Warsaw Community Public Library
2016-2020 WCPL Strategic Plan
Setting Direction

Approved by the Library Board on October 15, 2015

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A. Statement of Community Needs and Goals

a. Community Input: Community Conversations & Survey

The Library during the months of 2015 developed a new strategic plan to guide the organization over the next five years, from 2016 through to 2021. Knowing that a strong future for Warsaw, Winona Lake, and Wayne Township will require a collective effort, the strategic planning process was very collaborative. In the community the Library serves, we asked for input from residents and stakeholders about nine potential areas where the Library could put an extra focus on its efforts for the next five years. Following are the activities that Library Board, staff, and community leaders did to identify the hopes and aspirations for the community and library. Approaches used to assess, discuss, and apply these early thinking on ideas for the future were established. Ideas for the future were developed and explored resulting in a new 5 year strategic plan that connects the library to the wants and needs of the community the library serve—residents living in Warsaw, Winona Lake, and Wayne Township.

January 2015
At the Staff Development Day held on January 19, 2015, the Libraries Transforming Communities: ALA/PLA/Harwood's Aspirations tool useful for strategic planning was introduced by Ann Zydek, Library Director. She had attended several ALA/PLA/Harwood strategic planning sessions at recent Indiana Library Federation and Public Library Association conferences. At the January Board meeting Ann provided a "Strategic Long Range Plan Template" from the Indiana State Library and explained the process needed to create a long range plan for 2016-2020. There was discussion on hiring a consultant for the process. A "Library Consultant RFP" was created by Ann and sent out by email on January 27, 2015, to possible library consultants.

February 2015
At the February 9 Board meeting library Board members reviewed two consultant proposals for the 2016-2020 strategic plan and passed a motion that Ann Zydek, Library Director, negotiate with Wiseman Consulting & Training, Inc. for the best rate and the amount of consulting time needed to gather the required planning information. The Library Board held its annual goals Board Retreat on February 9, 2015, at which Board members expressed their ideas on community needs and goals using the Libraries Transforming Communities: ALA/PLA/Harwood's Aspirations tool.

March 2015
Information for the strategic planning process was gathered by library staff and the library director, Ann Zydek (e.g., 2014 Public Library Statistics).

April 2015

Strategic planning activities continued. Director Ann Zydek worked on finalizing negotiations with Wiseman Consulting & Training. Two full days of strategic planning activities on site were established with Dan Wiseman being assisted by his wife Sharon Wiseman. Key stakeholders were identified to serve on the community team or to be contacted for phone interviews by Dan at an agreed upon time and date.

Warsaw Community Public Library is preparing to celebrate 100 years at this location in early 2017. Service district residents and stakeholders were asked to share their ideas and assist the library in reaching "100 Great Ideas" to explore over the next five years. A 2015 Community Planning Survey was designed and conducted. It asked six (6) questions:

> Question 1: MY COMMUNITY. My hope is to live in a community where…
> Question 2: CHALLENGES. However, right now we face…
> Question 3: NEW CONDITIONS. Changes needed in my community to reach our dreams are…
> Question 4: MY IDEA. What do you think? How can the library help you and your community?
> Question 5: In what areas does the library meet your needs? Check all that apply.
> Question 6: Libraries are changing. Which services do you think the library should focus on in the next 5 years? Please check your top three (3) answers.

April 13, 2015 Strategic Planning Activities: Dan and Sharon Wiseman, library consultants meet with library staff on April 13, 2015 and reviewed the strategic planning process including the use of several Harwood tools. They facilitated mid-day community conversations announced in advance to the entire community. At the afternoon Board meeting, the consultants presented the strategic planning process to be used. Logistics were reviewed with areas of focus determined. In the evening they facilitated the Community Committee's Community Conversation during which members shared their thoughts regarding the community's needs and goals using the ALA/PLA/Harwood's Aspirations tool. The Community Committee was made aware of and encouraged to return on May 11, 2015 for a second day of strategic planning activities including the May Board meeting at which the results of the Community Input would be shared and the Board Planning Retreat during which direction for the future would be set.

b. List of Primary Community Needs and Goals Developed

May 11, 2015
At staff and Board meetings on May 11, 2015, Dan and Sharon reviewed the data from community conversations, staff interviews, and demographic data. Trends were identified along with community needs, vision, and requirements. The resulting implications for the library were discussed. Immediately following at an evening Board Planning Retreat, Dan and Sharon Wiseman helped members of the Community Committee, the Library Board, and key library staff set direction for the 2016-2020 strategic plan.

B. Measurable Objectives and Service Responses to the Community's Needs and Goals.

c. Collectively Identified Service Responses to Address Some Community Needs

Public feedback (e.g., conversations, library visitor interviews, library surveys), the Community Committee, the Library Board and library staff collectively directed the final 2016-2020 Strategic Plan library services responses to address key community's needs. Service responses that duplicated other local organizations, agencies, businesses and/or their products, resources, and services unnecessarily were avoided wherever possible.

Community Input Gathered Specifically to Identify Library Service Responses
During April 2015 and May 2015, printed surveys were distributed to gather community input to specifically identify library service responses. An online version using Survey Monkey was also available. Total surveys completed were 209. All hand-written surveys were entered into Survey Monkey's online library survey. See summarized "aspirations" and tables of library "service responses" results following:

1. MY COMMUNITY. My hope is to live in a community where…

Values Physically Cultural Look Love Serve Share Everybody Learning Trust Library Crime Live Variety Community Books Safe Ice Cream Children Money Activities Happy Respectful Meet Kids Religion Education Reading

Survey #2. CHALLENGES. However, right now we face…

Financial Society Not Knowing Competing Books Drop Limited Spending
Families Lower income Funding Push Challenges
Selfishness Community Kosciusko County Library Social Classes
Drugs Truth Children Higher Minded Responsibility
Traffic Countries Willing Kids

3. NEW CONDITIONS. Changes needed in my community to reach our dreams are…

Leadership Promotion Plans Fear Jobs Schools Education
Taxes Place Cleaner Parks Programs Resources
Activities Love Community Open Mindedness Library Look for
Ways Public Meth Children Desire Family Issues Ideas Understand Fun Board

4. MY IDEA. What do you think? How can the library help you and our community?

Children and Adults Staff Technology Suggestions Workshops Knowledge
Events Foreign Love Raise Money Offer County Books Shop
Community Students Programs Open Longer
Activities Issues Place Theme Summer Turn Appreciate Movies

Key Library Service Responses Selected in WCPL Planning Sessions 5-11-15: "What We Do"	Warsaw Community Public Library 2015 Planning Survey: "Needs" Identified in Question 5 (Q5): "In what areas does the library meet your needs?" with Response Percent (173 of 209 answered question)	Q5 Needs Response Count:
Access to the Internet, to technology, to special equipment, and to content/information.	• **Internet & WiFi access: 46.2%** • Books & information (homework): 45.1% • Digital content (eBooks, Netflix): 36.4% • Fax & copy machines: 32.9% • Family/community history: 16.8% • Job, career & business information: 16.2% • Computers to access home school/online curriculum: 15% • Subscription databases (Value Line, Consumer Reports, Mango): 11% • Learn to read: 10.4% • Special equipment (3-D printers, laminators, Cricut): 7.5%	• 80 • 78 • 63 • 57 • 29 • 28 • 26 • 19 • --- • 18 • 13

Enrich my leisure activities, read for enjoyment & stimulate my imagination (e.g., read books, view movies, listen to music, participate in programs).	• **Read for enjoyment: 61.3%** (1st highest overall) • **Physical copies of books, movies & music : 54.9% (2nd highest)** • Information on topics I need: 43.9% • Programs & workshops: 31.8% • Community events: 27.2% • Hours/quantity of booksales: 27.2% • Create my own writing, music, art & movies: 7.5% • Create, share and personalize e-content: 4.6%	• 106 • 95 • 76 • 55 • 47 • 47 • 13 • 8
Visit comfortable, safe physical/virtual spaces to read, study, relax, talk, & meet with others.	• **Safe environment: 48%** (3rd highest overall) • Quiet areas to read & study: 45.1% • Comfortable spaces to sit: 41.6% • Meeting rooms: 22.5% • Talk or work with friends/colleagues: 15% • Private study rooms: 11%	• 80 • 78 • 72 • 39 • 26 • 19

Key Library Service Responses Selected in WCPL Planning Sessions 5-11-15: "What We Do"	Warsaw Community Public Library 2015 Planning Survey: "Needs" Identified in Question 6 (Q6): "Which services do you think the library should focus on in the next 5 years?" Check top three (3) answers." with Response Percent (166 of 209 answered question)	Q6 Needs Response Count:
Access to the Internet, to technology, to special equipment, and to content/information.	• **Internet & WiFi access: 25.9%** (3rd highest overall) • Digital content (e.g., eBooks, Netflix): 21.7% • Books & information (homework): 19.3% • Job, career & business information: 16.9% • Special equipment (3-D printers, laminators, Cricut): 14.5%	• 43 • 36 • 32 • 28 • 24

