Washington Carnegie Public Library
Strategic Plan
2021-2023
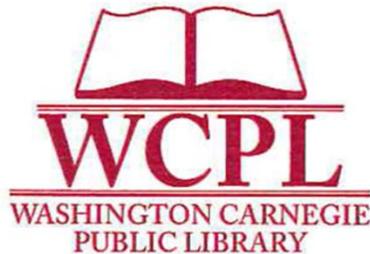
Adopted by the
Washington Carnegie Public Library
Board of Trustees
December 10, 2020

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About the Library

Definition
The Washington Carnegie Public Library is defined under 590 IAC 6-1-2, Sec.2 (3) as a Class "B" Library serving a population of 10,001-39,999. We follow the Indiana Public Library Standards 590 IAC 6-1.

Description
The Washington Carnegie Public Library, constructed in 1902 with expansion and renovation in 1998, is located in the city of Washington, Indiana in Daviess County. The library district is within the city limits of the city of Washington, Indiana. The physical and mailing address of the Washington Carnegie Public Library is 300 West Main Street, Washington, Indiana 47501 and boasts 14,000 square feet of usable space.   The website is http://washingtonpubliclibrary.org. The library's telephone number is 812-254-4586.

Board
The Washington Carnegie Public Library is governed by a Library Board of Trustees. The Library Board is composed of seven (7) members. The Board members are appointed as follows: three (3) by the Washington Community School Board; one (1) by the Daviess County Commissioners; one (1) by the Daviess County Council; one (1) by the City Council of Washington and (1) by the Mayor of the City of Washington.

Administration
The Washington Carnegie Public Library employs as the library director an individual who meets the minimum of Librarian Certification 2 as defined in 590 IAC 5-4-3. This individual must have degree from an American Library Association accredited master of library science program from an accredited university as well as three years of relevant library experience.

Core Values
New for this strategic plan time period is a listing of the Core Values of the administration of WCPL. These values are the heart of our library.

➢ Open Access: The Library values free, open, unrestricted access to its collections and services. We are committed to connecting our customers to the ideas, information and materials they wish to explore in a friendly, nonjudgmental manner. We strive to offer materials, programs and services that represent the needs of our diverse population.

➢ Customer Focus: The Library values all customers and is responsive to their service needs. The customer's opinion and input is welcomed in all initiatives and undertakings. We consider the impact on the customer in all decisions.

➢ Excellence: The Library values excellence, individually and collectively. We offer quality service to all customers by displaying a positive attitude, valuing the diversity of people and perspectives, and expecting integrity and competence in our personal and professional actions. We strive to earn the trust and confidence of all customers.

> ➢ Growth and Innovation: The Library values continuous learning and innovation in the pursuit of excellence. We respond to present situations and anticipate future needs.

> ➢ Good Stewardship: The Library values responsible stewardship of all the resources with which we have been entrusted. We are accountable for ensuring the proper use of public funds. We take seriously our responsibility to maximize the efficiency of staff time and talent making the best use of all our resources in the delivery of quality library service.

Demographics

WCPL serves 12,528 (est.) city residents with one facility. The population of Washington is about 50.7% male and 49.3% female. The population is predominately Caucasian at 81%. The community also has populations of African American or Black 4%, Hispanic 12%, and other 3% (Asian, Native American or mixed). The median age in the city is 37.3. The population breakdown by age is

- Under 18 year 25.5% (2020 est. 33.8%)
- 18 to 24 years 9.4%
- 25-44 years 24.1
- 45-64 years 25.2
- Over 65 years 15.8 (2020 est. 16.5%)

The median household income decreased from $44,883 in 2016 to $40,645 in 2018. The poverty rate is 18.3%. Seventy-eight-point three percent of adults 25 years and older have at least a high school diploma (2018) as compared to 85% in 2016. A little over 14% have a Bachelor's Degree or higher.

(Sources :U.S. Census Data 2010 and 2020 Quick Facts)

(A) Statement of Community Needs and Goals

The Board and Staff of the Washington Carnegie Public Library are dedicated to bringing to the City of Washington a library that is directly responsive to the needs of the community. To guide this effort, the Director elected to pursue the Public Library Association's *Strategic Planning for Results* model. This model is recognized nationwide as a powerful and effective tool for aligning community needs with library service priorities. WCPL also follows the Indiana Public Library Standards 590 IAC 6-1-5(j)(6).

