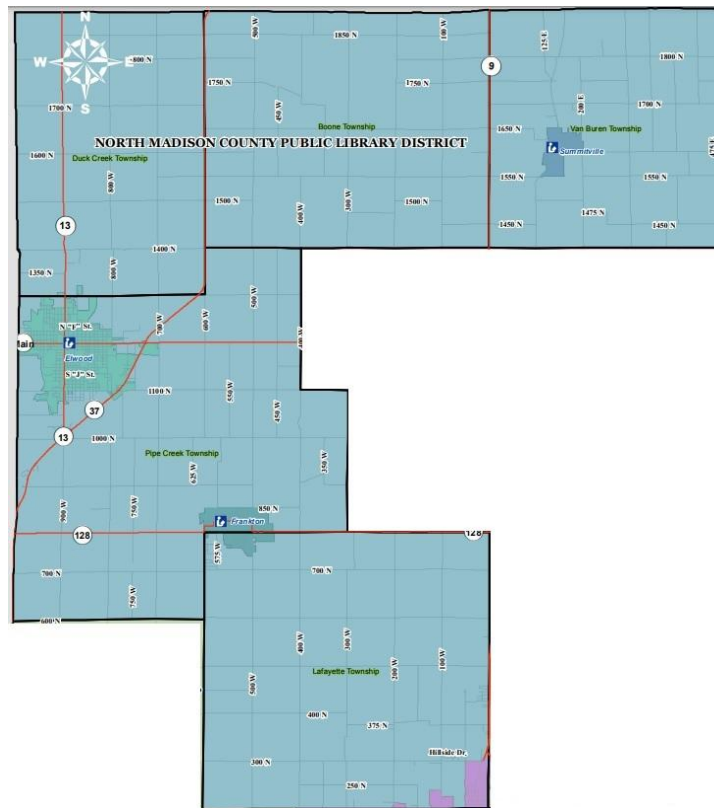
**Our Vision: To provide accessible services, programs and materials that promote a community of creativity, exploration, curiosity and cultivates lifelong learning.**

**Our Mission: Get connected and stay connected to your community and the world through your library.**

The North Madison County Public Library System consists of three facilities—each located in a separate community. The Elwood Public Library serves as the central facility and provides support to each of two branches—Frankton Community Library, and the Ralph E. Hazelbaker Library in Summitville.

While NMCPLS recognizes its primary responsibility to its own constituency, it is also committed to cooperative sharing of resources and services with other agencies for the mutual benefit of all. Residents of five townships are served by the system – Pipe Creek, Duck Creek, Boone, Van Buren, and Lafayette. In addition, NMCPLS supports the educational mission of the following public school districts: Elwood Community School Corporation, Frankton-Lapel Community Schools and Madison-Grant United School Corporation.

The long range planning committee first met in March of 2021. The committee consisted of management, clerks and 2 library board members. The committee met several times during the year of 2021. The first task of this committee was to interview members of our communities or offer them access to fill out the survey online. We asked members from our schools, city and town councils, attorneys, club members, chamber executive, church members, hospital, homeschool parents, and business owners. We had 75 responses to our survey.



The results of the survey emphasized our three communities' and library system's strengths, weaknesses, opportunities and threats (SWOT). The Long Range Planning Committee also contributed to the Library's SWOT.

### **Community Strengths**

All three of our communities are small towns with public services and a sense of community.

The distance from Indianapolis, Fishers, Noblesville is close enough to encourage families looking for the small town community to investigate moving to any of our three communities.

Our proximity to major highways provides access to the larger cities for commuting to work.

### **Community Weaknesses**

Our communities lack new housing to accommodate the families wanting to move away from major cities.

Each community has a minimal number of leaders.

Lack of amenities - restaurants and shops

The prominent social issues are drug abuse, broken and low income homes, lack of parenting skills and teen pregnancy.

Employment opportunities are lacking with mostly minimum wage service jobs.

### **Community Opportunities**

Build youth programs that encourage leadership and life skills.

Attract new businesses.

Improve infrastructure and housing by applying for grants.

### **Community Threats**

Decrease in funding, businesses, population.

Increase in drug abuse and poverty.

Lack of leadership and volunteerism.