	• Learn to read: 10.8% • Family/community history: 10.2% • Computers to access home school/online curriculum: 9.6% • Subscription databases (Value Line, Consumer Reports, Mango): 7.8% • Fax & copy machines: 7.2%	• 18 • 17 • 16 • 13 • --- • 12
Enrich my leisure activities, read for enjoyment & stimulate my imagination (e.g., read books, view movies, listen to music, participate in programs).	• **Programs & workshops: 35.5% (1st highest overall)** • **Community events: 27.1% (2nd highest overall)** • Create my own writing, music, art & movies: 24.7% • Physical copies of books, movies & music : 22.9% • Read for enjoyment: 19.93% • Hours/quantity of booksales: 11.4% • Information on topics I need: 10.8% • Create, share and personalize e-content: 4%	• 59 • 45 • 41 • 38 • 33 • 19 • 18 • 10
Visit comfortable, safe physical/virtual spaces to read, study, relax, talk, & meet with others.	• Safe environment: 13.3% • Quiet areas to read & study: 11.4% • Meeting rooms: 8.4% • Comfortable spaces to sit:7.8% • Talk or work with friends/colleagues: 6.% • Private study rooms: 6%	• 22 • 19 • 14 • 13 • 10 • 10
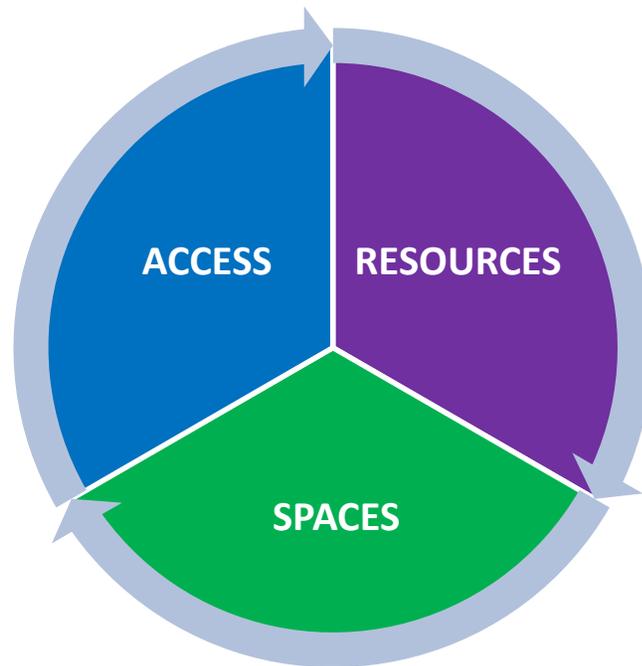
WCPL's Key Patron Service Responses for 2016-2020 Strategic Plan

d. Library Mission Statement

In 2015, Warsaw Community Public Library's Vision, Mission Statement, and Values were reaffirmed as listed below:

Vision: The Warsaw Community Public Library, as virtual and physical spaces, connecting people anytime and anywhere to educational, informational and entertainment needs and interests through:

ACCESS: Access to the Internet, to technology, to special equipment, and to information.

RESOURCES: Patron-focused resources to enrich reading enjoyment, leisure activities, and stimulate imagination (i.e., read books, view movies, listen to music, and participate in programs).

SPACES: Visit comfortable, safe physical/virtual patron spaces to read, study, relax, talk, and meet with others.

The Warsaw Community Public Library is a 21st century library embedded in the community. Supportive of community quality of life and lifelong learning initiatives, Warsaw Community Public Library serves 21st century learners and the development of 21st century skills and practices. The library team is patron centered and content driven using tangible and digital objects/resources. Developing a culture of encounter is becoming much more important as the Warsaw Community Public Library participates in collaborative partnerships and works toward purposeful life-long learning outcomes.

Service Responses: Service responses are links between community's needs, interests, and priorities and the programs and services a library offers. It is "what a library does for, or offers to, the public in an effort to meet a set of well-defined community needs."

Our 2011-2016 strategic plan built upon community priorities that centered library service responses on: encouraging digital engagement; promoting globally competitive literacy skills development for our "life-long learner" community of emergent readers, teens, college students, families and adults; enriching reading enjoyment and leisure activities; designing and maintaining comfortable safe library destinations (physical and virtual); and providing access to local "content" experts, authoritative resources and community services (e.g., programs).

This time the community's "vision" for the future lead to three chosen services responses for the library to focus its resources on. Following are three outcome/aims with a chosen service response including a closely related American Library Association/Public Library Association (ALA/PLA) service response segmented into:

- Service Response Title: What Patron Receives
- Service Response Title: What Library Offers
- Service Response Description: Benefits Patron Receives Because the Library Provides the Service
- Suggested Target Audiences
- Typical Services/Programs
- Potential Partners
- Policy Implications
- Critical Resources
  - Staff (Knowledge, Skills, & Abilities),
  - Collection (Print, Media, & Electronic Resources),
  - Facilities (Space, Furniture, & Equipment),
  - Technology
- Possible Measures
  - Number of Users

- Perception of Users
- User Outcomes
- Units of Service delivered

Outcome I: Encourage Patron Access to Life-long Learning Encounters

WCPL's ACCESS FOCUS: Access to the Internet, to technology, to special equipment, and to information.

Closely Corresponding ALA/PLA Service Response #13 Titled: *"Satisfy Curiosity: Lifelong Learning"* Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Service Response Title: What Patron Receives: Satisfy Curiosity

Service Response Title: What Library Offers: Lifelong Learning

Service Response Description: Benefits Patron Receives Because the Library Provides the Service: Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Suggested Target Audiences: Seniors, Adults, Teens and Children

Typical Services and Programs:
- Provide programs on a variety of topics of interest to various age groups in the community (cooking, quilting, Civil War, travel, animation, dinosaurs, etc.).
- Collections are easily accessible and organized to encourage public browsing by subject area.
- Enhance typical subject and keyword access in the online public access catalog by adding supplemental user-friendly terms.
- Work with local organizations to cosponsor demonstrations on topics of interest to various age groups.
- Display items created by local residents or items from personal collections.
- Mount rotating exhibits from museums and organizations such as local museums, National Endowment for the Humanities, Library of Congress, National Aeronautics and Space Administration, etc.
- Provide access to adult education courses through distance learning or video-on-demand.
- Develop and maintain a web page with identified key links to topics of interest to various age groups in the community.
- Collaborate with local groups to present programs.
- Create and support wikis or blogs in areas of special interest to local residents.
- Develop electronic pathfinders to help people find information on topics of interest to them.

Potential Partners:
- Clubs and organizations

- o Community colleges and universities (e.g., Grace College, Ivy Tech)
- o County extension service
- o Humanities Council
- o Library of Congress
- o Museums
- o National Aeronautics and Space Administration
- o National Endowment for the Humanities
- o Parks and Recreation department
- o Senior centers
- o Teen centers

Policy Implications:
- o Circulation limits by subject
- o Collection development: Build substantial retrospective collections in some subject areas and considerable depth in subject areas of local interest.
- o Criteria for inclusion of items in library displays
- o Restrictions on donations of cash, equipment, materials, etc.
- o Co-sponsorship of programs.

Critical Resources:

Staff (Knowledge, Skills, and Abilities)
- o Staff knowledgeable about print and electronic resources.
- o Staff can create electronic pathfinders or other guides.
- o Staff can plan and present programs on a variety of lifelong learning topics.
- o Staff can plan and make presentations to community groups.
- o Staff can manage a blog and wikis.
- o Staff can plan and mount exhibits.

Collection (Print, Media, and Electronic Resources)
- o Antiques and collectibles
- o Architecture
- o Art
- o Computers
- o Cooking
- o Crafts and hobbies
- o Games
- o Gardening

- o History and biography/autobiography resources (e.g., genealogy)
- o House and home
- o Music
- o Nature
- o Performing arts
- o Pets
- o Philosophy
- o Photography
- o Psychology
- o Religion
- o Science
- o Self-help
- o Social science
- o Sports and recreation
- o Technology
- o Travel
- o Transportation
- o True Crime

Facilities (Space, Furniture, and Equipment)
- o Small-group meeting rooms
- o Display shelving to merchandise selected collections
- o Secure display space for rotating collections
- o Comfortable seating

Technology (Hardware, Software, Networks, and Telecommunication)
- o Computers configured to allow downloading of licensed digital content to personal storage devices (MP3 player, Flash drive, external hard drives, etc.)
- o Software to manage program registration, blogs, wikis, etc.

Possible Measures of Success:

Number of Users: Number of people who indicate on a survey that they use the library for lifelong learning

Perceptions of Users
- o Percent of users surveyed who respond that:
  - o The library's collection of materials for lifelong interest purposes is very good or excellent.
  - o The information assistance they receive when looking for information or asking about a topic of personal interest is very good or excellent.

User Outcomes
- o   Number and percent of specified users who learn a new skill as a result of attending one or more library programs
- o   Number and percent of specified users who meet a personal learning goal
- o   Number and percent of specified users who learn about a topic of personal interest

Units of Service Delivered
- o   Circulation of adult nonfiction
- o   Circulation of adult nonfiction in targeted subject areas
- o   Number of programs and demonstrations presented
- o   Number of exhibits presented

Outcome II: Provide Residents Entertainment Choices

WCPL's RESOURCES FOCUS: Patron-focused resources to enrich reading enjoyment, leisure activities and stimulate imagination (i.e., read books, view movies, listen to music, and participate in programs.)