(a)Community Input

Representatives from education, business, and social service agencies in our area as well as a few patrons and library staff volunteered their time to be part of a Community Planning Committee which sought to articulate a progressive vision for WCPL. The committee as asked to imagine what a successful community would look like 10 years from now and to identify the library's role in to achieving the vision they shared.

(b)Primary Community Needs and Goals

The committee noted that Washington is continuing to grow and that having a public library is essential to a well-rounded community. The community needs the library to maintain the historic building and provide free, safe and welcoming space for residents, visitors, businesses and organizations. Community members noted that the library is one of the few places where those in the community can enjoy free lifelong learning, arts and culture events, and open access to information. It is imperative that the library remain open to all regardless of gender, religion, ethnicity, income or social status. In addition, it was decided that the library is a leader in literacy and STEM education for children.

(B) Assessment of Facilities, Services, Technology and Operations

An assessment of facilities, services, technology and operations is completed annually by the library director in accordance with Public Library Standards set by the Indiana Library and Historical Board. Public libraries are required to meet the standards in order to receive any state or federal funds disbursed by the Indiana State Library in the form of grants or monetary awards. The current standards are found in the Indiana Administrative Code 590 IAC 6.

Facilities

The Washington Carnegie Public Library, constructed in 1902, is located in the city of Washington, Indiana in Daviess County. The facility was expanded in 1998 from approximately 7,000 square feet to 14,000 square feet to improve accessibility to upper level reading rooms, book collections and computer stations. WCPL meets all local, state and federal building, and health and safety code. The building also complies with the Americans with Disabilities Act.

Recent upgrades: The limestone building was cleaned by a contractor in the July/August of 2018. Carpeting was replaced in the entire upstairs and a wooden floor was placed in the landing in July 2018. Public seating was replaced in adult services in September 2018. The lighting in the north section of the upstairs was converted to LED in the late 2019 and early 2020. Roof repairs were made during 2018-2020 to patch various areas where tile had separated. All electrical and technological wiring is current. The heating, cooling, plumbing is inspected semi-annually and funds are secured in the Library Improvement Reserve Fund for their repair/replacement. Two coils in the cooling elements were replaced in September 2020.

Current issues that are priority of the administration to have assessed for repair or replacement during 2021-2023 are:
1. The original Cabel Park arch on Main Street has never had repairs. The bottoms of the archways are showing signs of aging. This project is carried over from the previous strategic plan. Finding a contractor who is willing to work on the arch is proving to be troublesome.
2. The outside concrete stairs leading from the north into the entry plaza have two chipped steps and are showing signs of discoloration. The steps need repair or replacement. Finding a contractor who is willing to work on the arch is proving to be troublesome.
3. Lighting in the meeting rooms will be converted to LED as time and funds allow.
4. The phone system is now ten years of and several phones are having issues.

5. Resurfacing and painting the wall in the northern section of the building (leak damage).
6. The meeting room tables and chairs are now 23 years old and are showing wear.
7. Space issues are arising due to increased programming and services.

Services

The library is a member of Evergreen Indiana, an ILS consortium comprised of over 125 public, school, institutional and special libraries. WCPL local collection of over 45,000 items (8 million consortia wide). The library meets or exceeds Indiana Public Library Standards for programming including adult literacy, reference, notary service, exam proctoring, genealogy beginning research, faxing, copy service, printing, resource sharing, Braille and Talking Book access, access to online databases & eBooks, and outstanding print and electron collection though our ILS Evergreen Indiana. The library is a leader in youth, teen, adult and community programs that focus on history, education, literacy, reading, and arts and culture. Opportunities for creating STEM makerspaces for patrons are being explored.

Technology

The library 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.

Inventory Category	Current Count	Projected - 2021	Projected - 2022	Projected - 2023
Networks				
Web Server	1	1	1	1
Client Server	1	1	1	1
Computers/Tablets/ereaders				
Laptop Computers-Staff	4	4	5	5
Laptop Computers-Public Access	4	4	5	5
Desktop Computers-Staff	10	10	10	10
Desktop Computers-Public Access	16	16	16	16
Online Catalog Computer	2	2	2	2
MacBook-Staff Use	1	1	2	2
iPad Tablets-Staff	2	2	2	2
iPad Tablets-Public Access	10	12	15	15
ereaders-Public Access	2	2	2	2
Print/Copy				
Copier	3	3	3	3
Laser Printer	3	3	3	3
Imaging				
Scanner-Public Access	1	1	1	1
Projector	2	2	2	2
Microfilm Scanner	2	2	2	2
Internet Connections				
T-1	2	2	2	2
Wi-Fi access point	1	1	1	1