### **Library Strengths**

Friendly, welcoming and knowledgeable staff

Children's programming with emphasis on summer reading programs

Staff assistance with tasks on computers, cell phones and other electronic devices

Current online resources and services

Wi-Fi inside and outside of each library

### **Library Weaknesses**

Meeting or gathering spaces for tutoring, studying and social service meetings

Decreased patron traffic due to:

- State, county and library Covid-19 restrictions
- Temporary reduction in the number of in-person programs due to increase county transmission of Covid-19
- Availability of online resources - databases, ebooks, eaudiobooks and digital magazines
- Lack of focused marketing especially to the local schools/parents
- Lack of partnerships with the local schools

### **Library Opportunities**

Partnerships with the local schools

Marketing especially to the local schools/parents

Grants to improve indoor and outdoor programming spaces

### **Library Threats**

Decreased patron traffic due to online resources - databases, ebooks, eaudiobooks and digital magazines

Lack of funding

<b><u>Community Needs</u></b>		
Employability	Leadership Skills	Drug and Alcohol Prevention
Cover Letter & Resume Assistance	Parenting Skills	Mental Health Assistance
Interview Techniques	Money Management	Stress Management
Oral and Written Communication Skills	Critical Thinking and Problem Solving	Small Private Meeting Spaces

## **Goal #1**

Strengthen existing and develop new partnerships that will address community needs with mutually beneficial outcomes.

### **Objectives:**

1. Continue to develop and support preschool, elementary, middle and high school partnerships
  - a. Offer programs for school age children during:
    - i. Holidays and breaks using the current year school calendar
    - ii. After school hours, evenings and Saturdays
  - b. Attend school programs/events to increase awareness of library services and programs and encourage library card sign-ups.
  - c. Work with the school library personnel to present information about library resources to students.
  - d. Encourage volunteering at the library through national honor societies, student councils, sports teams and any other clubs or activities.
  - e. Investigate with school principals in the middle of June becoming a part of the enrollment process.
    - i. Library cards or ecards for every student
2. Continue to develop current and new partnerships with community resources
  - a. Current Partnerships
    - i. Adult literacy tutor through the Madison County Literacy Coalition
    - ii. Strengthening Families Program through Intersect
    - iii. Offering programs and resources to local nursing homes - Summitville Convalescent Center and Elwood Health and Living
    - iv. Chamber of Commerce/Elwood Main Street Organization and other community organizations
      1. Parades
      2. Festivals
      3. Elwood art exhibition during Elwood Glass Festival

- 4. Home Health and Garden Show
- 5. Chili Cook-Off
- 6. Community family events
- v. Elwood United Methodist Church - Kids in the Kitchen Program
  - 1. Kitchen and Dining Area
  - 2. Refrigerator/Stove
  - 3. Pots/pans and Utensils
  - 4. Church Volunteers
- vi. The Hidden in Plain Sight Trailer - Intersect
- vii. United Way – Thrive
- b. New Partnerships
  - i. Indiana Small Business Development Center and Elwood Chamber
  - ii. SCORE - Nonprofit Organization to mentor Small Businesses.
  - iii. Elwood John Hinds Career Center
  - iv. Indiana Department of Workforce Development
  - v. Anderson Museum of Art - Assist with Elwood art exhibition
  - vi. Aspire
  - vii. St. Vincent Mercy Hospital - Better Breathers program

## **Financial Resources and Sustainability**

Two line items of the operating budget, salary of assistants and programming, are the funding sources to support partnerships. As we develop partnerships, we will assess whether these line items need to be increased especially in May and June of every year when the next year operating budget is being considered. We will also seek community support for these programs.

As far as sustainability, while developing and assessing the partnership, expectations will be defined for both parties. If these expectations can no longer be met on either side, the partnership will be dissolved.

## **Evaluation**

Evaluation of each cooperative activity will be accomplished by meeting with the partner organization on a quarterly basis to assess current relationship and determine future goals.

## **Goal #2**

Provide programs for children, young adult and adult patrons that address community needs, improve partnerships and promote the library's vision and mission.

### **Objectives:**

1. 2022 - Define current weaknesses and strengths of programming efforts in all facilities.
2. 2022- 2027 Develop and implement changes as needed to ensure successful programming for all ages.
3. 2022 - 2027 Follow Goal #1/Objective #1a - e for partnering with schools.
4. 2022- 2027 Each facility will offer programs for all ages (newborns to seniors) that meet their community's needs.
5. 2022 - 2027 Each year before summer reading, letters will be sent out to local businesses asking for programming support with a focus on big one time programs. At the end of summer reading thank you letters will be sent out to all donating businesses.
6. 2022 - 2023 Investigate and potentially implement a Book-a-librarian program - Patrons would be able to book 30 minutes of time with a staff member who is knowledgeable on one or more of the following topics.
  - i. Basic Computer Skills
  - ii. Internet Basics
  - iii. Resume Assistance
  - iv. Using the Library's Online Catalog
  - v. Using the Library's Online Resources
  - vi. Downloading and accessing eBooks, eAudiobooks and Magazines
  - vii. Experience virtual reality
7. 2022 - Evaluate the job description of the outreach clerk. Investigate changes to assist with marketing library services and developing community partnerships.
8. 2022-2023 - Investigate hiring a marketing professional to assist with the latest marketing tools
9. 2023 - Implement changes to the position of outreach clerk.
10. Ongoing – Continue to support Homebound Delivery Service in Elwood.
11. Notary services at each facility.