Closely Corresponds to ALA/PLA Service Response #14 Titled: Stimulate Imagination: Reading, Viewing and Listening for Pleasure: Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

Service Response Title: What Patron Receives: Stimulate Imagination

Service Response Title: What Library Offers: Reading, Viewing and Listening for Pleasure

Service Response Description: Benefits Patron Receives Because the Library Provides the Service: Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

Suggested Target Audiences: Adults, Teens, and Children

Typical Services and Programs
- o   Provide readers' advisory services to assist users to locate materials of interest
- o   Display new materials in a prominent location
- o   Allow users to place holds on materials online
- o   Mail or deliver items on hold to users when they become available
- o   Provide an online reading club
- o   Provide listening and viewing stations to allow users to preview materials

- o Present a summer reading program for children, teens, and adults
- o Present several children, teen, and adult reading programs throughout the year
- o Participate in the Kosciusko Literacy Service's "Kosciusko County Community Book Read" program
- o Ensure that users receive reserved items within thirty days of placing the hold
- o Host gaming tournaments
- o Develop and maintain a readers' advisory web page
- o Make user-contributed book reviews easily accessible
- o Provide downloadable books, music, and videos for circulation
- o Present programs on new books and particular genres and sponsor author visits

Potential Partners
- o Authors (local, regional, state, and national)
- o Book clubs
- o Book stores
- o Comic book and gaming stores
- o Gaming groups
- o Music stores
- o Newspaper book and media reviewers
- o Senior centers
- o Teen centers
- o Theaters

Policy Implications
- o **Circulation:** Limits by subject; limits by format; loan periods by format
- o **Donations:** Restrictions for cash, equipment, materials, etc.
- o **Equipment:** Time limits on use of listening and viewing stations
- o **Programs:** Cosponsorship of

Critical Resources

Staff (Knowledge, Skills, and Abilities)
- o Staff is knowledgeable about classic fiction, current fiction, and genre fiction
- o Staff is knowledgeable about classic and current music
- o Staff is knowledgeable about classic and current films
- o Staff is knowledgeable about games and graphic novels
- o Staff can provide reader/viewer/listener advisory services to users looking for recommendations
- o Staff can plan and present programs

Collection (Print, Media, and Electronic Resources)

- Action and adventure films
- Animated films
- Best sellers, new books, and new media
- Christian fiction
- Classic books, films, and music
- Comedy films
- Country and bluegrass music
- Drama
- Fantasy books and films
- Foreign films
- Games (electronic)
- General fiction
- Graphic novels
- Hip-hop music
- Historical fiction
- Horror fictions and films
- Jazz music
- Latin music
- Metal music
- Musical films
- Mystery
- New Age music
- Poetry
- Pop music
- Reggae music
- Religious music
- Rhythm and blues music
- Rock music
- Romance books and films
- Science fiction films
- Short stories
- Sound tracks
- Street/urban literature
- Suspense and thriller books and films

- o Western books and films

Facilities (Space, Furniture, and Equipment)
- o Meeting space
- o Display shelving to merchandize selected portions of the collections
- o Space to display new books and media
- o Appropriate shelving for media
- o Ergonomic workstations and seating
- o Listening and viewing stations
- o Identifiable readers' advisory services station or roving personnel

Technology (Hardware, Software, Networks, and Telecommunication)
- o Computers configured to allow downloading of licensed digital content to personal storage devices (Smartphone, MP3 player, Flash drive, tablets, etc.)

Possible Measures

Number of Users
- o Number of people who indicate on a survey that they use the library to find something to read, view, or listen to for pleasure

Perceptions of Users
- o **Percent of users surveyed who respond that:**
  - o They find something to read, view, or listen to for pleasure
  - o The collection of materials to enhance their leisure time is very good or excellent
  - o The assistance they receive from staff when requesting help to locate an item to read, view, listen to for pleasure is very good or excellent
  - o The items they place on reserve are available in a timely manner

User Outcomes
- o Number and percent of specified users who increased their enjoyment of reading
- o Number and percent of specified users who discussed a book with a stranger, person of a different ethnicity, or person of a different age for the first time
- o Number and percent of specified users who read and enjoyed a book by a new author or on a new topic for the first time
- o Number and percent of specified users who experience an alternative world

Units of Service Delivered
- o Circulation of:
  - o New books
  - o CDs

- o DVDs
- o Turnover of items in the new book collection
- o Average number of days between placing an item on reserve and notification that the item is available for pickup

Outcome III: Provide Residents 21st Century Library Destinations

WCPL's SPACES FOCUS: Visit comfortable safe physical/virtual patron SPACES to read, study, relax, talk, and meet with others.

Closely Corresponds to ALA/PLA Service Response #17 Titled: Visit a Comfortable Place: Physical and Virtual Spaces: Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support social networking.

Service Response Title: What Patron Receives: Visit a Comfortable Place
Service Response Title: What Library Offers: Physical and Virtual Spaces
Service Response Description: Benefits Patron Receives Because the Library Provides the Service: Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support social networking.
Suggested Target Audiences: Adults, Teens, Children, Local organizations and clubs
Typical Services and Programs
- o Provide meeting rooms for public use
- o Provide comfortable seating throughout the library
- o Provide a gallery or exhibit space
- o Provide performance space
- o Provide a wide range of electronic gaming opportunities
- o Maintain a library events web page
- o Provide a variety of social networking opportunities (e.g., online)

Potential Partners
- o City or county departments
- o Clubs and organizations

Policy Implications
- **Customer Behavior:** Expectations, food and drink in the library; process to address inappropriate behavior.
- **Exhibits and Displays:** Criteria for inclusion of items in library exhibits and displays
- **Intellectual Property Rights:** Copyright, Fair use
- **Internet Use**
  - Filtering
  - Confidentiality
  - Time limits for use of public access computers
  - Use of library computers to play games
  - Restrictions on the use of public access computers for gaming or social networking
  - Downloading to and uploading from personal storage devices on public access computers
  - Use of public access computers by people without library cards
  - Use of wireless Internet access by people without library cards
- **Meeting Rooms**
  - Use by outside groups
  - Use after library hours (e.g., fees)
- **Programs in the Library:** Cosponsorship of programs
- **Social Networking**
  - Types of social networking environments that are supported
  - Criteria for participation in social networks (age, library card holders, etc.)
  - Editorial control of social networks

Critical Resources
- **Staff (Knowledge, Skills, and Abilities)**
  - Staff are knowledgeable about a variety of electronic games
  - Staff are knowledgeable about copyright and fair use
  - Staff can create and maintain a warm, comfortable, and inviting environment in all of the public areas of the library's building or buildings
  - Staff can create easy-to-use library web pages that provide a rich user experiences
  - Staff can mount exhibits and displays
  - Staff can manage galleries, performance spaces, and meeting rooms
  - Staff can create and maintain wikis and blogs
- **Collection (Print, Media, and Electronic Resources)**
  - Games (electronic)
- **Facilities (Space, Furniture, and Equipment)**

- o Meeting rooms of various sizes
- o Space for people to collaborate on projects
- o Comfortable seating in busy and quiet areas (e.g., lobby, Audio-visual Media area)
- o Ergonomic workstations and chairs
- o Accessible electrical outlets for personal computers
- o Good wire management
- o Beverage machines provided
- o Gallery space
- o Exhibit space
- o Performance space

Technology (Hardware, Software, Networks, and Telecommunication)
- o Adequate number of public access computers that are configured for speed and graphics
- o Sufficient bandwidth to manage the Internet traffic
- o Wireless network
- o Software to manage reservations for meeting rooms, galleries, and performance spaces

Possible Measures

Number of Users
- o Number of people who have library cards
- o Number of people who attend programs in the library
- o Number of people who attend exhibits in the library
- o Number of community organizations that hold meetings or events in the library
- o Number of people participating in library-sponsored blogs or wikis
- o Library door-count

Perceptions of Users
- o Percent of people who indicate on a survey that they used the library as a comfortable public or virtual space
- o Percent of organizations surveyed who indicate that the library meeting rooms and other public spaces meet their needs
- o Percent of people surveyed who indicate that:
  - o The library is a safe place to visit
  - o The library is a welcoming, attractive, and comfortable place to visit
  - o The library website is easy or very easy to use

User Outcomes
- o Number and percent of specified users who broaden their social network
- o Number and percent of specified users who expand their worldview through cross-cultural experiences

  o Number and percent of specified users who increase their sense of community

Units of Service Delivered
  o Number of public service hours per week
  o Number of library visits or library attendance
  o Library visits per capita
  o Number of shows mounted in the gallery

WCPL Mission
- To provide cultural, informational, and recreational services for all.
- To build a basic collection of print and nonprint materials with access to lesser used materials through library networks.
- To provide services that promote lifelong education, communication of ideas, enlightened citizenship and enrichment of personal lives.

Values: ACCESS. ENRICH. ENCOUNTER.

Specific Benefits
As a result of 2015 spring strategic planning activities, there are three specific benefits outlined below that the residents in the library district are expected to receive from the service responses of choice. Each includes a closely corresponding PLA service response that indicates a key patron *benefit* (see PLA Service Responses appendix to this report.) Also added are WCPL's Service Responses Survey percentage results gathered.

1. ***ACCESS: Patron access to the Internet, to technology, to special equipment, & to information***.

  Most closely corresponds to the PLA Service Response titled, "Satisfy Curiosity: Lifelong Learning", with the **benefit** that "Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives."

    - Internet & WiFi access: 25.9%
    - Digital content (e.g., eBooks, Netflix): 21.7%
    - Books & information (homework): 19.3%
    - Job, career & business information: 16.95%
    - Special equipment (3-D printers, laminators, Cricut); 14.5%

- Learn to read: 10.85%
- Family/community history: 10.2%
- Computers to access home school/online curriculum: 9.6%
- Subscription databases (Value Line, Consumer Reports, Mango): 7.8%
- Fax & copy machines: 7.2%

2. **RESOURCES: Patron-focused resources to enrich reading enjoyment, leisure activities, and stimulate imagination (i.e., read books, view movies, listen to music, participate in programs).**

Most closely corresponds to the PLA Service Response titled, "Stimulate Imagination: Reading, Viewing, and Listening for Pleasure", with the **benefit** that "Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options."