Telecommunications				
Touchtone phones	10	10	10	10
FAX	2	2	2	2
Televisions				
Meeting room TVs	3	3	3	3
Message Boards	0	2	2	2
Security				
Security Cameras	13	13	13	13
Security System	1	1	1	1

Operations

The library meets or exceeds Indiana Public Library Standards in relation to operating, personnel, and administrative policies to ensure smooth library operations. The policies are reviewed by administration on an annual basis.

(C) Measurable Service Goals and Objectives

(a)Identify Service Responses

WCPL's goal for 2021-2023 is to focus on solutions, think strategically and pursue measureable outcomes to address the five service priority areas. The committee, library director and board collectively developed the following five service goals to respond to community needs being careful to avoid duplication of other agencies' services. These goals are:

1. *Create Young Learners: Early Literacy & STEM.* Youth from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen, School aged children will be provided with the support they need to engage in a world of reading. Young children and teens will be provided with out-of-school STEM opportunities to prepare them to enter into the future workforce.
2. *Satisfy Curiosity: Lifelong Learning & the Arts.* Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
3. *Connect to the Online World: Public Internet Access & Media.* 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.
4. *Provide Public Space: Safe, Welcoming, Versatile and Collaborative Space.* Residents and visitors will have a versatile, welcoming, collaborative, and safe space that serves as an anchor for the community
5. *Promote Public Engagement: Multi-media marketing.* The public will have various opportunities to engage with the library through a variety of multimedia marketing.

Mission
The mission of WCPL is to promote the development of independent, self-confident, and literate citizens through the provision of open access to intellectual, informational, cultural and entertainment resources.

Vision

Washington Carnegie Public Library is the cornerstone of a growing community welcoming people of all ages and cultures; strengthening neighborhoods and learning networks; and inspiring all with the world of ideas.

(c) Library Staff-Workform G

The library staff met in small groups and as a whole to develop at least one goal that supports the five service responses. Each goal targets a separate audiences. The actual workforms are located in the director's office. A compilation f those goals are listed below in (d) Goals/Objective/Activities.

(d) (i) and (iii) Goals, Objectives and Activities

Create Young Learners: Early Literacy & STEM

1. Children 0-5 years will be ready to enter school as successful learners.
    - Each year a minimum of 40 parents and caregivers will be trained in early childhood literacy.
    - Each year at least 200 young children will participate in a library sponsored or co-sponsored program.
    - Circulation of caregiver and early literacy resources will increase by 4% each year.
        Activities:
        - ✓ Collaborate with the local day care centers to provide training
        - ✓ Provide brochures to local organizations and advertise programming
        - ✓ Staff planning and training workshops
2. Children grades K-8 years will have materials and programs that stimulate their imaginations and engage them in the world of reading.
    - Each year a minimum of 80 children grades K-8 will register for a library card.
    - Each year a minimum of 500 children will participate in summer reading.
    - Annually, circulation of juvenile materials will increase 2%.
        Activities:
        - ✓ Visit local schools throughout the year to promote the library
        - ✓ Promote the Summer reading club and other programs
        - ✓ Annually evaluate, weed, plan and develop all collections and e-resources.
3. Teens will find quality materials in emerging formats and will find positive activities to enhance their leisure time.
    - Designate a space in the library for teen activities.
    - Each year a minimum of 40 teens will participate in a library sponsored or co-sponsored program.
    - Annually, circulation of teen/young adult fiction will increase 2%.
    - Each year, a minimum of 90% of teens surveyed who attended a library sponsored or co-sponsored program will say the program was good or excellent.
        Activities:

- ✓ Collaborate with local junior high and high schools
- ✓ Promote the programs and collection with displays
- ✓ Survey participants on satisfaction
- ✓ Increase social media engagement through popular teen platforms

4. Young children and teens will be provided with out-of-school STEM opportunities to prepare them to enter into the future workforce.
   - Each month a minimum of 1 specific STEM program per age group will be offered.
   - Each week 100% of students will have an opportunity to explore STEM makerspace.
   - Quarterly, 100% of staff will receive professional development in relation to STEM education and will feel more comfortable with STEM topics.
   - Schools will see 50% improvement in scores of STEMspiration participants we well as greater engagement in the classroom.
     - Activities:
     - ✓ Create makerspace for all youth
     - ✓ Collaborate with local schools and area STEM educators
     - ✓ Provide Staff Development through appropriate resources
     - ✓ Record impact and outcome on STEM participants