### **Financial Resources and Sustainability**

Three line items of the operating budget, salary of assistants, traveling expenses and programming, are the funding sources to library programs. As we develop additional programs, we will assess whether these line items need to be increased especially in May and June of every year when the next year operating budget is being considered. We will also seek community support for these programs.

### **Evaluation**

Evaluation of new and current programs will take place at the end of every program cycle. The evaluations will be based on patron attendance and evaluation forms given at the end of every program cycle.



### **Goal #3**

Create inviting spaces to encourage small spontaneous or planned learning activities and meetings.

#### **Objectives:**

1. Elwood
  - a. 2023- 2024 – Recreate a space for Young Adults in the computer lab
  - b. 2023 - 2024 - Investigate multi use furniture alternatives for some of the computer carrels and tables in the youth and adult areas
  - c. 2023 - 2024 - Investigate additional electrical outlets
  - d. 2023 - 2027 – Work with John Lavine for AutoCAD drawings of pavilion project
  - e. 2023 - 2024 - Sell Commemorative bricks for a walkway from Main Street sidewalk to Wendell L Willkie High School Arch
  - f. 2024 - 2025 - Replace the existing commemorative brick patio with a cement pad with footers.
  - g. 2026 - 2027 - Extend the east side roofline to cover the cement pad.
  - h. 2026 - 2027 - Hire architect to investigate adding office space on the second floor.
  
2. Frankton
  - a. 2022 - Switch places with children’s and adult shelves and books
  - b. 2023 - 2024 - Create an inviting young adult area
  - c. 2023 - 2024 - Investigate addition of electrical outlets
  
3. Summitville
  - a. 2021-2022 – Work with John Lavine for AutoCAD drawings of cement pad with footers and extending roof line on the south side of building.
  - b. 2022 - 2023 - Investigate community building project grants
    - i. Madison County Community Foundation
    - ii. Hazelbaker Foundation
    - iii. LSTA Grants
  - c. 2023 - 2024 - Create an inviting young adult area
  - d. 2023 – Pour a 25 ft X 40 ft cement slab with footers
  - e. 2023 – 2024 – Sell Memorial Brick from sidewalk to new cement slab
  - f. 2024 – 2027 Build addition on the south side of building

### **Financial Resources and Sustainability**

Furniture and Equipment and Professional Services line items of the Operating budget as well as the Rainy Day and LIRF budgets will be impacted by this goal. Continue with the existing Operating budget and transfer funds into the LIRF and Rainy Day budgets every year.

## **Evaluation**

As we develop these new small meeting/learning areas we will survey patrons and partners that are using them. The surveys will help guide our next purchase.

## **Goal #4**

Promote the mission of “Get Connected Stay Connected” through the strategic use of technology

### **Objectives:**

1. Ongoing: Ensure continued patron and staff access to the website and catalog online at [www.elwood.lib.in.us](http://www.elwood.lib.in.us).
2. Ongoing: Ensure the library’s website is accessible to patrons with disabilities by using the tools available through W3C (The World Wide Web Consortium) at <http://validator.w3.org/>.
3. 2022-2027 - Continue to investigate additional Hotspots
4. Ongoing: Increase bandwidth usage as needed for all facilities.
5. 2023 -2027: Investigate Learning Spaces (<https://www.slideshare.net/HeyWayne/learning-spaces-1635348> ) for all three branches.
6. 2023 - 2027: Expand our VR programs at all branches
7. 2023 - 2027 STEM related program focused on our younger patrons including robotics building and code creation.
8. 2027: Investigate possible hardware/software updates for servers.
9. Ongoing: Maintain library owned routers and switches.
10. Ongoing: Stay current with Evergreen updates.
11. Ongoing: Continue to meet all of the requirements necessary to maintain membership in the Indiana Public Library Internet Consortium.
12. Ongoing: Continue to update the Cassie software to be compliant with our hardware and user needs.
13. 2022-2027: Continually evaluate the status of our network and upgrade when necessary.
14. 2022-2027: Investigate Category 2 E-rate funding to purchase additional hotspots and any additional covered items.

## **Financial Resources and Sustainability and Evaluation**

Refer to the Equipment Replacement Schedule after Goal #5.