- Programs & workshops: 35.5%
- Community events: 27.1%
- Create my own writing, music, art & movies: 24.7%
- Physical copies of books, movies & music: 22.95%
- Read for enjoyment: 19.93%
- Hours/quantity of booksales: 11.4%
- Information on topics I need: 10.8%
- Create, share and personalize e-content: 4%.

3. **SPACES: Visit comfortable, safe physical/virtual patron spaces to read, study, relax, talk, & meet with others.**

Most closely corresponds to the PLA Service Response titled, "Visit a Comfortable Place: Physical and virtual Spaces", with the **benefit** that "Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking."

- Safe environment: 13.3%
- Quiet areas to read & study: 11.4%
- Meeting rooms: 8.4%
- Comfortable spaces to sit: 7.8%
- Talk or work with friends/colleagues: 6%

- Private study rooms: 6%

e. WCPL 2016-2020 Strategic Plan Staff Goals Relating Directly to Chosen Service Responses:

WCPL Offers Access, Resources and Spaces. See table following:
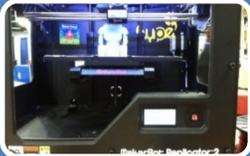
Patron ACCESS to the Internet, to technology, to special equipment, and to information

Patron-focused RESOURCES to enrich reading enjoyment, leisure activities and stimulate imagination (i.e., read books, view movies, listen to music, and participate in programs.)

Visit comfortable safe physical/virtual patron SPACES to read, study, relax, talk, and meet with others.

f. Library Staff's Two Measurable Objectives With 3 Activities (Per Objective) Toward Reaching Each Chosen Service Response Goal

Once 2016-2020 strategic direction was set May 11, 2015, library staff began work on the "Measures of Success" framework, developing goals, measurable objectives and activities. The Library Board approved the 2016-2020 Strategic Plan on October 19, 2015. The three-year technology plan was completed also in the fall of 2015. Department Heads and the administration team annually review

and create measurable objectives and activities for their responsibility areas referencing this Outcomes, Goals, Objectives and Activities "Measures of Success" area of the 2016-2020 Strategic Plan.

Measurable progress toward goals and objectives is reported in written form to the Board monthly with annual Board reviews. Due to space considerations only two supportive objectives with activities toward reaching each of the service response long-range oriented goals have been included below. Annually, as short-term (e.g., half-year, annual) goals that further the direction of the strategic plan and their own objectives and activities are created they will be available on the library website (currently under the heading button "About The Library"). Useful information is available regarding goals and objectives under the sub-categories: Board of Trustees, Annual Report, and Long Range Plans. For ongoing "Measures of Success" it is helpful to go to "Board of Trustees" and explore the board member packets area and link to the monthly reports. Fliers show visually the variety of programs held during a month. Every monthly board packet includes project highlights, financial statements, Director's Report, Department Reports, value of collections with average price and count, volunteers' hours, program statistical information (e.g., attendance numbers for youth, young adults, and adults), comparative statistics (e.g., overall library web traffic, registration, circulation, interlibrary loan, # of borrowers, total circulation—adult, teen, & children), and an calendar of events/programs/computer classes.

ACCESS Goal A.1: Access to the Internet, to technology, to special equipment, and to information

Access Objective A.1.1.: Access to SPECIAL EQUIPMENT (e.g., Internet, technology, makerspaces):
Activity A.1.1.a.: Purchase new equipment yearly.
Activity A.1.1.b.: Develop at least two Makerspaces activities yearly.
Activity A.1.1.c.: Streamline tech systems (LEAN).

Access Objective A.1.2.: Access to INFORMATION to satisfy curiosity & lifelong learning needs:
Activity A.1.2.a.: Dedicated "curriculum" computer for students.
Activity A.1.2.b.: Update/expand website content by 2017.
Activity A.1.2.c.: Review/promote subscription databases yearly.

RESOURCES Goal B.1.: To enrich reading enjoyment, leisure activities and stimulate imagination (i.e., read books, view movies, listen to music, and participate in programs.)

Resources Objective B.1.1: Develop and promote physical/virtual COLLECTIONS & connections
Activity B.1.1.a.: Update WCPL policies (e.g., Collection Policy) as needed.

Activity B.1.1.b.: Develop/promote WCPL collections weekly (e.g., pull-outs, face-out displays, music listening stations).
Activity B.1.1.c.: Offer at least 3 new WCPL virtual connections to ideas/stories yearly.

Resources Objective B.1.2.: Develop and promote patron-focused library PROGRAMS.
Activity B.1.2.a.: Update policies (e.g., Public Meeting Room Policy) as needed.
Activity B.1.2.b.: Enrich program attendance by 2% yearly (e.g., explore fundraising, work with volunteers, Friends, organizations & community experts).
Activity B.1.2.c.: Maintain/develop at least 4 community engagements yearly.

SPACES Goal C.1.: Visit comfortable safe physical/virtual patron SPACES to read, study, relax, talk, and meet with others.

Spaces Objective C.1.1.: Visit SAFE physical/virtual patron spaces.
Activity C.1.1.a.: Update library policy as needed.
Activity C.1.1.b.: Upgrade indoor & outdoor lighting as needed (e.g., LED).
Activity C.1.1.c.: Review overall safety (e.g., staff, patrons) yearly.

Spaces Objective C.1.2.: Visit COMFORTABLE spaces
Activity C.1.2.a.: Update seating yearly.
Activity C.1.2.b.: Make needed changes to interior décor.
Activity C.1.2.c.: Develop outdoor reading/program areas (e.g., west entrance, landscapes) by 2021.

g. Written Communication Plan to Inform Community Residents of Resources and Services Available

A yearly annual report is created, published, and distributed both within the library and throughout the community for shareholders and potential shareholder. It highlights Warsaw Library's accomplishments in utilizing its resources to serve the community. It typically includes financial information, the year's activities, and an outlook for the future. A "Letter to the Editor" may follow this annual report. A press release summarizing the contents of the Annual Report and discloses the locations where a copy can be picked up will be sent to media sources.

Our ongoing brand theme is "Books and More' with a current emphasis on "Rediscover Your Library." Two upgraded exterior signs will help raise awareness regarding the Warsaw Community Public Library current logo created in 2011. Also staff training using the newly installed digital sign displays will improve community awareness of current and future services offered including collection and program opportunities. The WCPL logo follows:

C. An Assessment of Facilities, Services, Technology, and Operations

Facilities: The facility located in Warsaw, Indiana was last expanded in 1998 from 14,000 square feet to 41,000 square feet to improve accessibility to upper level reading rooms, book collections and computer stations. The then state-of-the-art data cabling created a seamless network connecting facility phones, the online library card catalog and the Internet from any library space including the new public meeting rooms and study areas. Recently when told that our phone system was obsolete we upgraded to Voice over IP (VoIP).

By 2010 due to heavy library usage the public parking lot was often overflowing. The Board approved the purchase of the property adjacent to the library with LIRF funds for additional parking for staff to free up public space. The library continues to work off on the October 2010 MSKTD Library Retro-Commissioning Energy Reduction Study. While the building was overall in excellent condition, repairs were needed to upgrade the HVAC system and reduce energy consumption. Working with the HVAC service provider representatives, Havel-Shambaugh, the majority of the proactive small to mid-range cost repairs and maintenance have been done. Now larger HVAC system projects will be tackled as part of the 2016-2020 Strategic Plan (e.g., new energy control software, humidity evaluation/controls, boiler upgrades).

The interior building décor is showing signs of heavy patron use (e.g., banged up walls, snagged carpets, damaged chairs, out-of-date data connections, rusting shelves.) Worn upper level carpets and discolored lower level AV room flooring need to be replaced as funds allow.

At the exterior west staff entrance the cement wall base has begun to crumble and the concrete sidewalk developed cracks we can no longer repair on our own. The existing trees and shrubs in our landscaping layout have lasted beyond their normal length of time. Recent storms and the emerald bore insects have caused the loss of several key foundational trees in our existing landscape plan. It is time to create a new landscape master plan and work in phases to develop new outside reading areas for residents, starting with the west entrance "slope" area.

Services: WCPL continues to offer high quality services in the area of programming, the collection, and administrative services (fax, copying, etc.). An increased emphasis on offering programs and creating makerspaces opportunities for patrons is being explored. In 2014, library staff and volunteers offered 475 library-sponsored programs with total program attendance at these programs at 15,834.

Total circulation of all materials was 511,190 in 2014 with circulation of children's materials at 205,411. Circulation of electronic materials reached 28,273. We have 182,570 print books. E-books (local holdings) are 4,055 with consortium holdings at 12,694. Current serial subscriptions number 229. Electronic book reading or music playing devices owned by the library are 817. Physical video units are 23,113 with 406 downloadable video units (consortium). Physical audio materials are 18,789 with 2,960 additional units downloadable.

Technology: WCPL meets or exceeds Indiana public library standards for technology and public access. WCPL offers many unique databases and public access services (e.g., Internet, wireless). As new formats, special equipment and technologies become available they will be investigated and provided as appropriate.

Operations: WCPL maintains and updates general operating, personnel, and administrative policies to ensure smooth library operations.