Satisfy Curiosity: Lifelong Learning & the Arts

1. Adults and Teens will have the resources they need to explore topics of personal, professional and vocational interest and to become passionate learners throughout their lives.
   - Each year the library will offer at least 10 unique program themes for teens and adults in addition to designated seasonal reading programs.
   - Each year at least 400 adults will participate in a library sponsored or co-sponsored life-long learning program.
   - Circulation will increase by 1.5% a year.
   - Each year, a minimum of 90% of adults surveyed will indicate that staff was helpful in finding information or materials to explore a topic of personal interest.
   - Each year, a minimum of 90% of adults surveyed who attended a library sponsored or co-sponsored life-long learning program will evaluate the program as very good or excellent.
   - Each year, a minimum of 80% of adults surveyed who were looking for information or materials to explore a topic of personal interest will indicate the library's collection was very good or excellent.
     - Activities:
     - ✓ Staff will attend professional development training and explore methods of programming
     - ✓ Work with local media to promote program/collection
     - ✓ Annually evaluate, weed, plan and develop all collections and e-resources
     - ✓ Survey patrons concerning collection, programming and resources
2. Adults age 60 and older will have the resources and services they need to explore areas of personal interest.

- Each year, at least 80 adults 60 and over will participate in a library sponsored or cosponsored event to explore an area of personal interest.
- Each year, circulation of large print materials will increase by 3%.
- Each year, outreach circulation will increase by 2%.
- Each year, a minimum of 70% of adults over 60 surveyed will say they learned about a topic of personal interest at the library.
    - Activities:
    - ✓ Outreach staff will promote collection and programing to this target group
    - ✓ Annually evaluate, weed, plan and develop all collections and e-resources
    - ✓ Survey patrons concerning collection, programming and resources

3. Adults and Teens will have the resources they need to explore arts and culture which will stimulate minds and curiosity.
    - Each year the library will offer at least 4 unique arts/culture programs for teens and adults.
    - Each year at least 200 adults will participate in a library sponsored or co-sponsored arts/culture life-long learning program.
    - Requests for such programming will increase by 15% a year
    - Each year, a minimum of 90% of adults surveyed will indicate that programming was educational and inspiring.
    - Each year, a minimum of 90% of adults surveyed who attended a library sponsored or co-sponsored arts/culture program will evaluate the program as very good or excellent.
    - Each year, a minimum of 15% of adults surveyed who attended a library sponsored or co-sponsored arts/culture program will request more information or materials about the topic.
        - Activities:
        - ✓ Staff will attend professional development training and explore methods of programming
        - ✓ Staff will explore arts/culture opportunities from known and new contacts
        - ✓ Work with local media to promote program/collection
        - ✓ Annually evaluate, weed, plan and develop all collections and e-resources
        - ✓ Survey patrons concerning collection, programming and resources.

Connect to the Online World: Public Internet Access & Media

1. Library visitors will have current computer technology and high speed access to the internet
    - Average wait time of public access internet stations will be less than 5 minutes
    - 90% of users will say that library's technology service is good or excellent.
        - Activities:
        - ✓ Annually evaluate technology and update/replace according to technology plan
        - ✓ Survey patrons concerning satisfaction of technology

  ✓ Work with ISP to insure proper working of all outside connections

2. Library visitors will have opportunities and resources to develop their computer skills
  ▪ Each year, the library will offer 6 computer related training programs.
  ▪ 80% of participants will indicate increased fluency in computer language and/or computer skills.
   Activities:
   ✓ Create programming that highlights basic computer literacy
   ✓ Provide up-to-date technology for learning
   ✓ Survey participants to determine growth levels

3. Library visitors will be able to connect with information covering a wide variety of e-resources
  ▪ Each year, the library will offer classes on how to use library databases.
  ▪ Each year, the library will offer 4 classes on e-government, medical or educational resources.
  ▪ 80% of participants will indicate the programs were very good or excellent.
   Activities:
   ✓ Department heads will pass on training to the public via library technology
   ✓ Promote programs using local media and partner with local organizations
   ✓ Survey participants to determine satisfaction