## **Goal #5**

Ensure that each of our facilities are properly maintained and continues to meet the needs of our communities.

### **Objectives:**

- System 2022 – Request HVAC maintenance quotes from Vasey and Perfection
- Elwood
  - 2022 - Replace Chiller for HVAC
  - 2022- Change direction of children’s shelving on southside of Youth services
  - 2023 - Repair drywall cracks and paint interior walls
  - 2023 - 2024 – Replace Air Handler Controller
  - 2024- 2025 - Digital signage – Interior and Exterior - Use bricks from Elwood’s Patio for a base.
  - 2024 - Reseal the parking lot
  - 2026 - 2027 - Mill & resurface entire parking lot
- Frankton
  - 2022 - Finish work on downspouts
  - 2022 - Repair drywall cracks and paint interior walls and vaulted ceiling
  - 2023- 2024 – Digital signage – Interior and Exterior
  - 2024 - Mill and resurface parking lot entryway and reseal the rest of the parking lot
  - 2025 - 2026 - Reroof building
  - 2026 - 2027 - Investigate the potential of adding a pavilion off the south or east side of the building
- Summitville
  - 2022 - Add downspouts to the guttering on both sides of the entryway.
  - 2023 - 2024 – Repair drywall cracks and paint interior walls.
  - 2023 - 2024 - Reseal all mortar and caulked joints at the Summitville facility. Paint wooden areas under windows.
  - 2023- 2024 – Digital signage – Interior and Exterior
  - 2024 -2025 – re-roof north side or entire building.
  - 2024 - Reseal the parking lot.

## **Financial Resources and Sustainability and Evaluation**

Refer to the Equipment Replacement Schedule.

## **Equipment Replacement Schedule for Goals #4 and #5**

Equipment replacements/repairs up to \$7,000 if possible will be supported by the operating budget furniture and equipment and professional services line items. Any equipment replacements/repairs above \$7,000 will be supported by the Rainy Day and LIRF Funds. The operating budget technology equipment line item supports any computer, hot spot, wi-fi access point, barcode scanner, router and other miscellaneous technology equipment. The operating budget furniture and equipment and professional services line items support copier leases, and other miscellaneous equipment. All equipment will be evaluated at the first of every year for potential replacement. Public access and staff computers and servers will be evaluated after 5 years of service for potential replacement. Computers to be replaced are chosen according to date of purchase. The oldest date of purchase is replaced first. Replaced computers will be repurposed or placed in a computer sale. Some computers may be saved to use for replacement parts.

## **Goal #6**

Use Niche Academy, training checklist and incentive program to ensure new staff are trained properly and current staff revisit training modules to ensure they are up to date on their training. Encouraged all staff to continuously learn and discover new ways to assist patrons and improve library services and programs.

### **Objectives:**

1. 2022 - 2027 Continue to renew Niche Academy to assist with staff training.
2. 2022 - 2027 Continue to update the training checklist when changes in procedures and policies occur.
3. 2022 - 2023 Develop an incentive program
4. 2022 - 2027 Using sections from the training checklist, create training modules to use for refresher courses on a quarterly basis. Each quarter a new training module will be announced. All staff members will focus on the current training module.

## **Financial Resources and Sustainability**

The database line item from the operating budget will support Niche Academy. As we develop the incentive program we will investigate what line items from the operating budget are approved to support the program.

## **Evaluation**

After each training module, staff will be given an evaluation form for continued program improvement.

## **Professional Development Strategy**

When hiring any staff member the sections of the personnel policy which address equal employment opportunity, disability accommodations and position vacancies will be followed. To attract applicants the library offers several benefits.

- Personal, sick and vacation time is offered to both part-time and full-time employees.
- Aflac is offered at a reduced rate for all employees.
- Health insurance premiums are paid at 90% by the library for full-time employees only.
- INPRS is a mandatory retirement benefit for full-time employees.
- Employee wage scale defines wage ranges for all hourly positions: managers, clerks and custodians.
- Director and Administrative Assistant are salaried/exempt positions.
- The library board of trustees votes once a year in November on a cost of living increase from 1 to 3%.
- Employees are encouraged to participate in workshops and webinars given by Indiana Library Federation, the Indiana State Library, or other approved sources which are supported by the professional development budget.
- Existing staff are encouraged to apply for management positions. Even though the professional development budget does not support tuition reimbursement, flexible schedules and the 3-year certification process is readily accepted by library management.
- Certified staff are required to gain 15 to 20 LEUs per year to ensure having the required 75 to 100 LEUs at the end of the 5 year certification period. This requirement also ensures the cost of the workshops or webinars will be covered by the budget.