Year 2015	Assessment of facilities, services, technology, and operations						9/29/2015
*Warsaw Community Public Library is a Class B Library serving a population of at least 10,001 but fewer than 40,000.							
List item	Meets Standards	Required by Standards	Community Needs Identified	Indiana Public Library Standards Compliance Level			
	Yes/No (explain as needed)		[compliance level will not be used]	Basic	Enhanced	Exceptional	Improve
Facilities							
Building: Meets local, state, and federal building and health and safety codes	Yes	590 IAC 6-1-4 (i)					
Building: Complies with Americans with Disabilities Act	Yes	590 IAC 6-1-4 (j)					
Services							
Circulation Services	Yes	590 IAC 6-1-4 (k 1-2)					

Indicator	Status	IAC Reference	Community Need / Notes				
Collections Expenditures %	Yes: 7.5% met. Goal: 15%	590 IAC 6-1-4- (k3)		7.5% X	15% Goal	20%	X
Internet policy publicly posted	Yes	590 IAC 6-1-4 (k5)(c)(3)					
Phone, email, copier, fax, web	Yes	590 IAC 6-1-4 (k 4-5)					
Resource Sharing: ILL	Yes: OCLC	590 IAC 6-1-4 (k 6)					
Resource Sharing- delivery*	Yes	590 IAC 6-1-4 (k 7)		2 days/wk	3 days/wk	4 days/wk X	
Programs, reference, collections, & space for adults by a qualified, certified (590 IAC 5) individual.	Yes	590 IAC 6-1-4 (k 8)			Basic + 1 Part-time person	Basic + 1 FTE staff	X
Programs, reference, collections, & space for young adults by a qualified, certified (590 IAC 5) individual.	Yes	590 IAC 6-1-4 (k 9)			Basic + 1 Part-time person	Basic + 1 FTE staff	X
Programs, reference, collections & spaces for children by a qualified, certified (590 IAC 5) individual.	Yes	590 IAC 6-1-4 (k 10)		Six week summer reading program	Basic + 1 Part-time person	Basic + 1 FTE staff	X
Community Need: Diversify	Yes: Offers lifelong learning opportunities—programs, resources & services.		Diversify quality of life offerings; more recreation, arts & culture				
Community Need: Educate	Yes: Offers educational opportunities—programs, resources & services.		Encourage parents to get more involved and value education; Think past K-12 education				
Community Need: Communicate	Yes: Provides programs, resources, & services as needed.		Build awareness about what already exists (i.e. public transportation, social services)*				
Community Need: Collaborate	Yes: Provides programs, resources, & services as needed.		Economic development must be collaborative, intentional and				

			5/1000 people	10/1000 people served	15/1000 people X
			regional.		
# of Library Programs	Yes:	590 IAC 6-1-4 (k 11)			
Technology					
Integrated Library System	Yes	590 IAC 6-1-4 (k 12-13)			
3 Year Tech Plan	Yes: Will create new Tech Plan 2015.	590 IAC 6-1-4 (h 4)			
Internet Access: Fiber	Yes	590 IAC 6-1-4 (k 14)			
WiFi, public scanner, public access stations	Yes	590 IAC 6-1-4 (k 15)			
Operations					
Hours Open	Yes: Enhanced Level: Open 53 unique hours per week; Open 4 evening hours after 6 P.M. & 1 weekend day	590 IAC 6-1-4 (l)	40 hrs.; 4 evening hrs; 1 weekend day	50 hrs.4 evening hrs; 1 weekend day X	55 hrs.; 6 evening hrs.; 2 weekend days or 8 evening hrs/1 weekend day
Board of Trustees, Bylaws	Yes	590 IAC 6-1-4 (f)(g)(h1-2)			
Long-Range Plan of Service	Yes: 2016-2020 Strategic Plan	590 IAC 6-1-4 (h 3)			
Certified Library Director	Yes	590 IAC 6-1-4-3 (b)(c)(d)(e)			

D. Ongoing Annual Evaluation Process

The Board of Trustees, Library Administration and staff will study the goals and measures of success (objectives and activities) outlined in the 2016-2020 Strategic Plan and will strive to implement future activities and initiatives in line with the direction set (e.g., preparing the annual budget for Board approval, job descriptions.) Whether purchasing more copies of popular titles, reorganizing public service areas, expanding teen services, or adding more parking, the implications for staff, collections, facilities, and technology critical resources will be closely examined before decisions are made.

In 2015 library employees will receive a copy of the 2016-2020 Strategic Plan and during Staff Development Days each year will have at least two learning/training opportunities to help further the direction of 2016-2020 Strategic Plan. An online copy of the 2016-2020 Strategic Plan will also be available.

The public will have virtual access to the new library strategic plan. Yearly physical and virtual copies of the Library's Annual Report will be available before or during National Library Week. This Annual Report showcases the library services/resources growth during the past year toward implementation of the 2016-2020 Strategic Plan.

Before an annual Library Board review of the 2016-2020 Strategic Plan, the director and key administration staff will complete progress reports on prior year and current year long-range goals and objectives. The Library Board will review and/or revise/update the Strategic Plan annually before the end of the first quarter of the calendar year at a regular board meeting and/or during a board retreat and provide direction for the next calendar year (e.g., short-term and mid-term goals)

Based on the Library Board's Strategic Plan annual review and revisions and updates approved, the Director and key administration staff will review and update short-term and mid-term goals and objectives for the upcoming year.

The Board will review monthly progress reports completed by key administration staff that indicate ongoing reallocation and building of resources/services and monitor progress made toward implementation of 2011-2016 Strategic Plan outcomes (goals) and measurement framework (objectives). Monthly Library Board progress reports are posted on the Library's website.

Annual surveys of the library public will be held for ongoing development of visitor satisfaction; library programs, collections, and services.

E. Financial Resources and Sustainability

Even with the recent economic downturn, the local economy has remained fairly stable. Financial resources are reported in annual reports to the state (e.g., Gateway). Property caps have added uncertainty to a once stable revenue stream and made budget planning less predictable. Like other government units WCPL continues to adjust when faced with budget reductions large or small. Kosciusko County has a County Option Income Tax (COIT). The library's COIT revenue is $48,437.50 per month in 2015.

In 2015 resources continue to age and impact patron service. Ongoing HVAC systems issues (e.g., outside air damper control, compressor) and out-of-date servers are just a few concerns. The library is open 53 hours per week (Monday, Tuesday from 9:00 A.M. to 8:00 P.M.; Wednesday-Friday from 9:00 A.M. to 6:00 P.M., Saturday from 10:00 A.M. to 2:00 P.M.) For the foreseeable future, slow budget growth will

limit staff development. As openings in staff positions occur, each position will be evaluated with internal adjusts made to provide the highest level of service within existing funds. The library currently has 34 employees. Currently a full-time work week is set at 35 hours per week, although full-time positions remain designed for 40 hours per week.   No funds appear available to make a sustainable increase in hours take place.

As the revenue stream allows, WCPL has a long-term goal to strive to maintain in the operating fund line 11 (reserved for the last six months of the eighteen-month budget cycle) a reserve equal to a typical one to two months and as the local economy regains strength to increase a reserve to four to six months. With construction bonds paid off at the end of 2014 and the Library Improvement Reserve Fund used up and ended, the library will reserve Rainy Day funds for future expansion and/or renovation projects through yearly appropriations made during the budget process. The Kosciusko County Council recommends that unit levies be held at or below the 2.6% property tax levy growth quotient for CY2016 as calculated by the State Budget Agency. The total of all funds for the library's 2016 proposed budget is 2.59% over the 2015 certified budget. The 2015 Certified Budget for Rainy Day Fund for Warsaw Community Public Library is $319,000 with a proposed 2016 budget of $269,000. The library's General 2015 Certified budget is $2,997,000 with the 2016 proposed budget at $3,133,000.   The 0101 General Fund 2014 pay 2015 NAV was $1,389,545,469. The General Fund 2015 pay 2016 NAV is $1,181,114,000, a NAV % change of -15.00%.

Anticipated library's funds to allow development of resources and services based on the direction of the 2016-2020 Strategic Plan will be very modest and are subject to modification depending on budget reductions due to tax caps and other unforeseen circumstances.

Financial Resources

YEAR: 2016	Assessed Resource or Service			Funds			
	List Item	Operating	LIRF	LCPF	Rainy Day	Gift	Fund 6
Facilities							
Exterior	West stairway/amphitheatre & initial landscaping work and create landscape master plan				$100,000		
General Parking Lot	Replace curbs as needed, lot sealed/stripped				$25,000		
Facility--Interior	RCx Energy Reduction projects, HVAC maintained, add variable speed controls, carpet	$41,000			$18,000		
Services							
Adult Services	E-collections	$150,000					

Adult Services	Summer Reading Program, Events	$12,000					
Teen Services	Improve teen space: shelving, furniture	$5000					
Technology							
Technical Services	Computer Software	$5,000					
Technical Services	Furniture & Equipment: public access computers, other computers	$25,000					
Operations							

Financial Resources

YEAR: **2017**	Assessed Resource or Service		Funds				
	List Item	Operating	LIRF	LCPF	Rainy Day	Gift	Fund 6
Facilities							
Exterior	Continue landscaping work				$25,000		
Interior	Worn carpeting replaced, new shelves, add LED lighting				$60,000		
Interior	RCx Energy Reduction projects, Continue work on HVAC	$12,000			$25,000		
Services							
Adult Services	E-collection	$150,000					
Adult Services	Summer Reading Program, programs & events	$6,000					
Children Services	Summer Reading Program, Big Kids Club	$6,000					
Teen Services	Improve teen space: shelving, furniture, 2 tablets	$2,500					

Technology		
Technical Services	Furniture & Equipment: public access & other computers	$75,000
Operations		