Provide Public Space: Safe, Welcoming, Versatile and Collaborative

1. The physical structure and landscape will be managed responsibly in ways that promote community use.
  ▪ Provide care for historic Carnegie Building, maintain 100% of its use, while providing a welcoming and safe space.
  ▪ Maintain security levels for public safety.
  ▪ Continue proper cleaning of the facility to meet public health standards.
   Activities:
   ✓ Pursue replacement of outdoor railing and signage
   ✓ Explore energy efficient lighting for meeting rooms
   ✓ Partner with area organizations on collaborative landscape projects
   ✓ Annually evaluate maintenance and security provisions
   ✓ Continuing the education of staff on public health standards

2. The library will be a versatile and collaborative space for people of all ages.
  ▪ Repurpose space for a collaborative maker space for youth/adults.
  ▪ Develop a plan for library expansion (event area).
   Activities:
   ✓ Define the library's role as a cultural center and develop response
   ✓ Evaluate current library space and reutilize where necessary

Promote Public Engagement: Multi-media marketing

1. The library will engage with patrons through all avenues including face to face, online and virtually.
  ▪ Webpage visits will increase 50% annually

- Social media insights will reflect increased engagement by an average of 25% annually.
- Programming registration will increase by 20% annually with online registration.
  - ✓ Continually update information and graphics on website
  - ✓ Evaluate the most active age demographics and increase outreach to other demographics
  - ✓ Offer a variety of programs with a variety of ways to participate

2. The library will create innovative programming responsive to the community's needs.
   - Build upon our strengths to empower staff and patrons to further develop interests and lifelong learning.
   - Expand on current programming interests.
     - ✓ Curate events and programs that showcase existing strengths
     - ✓ Engage with our community to learn their interests
     - ✓ Connect programs with relevant collections and services provided

(iii) Communication Plan

A yearly annual report is created, published, and distributed both within the library and throughout the community for current and potential users and stakeholders. It highlights Washington Carnegie Public 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.

(D) Annual Evaluation Process

The Board of Trustees and director will annually review evaluate objective and activity successes/failures through data collection and surveys and update activities, staff work plans, budgeted amounts as necessary to meet the goals of the strategic plan.

(E) Financial Resources and Sustainability

The library is a city tax supported single entity. This public library's primary source of funding comes from a tax levy on the property owners of the city of Washington. The administration and board of WCPL makes it a priority to be good stewards of taxpayer money and service priorities and goals will be considered in all decisions relating to the allocation of the library's financial resources through each year. The WCPL staff continually seeks additional financial resources through grants, gifts, donations, and endowments to supplement the library's budget to insure sustainability for projects. The library adheres to the processes as described in The Accounting and Uniform Compliance Guidelines Manual for Libraries as published by the Indiana State Board of Accounts.

(F) Equipment Replacement Schedule

Library administration will work closely with the IT department maintain a technologically rich environment for WCPL users. Generally, we strive to replace all computer hardware based on the following guidelines:

- Replace or upgrade 1/6 of computers and monitors annually. Note that all public computers were replaced in 2018.
- Servers will be replaced every 3-5 years or as needed. Servers were replaced in 2019.
- Copiers and printers will be replaced every 5 years or as needed.
- The Telephone systems are in declining condition and may need replaced during the plan cycle.
- Usage of the Internet lines will be monitored to ensure library has adequate bandwidth.
- Miscellaneous equipment will be monitored and replaced as needed.

(G) Professional Development Strategy

WCPL prides itself in a well-informed library staff which is one of a public library's greatest assets. WCPL staff participates in continuing education, workshops, and professional activities, and is aware of current trends in librarianship. The director of the library works to prioritize educational opportunities for library staff to ensure goals, objectives and activities of the strategic plan are met. The staff meets for monthly short meetings to keep abreast on the changes and happenings at the library. The staff of WCPL have two (2) group staff days per year and individual staff members attend professional development as needed and as related to their position.

(H) Collaboration with Libraries and Community Partners

As opportunities present themselves WCPL will engage in strategic conversations with other public libraries and community partners to address the five service priority areas. We cannot predict what solutions, innovations or initiatives will develop from such partnerships which is why it is impossible to make a specific listing of additional activities to support priorities. What you will see is a dynamic library system that adapts to the changes in our community and partners/collaborates with local schools, nonprofit entities, educational organizations and businesses.