Financial Resources

YEAR: **2018**	Assessed Resource or Service			Funds			
	List Item	Operating	LIRF	LCPF	Rainy Day	Gift	Fund 6
Facilities							
Exterior	Continue landscape work, brickwork tuck pointing				$55,000		
Interior	RCx Energy Reduction projects, HVAC maintained, plumbing upgrades, LED lights	$11,200			$60,000		
Services							
Adult Services	New Programming (e.g., Makerspaces)	$15,000					
Children Services	New Programming	$2,000					
Technology							
Operations							

Financial Resources

YEAR: 2019   Assessed Resource or Service   Funds

	List Item	Operating	LIRF	LCPF	Rainy Day	Gift	Fund 6
Facilities							
Exterior	Roof repairs, landscaping				$45,000		
Interior	RCx Energy Reduction Study projects--HVAC work (save for compressor) Flooring replaced; shelving added	$12,000			$50,000		
Services							
Adult Services	New Programming	$5,000					
Childrens Services	Learning Center computers, apps, tablets	$3,500					
Technology							
Technical Services	Furniture & Equipment: public access computers, other computers	$60,000					
Operations							
Staff	Add 20 hrs/week staff position if funds allow	$15,000					

Financial Resources

YEAR: 2020   Assessed Resource or Service   Funds

	List Item	Operating	LIRF	LCPF	Rainy Day	Gift	Fund 6
Facilities							
Exterior	Parking lot resealing/stripping; facility development drawings for west side				$50,000		
Interior	RCx Energy Reduction projects, HVAC, flooring	$12,000			$70,000		

	replaced, Décor upgrades		
Services			
Adult Services	New Programming	$200	
Technology			
Operations			
Staff	Add 20 staff hours/week if funds allow	$15,000	

F. Collaboration with other:

i. Public Libraries: and

WCPL is a member of Northern Indiana Computer consortium for Libraries (NICCL). Warsaw Community Public Library (WCPL) is active in NILSC (LSC), a consortium made up of directors of 18 public libraries in Northeast Indiana. Information, knowledge, resources and training opportunities are shared to mutually benefit all member libraries. Also the Library participates in the Indiana State Library consortium for Public Library Internet Access for the procurement of Internet and Internet-related services.

The Library Director and key library employees are personal members of the Indiana Library Federation and participate in ILF's planned events (e.g., workshops, conferences). WCPL is an institutional member of the Indiana Library Federation, the American Library Association and belongs to the Public Library Association subdivision.

ii. Community Partners

The Warsaw Community Public Library is the heart of our community. It has been embedded in the Wayne township community of 27,551 residents 2010 census) in Warsaw, Indiana, for 98 years. The library, integrated in the community as a valuable resource, serves learners of all ages in their ongoing development of interests, wants, needs and skills. After home and work, the library is that "Third Place" where people gather to learn and connect. The WCPL strives to align excellence in learning and education with economic by creating an environment that is conductive to a trained workforce.

In 2015, we continued community engagement activities such as Treats for a Soldier. We collaborated with the Chamber of Commerce in providing materials for welcome bags for new area businesses as well as materials for a New Educator's Lunch for newly hired local teachers. WCPL has participated in some of the City of Warsaw 1st Friday events. It also collaborates with Kosciusko Literacy Services, Warsaw Community Schools, private schools, and the Warsaw Parks Department to share programs and resources to achieve the goals and needs of our service community. Employees serve on local social organizations and take part in community focus groups. Community partnerships with local government agencies, the Warsaw/Kosciusko County Chamber of Commerce, and Warsaw Community Development Corporation were strengthened.

Appendix

i. ALA/PLA Library Service Responses

1) Be an informed citizen: local, national, and world affairs.
Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.

Typical services and programs in libraries that select this as a priority:
- Convene meetings to provide an opportunity for people to discuss national and international issues.
- Operate a community TV station and broadcast community meetings.
- Develop and maintain a web page with links to local, state, and federal information resources.

2) **Build successful enterprises: business and non-profit support**.
Business owners and nonprofit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations.

Typical services and programs in libraries that select this as a priority:
- Sponsor or cosponsor workshops and seminars on topics of interest to businesses or not-for-profit organizations.
- Establish and maintain a business center in the library.
- Establish and maintain a grants center in the library.

3) **Celebrate diversity: cultural awareness**

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

Typical services and programs in libraries that select this as a priority:
- Host cultural fairs
- Offer programs on various aspects of the cultural heritage of community residents
- Convene meetings to provide an opportunity for people form different cultures to learn about one another.

4) Connect to the online world: public internet access
Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Typical services and programs in libraries that select this as a priority:
- Provide public access computers and printers.
- Provide high-speed access to the Internet.
- Provide wireless access to the Internet.

5) Create young readers: early literacy
Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Typical services and programs in libraries that select this as a priority:
- Provide classes, such as those outlined in Every Child Ready to Read @ your library, on early literacy for parents and caregivers.
- Include interactive components such as singing, puppets, etc. in story programs.
- Present regularly scheduled story programs divided by age of intended audience.

6) Discover your roots: genealogy and local history
Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.

Typical services and programs in libraries that select this as a priority:
- Plan and present classes on how to do genealogical research.
- Collect and make available local family histories and genealogical records.
- Digitize and index local photographs and documents.

7) Express creativity: create and share content
Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

Typical services and programs in libraries that select this as a priority:
- Present concerts, plays, and other performing arts.
- Provide access to blogging software for users to create their own blogs.
- Provide a multimedia production studio with the tools needed to create animated and live-action videos, record music and audio, etc.

8)   Get facts fast: ready reference
Residents will have someone to answer their questions on a wide array of topics of personal interest.

Typical services and programs in libraries that select this as a priority:
- Provide 24/7 chat-based reference services
- Develop and maintain a virtual reference library with links to online resources that provide quick answers to common questions.
- Provide a dedicated telephone reference center to triage all reference calls.

9)   Know your community: community resources and services
Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

Typical services and programs in libraries that select this as a priority:
- Develop and maintain a searchable community information database.
- Host and maintain web pages for local organizations and agencies.
- Maintain a wish list of volunteers needed by not-for-profit agencies for their clients or their offices.

10)   Learn to read and write: adult, teen, and family literacy
Adults and teen will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

Typical services and programs in libraries that select this as a priority:
- Recruit, train, and schedule tutors to work one-on-one with literacy students.
- Establish a literacy helpline and provide referral services for persons looking for literacy services.
- Provide programs to tutor learners preparing to take the GED test.

11)   Make career choices: job and career development
Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

Typical services and programs in libraries that select this as a priority:
- Provide a mobile job and career center to help job seekers locate employment by providing on-site assistance in housing projects, parks, schools, etc.
- Provide one-on-one assistance to help job seekers develop resumes, conduct job searches, and prepare for interviews.

- Present regularly scheduled programs on topics of interest to job seekers, including information about local employers, job search skills, etc.

12) Make informed decisions: health, wealth, and other life choices
Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions.

Typical services and programs in libraries that select this as a priority:
- Present a series of programs on topics of interest to people making life decisions.
- Make presentations to community organizations about library resources that help people make informed decisions.
- Create or provide access to electronic programs that help users to assess risks, benefits, and alternatives when making life decisions.

13) Satisfy curiosity: lifelong learning
Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Typical services and programs in libraries that select this as a priority:
- Provide access to adult education courses through distance learning or video-on-demand.
- Work with local organizations to cosponsor demonstrations on topics of interest to various age groups.
- Create and support wikis or blogs in areas of special interest to local residents.

14) Stimulate imagination: reading, viewing, and listening for pleasure
Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

Typical services in libraries that select this as a priority:
- Provide an online reading club.
- Provide listening and viewing stations to allow users to preview materials.
- Present programs on new books and particular genres and sponsor author visits.

15) Succeed in school: homework help
Students will have the resources they need to succeed in school.

Typical services in libraries that select this as a priority:
- Provide classroom collections for teachers.
- Provide circulating collections of materials selected to support home schooling curricula.
- Provide staff or volunteers to assist students with their homework.

16) Understand how to find, evaluate, and use information: information fluency

Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

Typical services in libraries that select this as a priority:
- Present a regular series of short programs that focus on using both print and electronic resources to find information on a variety of topics.
- Provide basic, intermediate, and advanced classes on how to use the Internet and proprietary databases.
- Sponsor or cosponsor hands-on classes on various software applications (Word, Access, etc.)

17) Visit a comfortable place: physical and virtual spaces
Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Typical services in libraries that select this as a priority:
- Provide meeting rooms for public use.
- Provide a variety of blogs, wikis, and other opportunities for social networking.
- Provide comfortable seating throughout the library.

18) Welcome to the United States: services for new immigrants
New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics they need to participate successfully in American life.

Typical services in libraries that select this as a priority:
- Make presentations to groups of new immigrants in off-site locations.
- Provide deposit collections of materials for new readers to organizations that tutor ELL students.
- Present citizenship classes.

ii. Community Planning Committee Members:

Luke Becknal
Polly Biltz
Susan Eberhardt
Tonya Fawcett
Jon Garber
Sarah Masterson

Joe Paczkowski
Loretta Page
Ben Rice
Jasmine
Phoebe Schmidt
Mayor Joe Thallemer

iii. Community Members Willing to Be Contacted by Library Consultant By Phone:

Kent Adams
Robert Bishop
Lynn Brown
Allyn Decker
John Elliott
William "Jerry" Frush
Rachel Hoffert
Sally Hogan
Amanda Inskeep-Shelton
Tim Keyes
Eric Lane
Susie Light
Julie Parke
Sandra Parra
Diane L. Quance
George Robertson
Renea Salyer
Jim Tinkey
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iv. 2015 Planning Survey

**Warsaw Community Public Library
2015 Planning Survey**

We need your help. We're looking for "100 Great Ideas" to assist the library in helping you and your community. Share your ideas.

1. MY COMMUNITY. My hope is to live in a community where…

_____
_____
_____

2. CHALLENGES. However, right now we face…

_____
_____
_____

3. NEW CONDITIONS. Changes needed in my community to reach our dreams are...

_____
_____
_____

4. MY IDEA. What do you think? How can the library help you and your community?

_____
_____

5. *In what areas does the library meet your needs? Check all that apply.*

○ Internet & WiFi access
○ Books & information (homework)
○ Meeting rooms
○ Read for enjoyment
○ Safe environment
○ Hours/quantity of booksales
○ Community events
○ Comfortable spaces to sit
○ Talk or work with friends/colleagues
○ Family/community history
○ Quiet areas to read & study
○ Job, career & business information
○ Private study rooms

○ Subscription databases (Value Line, Consumer Reports, Mango Languages)

○ Create my own writing, music, art & movies
○ Learn to read
○ Information on topics I need
○ Fax & copy machines
○ Physical copies of book, movies & music
○ Computers to access homeschool/online curriculum
○ Digital content (eBooks, Netflix)
○ Special equipment (3-d printers, laminators, cricut)
○ Programs & workshops
○ Create, share & personalize e-content
○ Other (please specify)

6. *Libraries are changing. Which Services do you think the library should focus on in the next 5 years? Please check your top THREE (3) answers.*

○ Internet & WiFi access
○ Books & information (homework)
○ Meeting rooms
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○ Programs & workshops
○ Create, share & personalize e-content
○ Other (please specify)

Thanks for sharing. Your ideas are important to us. Please complete the information below if you wish to be placed in a drawing for a $25 Amazon gift card.

Name _____ Address _____

Email _____ Phone _____

v. Key Findings:

Warsaw Community Public Library
Key findings from April 13th Staff, Board and Community Conversations
Wiseman Consulting and Training, Inc.

Overview: The initial phase of the Library's long range strategic direction setting process began with a series of conversations on Monday April 13th at the WCPL with the department heads/key staff members, townhall meetings with library patrons, a team selected from the community, and the library board. The general findings were that the Warsaw community as a whole is a well functioning prosperous community with significant advantages over communities with a similar population. The library is overall seen a major asset in the community for its programs/collection, physical facilities and location. Recent budgets cuts have to some degree eroded the staff's ability to reach out to the community. That has also led to reduced hours and lean staffing at times. Staff morale has suffered and library seems to not be as visible as it desires to be. The staff and community offered up an impressive array of potential ideas for improving the library. Below are listed a summary of the key findings for each group. A number of community people offered to help with specific services and programs to aid the library.

Summary of Overarching Themes
The Warsaw Community:

1. The community overall is thriving because of the stable set of industries, a strong work ethic, and culture of collaborative with well functioning schools and universities. The impending orthopedic industry merger is a cause for anxiety as some positions may be combined.
2. The community has many assets uncommon to a place with its size. It is rich in natural resources, cultural institutions, and access to larger communities (Ft. Wayne, Elkhart/South Bend) with solid transportation systems. A recently passed referendum shows a community willing to invest in the future
3. The community is largely homogeneous with a growing Hispanic presence that will require some attention
4. Some threats do exist however. Many leaders worry about the income inequalities present in the community and how encourage the low income people to take advantage of the many educational programs present. Also drug abuse still is a continuing problem. Several people mentioned the need for better coordination among the many non-profit institutions.

The Warsaw Community Public Library

1. The Library is overwhelmingly seen as wonderful asset to the community and cornerstone to the downtown area. People like the physical facilities, the diversity of programs, the helpful staff, and the strong collection.

2. The participants offered up quite a number of suggestions for consideration. The overwhelming consensus was the need for more outreach and partnering to the community. Many people are just not aware of the library's many assets. This is in spite of many forms of library communication (website, newsletter, newspaper columns, and social media). The library staff reductions and budget losses are likely to have played a part in this.

3. Other specifics offered quite frequently were suggestions for the need to recruit more volunteers, make more of the library's meeting spaces available to the public, create more active partnership with other community institutions, and continue to deliver excellent customer service. Quite of number of people said they would step up and help with these initiatives. That is a strong affirmation of the community's belief in the value of the library as a cornerstone of the community

Staff Conversations

Views of the Community Across all groups:

1. The community seems to be growing economically with unemployment quite low (under 5%)
2. Housing is tight especially in the luxury apartment market
3. A number of new cultural initiatives are quite promising (First Friday's, Expansion of Wagon Wheel Art Center)
4. The community while conservative financially by nature is however caring, collaborative, and welcoming.
5. The demographics of the community are largely white with growing Hispanic presence and a small African-American and Asian presence. The Orthopedics industry does bring a diverse group of people to the community.
6. While Warsaw remains a key center for the orthopedic industry employing 7,000 people, the purchase of Bio-Met by Zimmer is causing some anxiety. It is expected to be finalized in May. The concern is over potential layoffs.
7. Grace College and IvyTech College are real assets.
8. Warsaw is perceived to be peaceful, safe and family centered.
9. Lots of outdoor recreating (hiking, fishing, boating)
10. Some poverty exists with a group of have-nots who perhaps do not have the skills to function well in economy.
11. The schools on the whole seem to be highly regarded. A referendum is currently being held on whether to upgrade
12. Town is just the right size
13. Solve transportation issues

Staff Suggestions and Observations (18 people)

1. The meeting use policy needs to be reviewed. Some space is underutilized and scheduling is difficult at times.

2. Evening hours cuts have hurt the circulation numbers and limited patron options.
3. Signs outside the building are needed to direct people to the library
4. No current friends or foundation groups are currently functioning. Outside the children/youth department little use is made of volunteers because of reliability concerns.
5. More displays may be useful.
6. The library's bandwidth and Wifi capability have been recently upgraded
7. Security issues have been noticed by staff with substance abuse and some behavioral issues have been observed by the staff
8. The library has made it possible for kids to get library cards even if they live in untaxed areas of the community.
9. The library's ability to reach out to the community has been limited with the loss of the PR position and lean staffing levels. The library is not at the table at some community functions as a result.
10. The library has made effective use of social media to communicate with the public.
11. Do more with schools.
12. The programs for kids are well liked and attended.
13. People like the facilities
14. More classes are needed especially in the technology area
15. Some phone calls are not able to be answered because of staff being too busy

Town Hall conversations findings (13 people)

1. **Community needs**: More entertainment, a book store, more restaurants
2. **Ideas for the library:**
   a. Have a place to serve coffee
   b. Days of Kosciusko County (history)
   c. Have some expressive arts programs (maker space events)
   d. Get involved in First Friday
   e. Have holiday music events
   f. Do more with Volunteers (several offered to help)
   g. Expand the number of hours the library is open in the evenings
   h. Have more service learning projects/opportunities

i. Do more family movies (outside during the summer?
j. Have a reading buddies program-cross generational efforts to encourage each other
k. Have clubs for homeschoolers
l. Do more to stimulate curiosity
m. Have a gluten free group
n. Have senior living groups
o. Start bridge group
p. Create a directory of local people with expertise in areas of need to the community
q. Make the library a community hub-finding out where to, resources, events, data, things to do etc.
r. Have a book sharing group
s. More holiday music programs
t. Expand the evening hours

Community Teams Conversation
Warsaw findings:

Aspirations for the Community:
1. Retain growth
2. Keep the library downtown
3. Have more housing especially apartments
4. Keep the downtown filled
5. Do more things like First Friday programs
6. Keep taxes low
7. Support Grace graduates and strive to keep them in the community
8. Community is generous especially when disasters occur
9. Lots of faith based collaboration

Challenges for the community and the Library

1. Homelessness
2. Hunger
3. Keep the city budget healthy

4. Staying engaged with schools (parents, community partners
5. Solving the meth drug problems.
6. Some mean kids (bullies) are around
7. Making sure all kids have library cards
8. Helping young students before first grade read 1000 books
9. Serving the growing senior adult population
10. Autism awareness
11. Have conversation groups for ESL persons
12. Finding ways to get the unserved access
13. Provided controlled but creative environments for the students
14. Have gathering spaces that are not quite (caves, watering holes, and campfires)
15. Make sure people know about the library resources (find ways to get the word out)
16. Help people understand the library's finances and how it is supported by Property taxes mostly
17. The library does not have much of WOW factor, solid but not exciting

Board of trustees Observations
1. Expand the group library partners within the community
2. We need to push our comfort boundaries
3. Be sure to let the community know they have been listened to with this process

People willing to get involved with the Library
1. June is willing to teach others Bridge game and find volunteers (organize them)
2. Two young adults want to work on writers groups and organize volunteers
3. Wife of George Robertson
4. Dawn Vanneste would volunteer to help with social programs

Stakeholder Individual Interviews-Composite Themes
(16 people responded with 30-40 minute conversations)

Observations about Warsaw:
1. The economy is stable but could be in flux in the future depending the upcoming orthopedic industry merger with Zimmer
2. People get along with each other
3. It's a conservative place religiously, financially, and politically
4. Work ethic is very strong
5. Grace College/Ivy Tech collaboration with Orthopedic Industry every innovative
6. Wagon Wheel expansion into other arts areas is positive
7. Some drug related crimes
8. New technology park coming
9. Just finished new YMCA
10. Schools are good.
11. Even with low employment, lots of have nots (low income people)
12. New Hospital (Parkland) coming into community
13. Orthopedic and manufacturing groups along with IVY Tech are bringing students to work sites to encourage enrollment in 2 year manufacturing skills programs
14. The Market Street Corridor and other infrastructure programs are quite promising
15. School graduation buddies program helps at risk students
16. There is not much coordination among non- profit groups in the community

Ideas for improving the Library:
1. Have a Toastmaster Club currently hosted at a business
2. More outreach, go outside the library (First Friday, community events etc)
3. Give more attention to the Hispanic community-make them feel wanted
4. Increase the number of card holders
5. Collaborate with other area libraries
6. Have someone with specialized Indiana/local history expertise either as a volunteer or on staff

7. Make sure the programs are quality
8. Take advantage of local expertise (Grace College, Orthopedic resources etc.)
9. Get sponsors for programs
10. Create a "can do" mentality
11. Get grants to do things (see the Community Foundation)
12. Partner more with organizations like Wagon Wheel, Grace College Library, Ivy Tech Library, YMCA
13. Toot your horn!! Be more visible
14. Staff mostly helpful and friendly
15. Start up a new Friends Group
16. Find ways to make BIG READ project successful (Warsaw attendance was much lower than other communities)
17. Have more multi-cultural awareness programs
18. Sponsor Chamber of Commerce Afterhours programs to get business community engaged in the library
19. Find ways to make E-Book access less "clunky"-hard to use
20. Upgrade staff technology skills-many of them are not able help people with digital issues.
21. Improve the ability to drop off or return materials
22. Be more involved with the County Leadership Development program
23. Explore ways to coordinate historical program with the County Historical Society
24. Find ways to open up the library meeting space to the community
25. See what other county seat libraries the size of Warsaw are doing
26. Explore partnering with Grace Center for Streams and Lakes or other environmental groups
27. Keep stressing early literacy
28. Be a clearing house for community information (the place to go)

The 2016-2021 Strategic Planning Board Retreat started immediately following the monthly Library Board meeting at 5:00 p.m. on May 11, 2015.

Library Board members present: Barbara Beck, Cathi Cindrich, Sherri Dalrymple, Chris Merrill, Rick Paczkowski, and Paulette Sauders. Absent with prior notice: Jill Beehler. Staff members present: Ann M. Zydek, Library Director; Joni Brookins, Assistant Director; Renee Sweeny, Business Manager; Harper Apted, IT Manager; Bruce Hively, Facilities Manager; Laurie Voss, Circulation Supervisor, Missy Chapman, Cataloging Supervisor; Dana Owen, Adult Services Librarian; and Duane Herendeen, Children Services Librarian. Community Planning Committee members present: Ben Rice; Loretta Page; Susan Eberhardt, Phoebe Schmidt; Sarah Masterson, and Tonya Fawcett. Dan and Sharon Wiseman of Wiseman Consulting and Training, Inc. were also present and facilitated the strategic planning retreat.

KEY LIBRARY SERVICE RESPONSES
The World Café Process was used: Participates gathered around three round tables and brainstormed ideas and projects for one of the key library service responses. The Key Library Service Responses used were those just shared at the May 11th Board 4:00 P.M. meeting:
1) Access to Internet, to technology, to special equipment, and to information.
2) Enrich my leisure activities, read for enjoyment and stimulate my imagination (e.g., read books, view movies, listen to music, participate in programs.)
3) Visit comfortable safe physical/virtual spaces to read, study, relax, talk, and meet with others.

After brainstorming, participants listened as the ideas were shared. Groups then moved to another table and brainstormed ideas and projects for another key service response area until each group had added input to all three key library services responses. The facilitators read off all the ideas at the end.

1. **ACCESS to Internet, to technology, to special equipment, and to information.**
    a. Upgraded to 45 mg—can expand to 100 mg
    b. Upgrade WiFi for better coverage/more access points
    c. More equipment
        i. Laptops to check out
        ii. Copy machine/fax
        iii. 3D printer

d. Maker spaces—self-service/staff

e. Video collaboration/video conferencing

f. Designated areas for activities

g. Databases/direct to locations

h. Digitize genealogy collection

i. Designated area (job interview practice/resume help/dress advice)

j. Job search database/programs

k. Virtual curator—recommendations/scroll on webpage

l. Adult reading software

m. CD station

n. DVD station

o. Automated CD/DVD cleaning

p. Automated forms for new additions/collections/databases

q. Website simplication

r. Clean CD/DVDs for donations

s. Kindles/iPads to borrow

t. Updating website (scheduled work?)

u. Links to website current

v. More PC training/classes

w. More tech programs/social media

x. Volunteers to teach classes

y. Software for language learning

z. Touch screen computer stations

aa. Advertising these services

bb. Instruction for Ebook usage

cc. Youtube instruction or Facebook/How-to's

2. **ENRICH my leisure activities, read for enjoyment and stimulate my imagination (e.g., read books, view movies, listen to music, participate in programs.)**

a. Audio Listening centers
b. "Peach Jar" with schools- fliers (our monthly calendar) also email it.
c. Weather workshop
d. Volunteer someone to play—music
    i. Sr. Citizen workshops: Social Security—medicare, etc.
    ii. Retirement
    iii. Wills
    iv. Trusts
    v. How to budget
    vi. Dedicated person/or staff to help with
e. More booksales
f. Friends of the Library—so you can have more booksales
g. Programs at night—just not day
h. Movies & music—test the DVD's when they come back (mostly children's)
i. Workshops—on our equipment before they use it
j. Need equipment to do their "productions" and software
k. Community sponsors for programs/equipment
l. Booklists—promoting what it is
m. Have books out pertaining on certain programs (i.e., knitting books/crochet books)
n. More minions (staff)
o. Work with Grace College—Encourage Students to do applied learning at library
p. More…everything
q. Author visit/talks
r. Sewing—how to sew on a button…
s. Scrapbook club
t. Gaming—board, D.N.D, trivia, cards (Bridge)
u. Culture—world day—booths, dance, etc.
v. Poetry club
w. Time for patrons to use equipment (i.e., cricut, laminator)

    x. Equipment loaning

    y. Training—how to: (research, use equipment, fix your car, change tire, make a video, upload to Youtube)

    z. Local TED talk

    aa. Do life classes @ high school

    bb. Farm day & your Library

    cc. Ortho Day—What IS that?

3. **VISIT comfortable safe physical/virtual spaces to read, study, relax, talk, and meet with others.**
   a. Quiet reading room (now more "talking" at library)
   b. Leather/comfortable chair
   c. After hours space—availability
   d. "Living Room" furniture
   e. Lighting—Energy efficient, individually adjustable
   f. Additional small study rooms with white boards/work areas
   g. Collaboration rooms—connection for devices (Friendly" plugs everywhere)
   h. "Virtual" meeting space—web conferencing, webinars
   i. Teens: enlarge teen area, space more inviting; add YA non-fiction collection
   j. Area to sit for audio books (parent & child)
   k. Spaces to rent to others (outside groups)
   l. Tech meeting rooms (large)
   m. Food in the library (and drink)
   n. Snack machines
   o. Online chat rooms—discuss books
   p. Book clubs—genre, current events
   q. Kid-teen Furniture
   r. Massage chairs—Yoga Mats-spa
   s. "Walking" desk and staff able to stand or sit at work desk
   t. Lockers (24/7)
   u. Coat Racks (by tables)

    v. Chair & tables on wheels

    w. Collaborative table

    x. Outside sitting areas

    y. "Rocker" chair (kids)

    z. Terrorist proof kids area

    aa. Updated video conferencing unit—more accessible

    bb. Café tables & chairs in halls & lobby

    cc. Café serving food

HOW TO GET THERE

1) ***Staffing/Training/Support Succession*** (A table of people worked on this topic.)
   a. Readers advisory training
   b. "Read Alikes" easier to find on website
   c. Cross training
   d. Training videos online
   e. Succession planning
   f. Continuing education
   g. Make sure staff has a "voice"
   h. Staff suggestion boxes
   i. Service on community committees

2) ***Find New Sources of Revenue*** (A table of people worked on this topic)
   a. Zero out accounts once a year
   b. Cleaning CD/DVD for a small charge
   c. Endowment fund
   d. Friends of the Library
   e. Co sponsorship programs
   f. Fees for workshops
   g. Room rental/after hour services
   h. Amnesty day/co-sponsored

  i. Booksales (FOL)

  j. Friends Ask/Donation Drive

  k. Friends Bookstore/Café

  l. 501c3/Friends

  m. Newsletter/donations

  n. Grants

  o. Grant writer

  p. Adopt a book/ program (Zimmer, etc.; stickers on books)

  q. Raise taxes

  r. County library system

  s. Mystery night

  t. Spa night

  u. Women's night

  v. Concert

  w. Staff calendar

3) ***Volunteers/Friends Group/Interns*** (A table of people worked on this topic.)

  a. Interns:

    i. collection needs to be close by

    ii. marketing

    iii. social services

    iv. MLS

    v. IT services

  b. Volunteers

    i. retired businessman (Sr. Citizen programs)

    ii. moms that want out of the house

    iii. seniors (Explore Courts of Colfax, Retired Tigers, NHS)

  c. Friends

    i. Retired teachers

    ii. Leadership academy (white paper)

     iii. We need info on how to organize, etc.)
    d. 1ˢᵗ Fridays
   4) ***Space/Meeting Rooms/ Hours/Policy Modifications*** (Topic discussed in service responses discussions.)

With time running out, the retreat ended at 7:15 P.M. with the Library Board expecting the library to continue strategic planning activities working toward a plan by this Fall. The library staff will work on "How to get there" and update the Board at regular Board meetings progress made on setting goals, objectives, action steps.

Respectfully submitted: Ann M. Zydek, Library Director   Attested: Barbara Beck, Secretary