



## **Brownsburg Public Library**

450 South Jefferson Street, Brownsburg, Indiana

Mission Statement: Enriching imagination, discovery and personal growth.

Vision Statement: Offering the community a friendly, open destination with a dynamic, highly valued collection that is easily accessible through modern services and technology.

Core Values:

- Respect
  - In words and actions demonstrate to patrons and staff their value
  - I will treat all patrons and staff as unique individuals with unique needs
  - I will respect our workplace environment
- Friendliness
  - I will be approachable and pay attention to others' needs
  - I will provide service with a smile within every personal interaction
- Sharing
  - I will continue to educate myself and share with co-workers and public.
  - I understand the basic tenets of the library profession.
  - I will work to present a professional demeanor and represent our profession in a positive light.
- Serving
  - If you have a need, I will do my best to find the resources.
  - Everyone has access regardless of ability
  - I will strive to provide opportunities for all of our patrons to access our services and resources

## Strategic Plan

### 2019-2023

#### ***Community needs and goals***

The Brownsburg Public Library is located approximately 20 minutes northwest of Indianapolis. We are a bedroom community with most of our residents traveling elsewhere to work. The library serves both Brown and Lincoln townships, an area composed of 40,258 individuals (according to the 2010 U.S. Census). Brownsburg proper has approximately 25,911 residents. Of those residents, they are primarily Caucasian (91%), female (52%), and 35-54 years old (United States Census 2017 Estimate). The community is fairly wealthy with a median income of \$68,647. That's a figure well above Indiana's overall median of \$58,873 (Statista – Statistics Portal). Even so, 24.6% of the Brownsburg students receive a free or reduced lunch (2018-19 Department of Education) and possibly have need for Internet access, materials and a comfortable, quiet space.

#### **Strengths Weaknesses Opportunities Threats**

**Strengths:** Friendly and welcoming staff; openness to try new things, accommodate change and face a consistently changing future; good financial stewardship; user focused services, programs and collection; library facility with flexible and varied size spaces

**Weaknesses:** Lack of visibility and awareness of offerings; “learned helplessness” by doing too much for patrons and not teaching; challenge of trained staff to meet facility hours and public needs; neighborhood location; small business/partner base (compared to other communities); funding to keep up with technology, online resources and demand for collection

**Opportunities:** Transformation of facility; outreach; personalize/customize the customer experience; cultural; expansion of community businesses and new partnerships; changing technology and an opportunity to lead the learning

**Threats:** Technology constantly changing and inability to stay current; economic impacts like rising costs and tax caps combined with static budget; community perception that libraries are irrelevant in the digital age; competition from other community activities; keeping up with population growth and demographic changes in our community

Demographics:

In 2016 we surveyed users and non-users. Here's what we found:

- Most of our users visit monthly: 44% (weekly was a close second with 35%) The participants that marked that they visited 2 to 4 times/annually increased to 17%.
- 87% checked out a book, movie, audiobook, and/or magazine – a decrease of 6% from the 2013 survey (93%)
- 68% hear about our programs/services via our eNewsletter; 57%library website (calendar); 29% pick up on it from visiting; and 17% hear through word-of-mouth – the number who learn about us from our e-newsletter continues to increase (up from 55% in the 2013 survey)

In addition, our most active users had the following in common:

- Resides in Lincoln Township
- Is a woman
- Age 35 to 49

As of 1/1/2019, 19,140 Brown and Lincoln Township residents are registered library borrowers of which 18,764 have a valid card (2018 expiration or greater). The difference between registered and valid represents those patrons who have not visited the library recently to update their card. Valid cardholders are a consistent metric of current patrons using the services and collection. We purge inactive library cards from the system daily (inactive = 3 years).

- Registered borrowers are 47.45% of our population (40,258).
- Valid cardholders are 46.6% of our population (40,258).
- National average is 55% (Public Libraries in the United States Survey: Fiscal Year 2016)
- State average is 52% (Indiana State Library Statistics, 2017)

Our ultimate vision would be to have:

- 65% (26,168) or more of our population as a valid cardholder (representation of population);
- 15.0 circulation per capita (603,870) (represents collection usage); and
- 7 visits per capita (281,806 visits) (represents usage of facilities)

Goals:

The Library has identified four (4) main goals that support the community and their needs today and into the future.

1. **Engaging Services** – Engaging the people in the library and out in the community by providing exceptional services and expanding accessibility to and awareness of information and ideas
2. **Dynamic Collection** – Prepare and adapt the collection and delivery methods for the future while continuing to fuel the love of reading, and encourage personal growth and learning
3. **Community Center** – Become the physical and virtual space for our community by creating a welcoming and productive physical space and a personalized online presence that is flexible to meeting the needs of each community member
4. **Genuine Staff** – Build on our excellent customer service legacy with continual training and by creating an organizational culture of innovation and change to shift with the times and the community

We want the library to be a relevant and essential resource within the community. We will continue to promote and provide all the wonderful services and materials that their public library has: information, programs, movies, gathering spaces, Internet access and help, online presence and much more. We will work to break the barriers of tradition and move towards opening the eyes of our community members to the future and the possibilities their library can provide. We will continually market all of our services, survey our community, and talk to individuals in pursuit of becoming the premier information resource for our community.

The Brownsburg Public Library is the people, the materials, and a place that we strive to make a friendly, open destination for the community that enriches imagination, discovery and personal growth.

***Measurable objectives and service responses***

Engaging Services: engaging the people in the library and out in the community by providing exceptional services and expanding accessibility to and awareness of information and ideas

Services are not confined to the physical building and can easily be delivered within the community. Technology creates new opportunities for the library to extend our services and accessibility. We must remain aware of the tools and services patrons are using to connect with information and each other so that we can “meet them where they are”. We want to ensure that staff time is being used efficiently and toward a service that is valued by the community. We will monitor usage and adjust our workflow or the service to accommodate any changes that improve efficiency and encourage use of the services.

- Engage residents to become members and encourage usage of collection and services
  - Develop methods to ensure that the people of Brownsburg have the skills they need to access, evaluate and use information
  - Re-invent ways to motivate library cardholders to stay current and use the library services and collections
  - Create a newcomers program to integrate new residents into our community by proactively reaching out to them and introducing them to the community resources

*Measure* the bibliographic instruction interactions, valid cardholders, new cardholders and circulation of materials, physical and virtual.

*Visionary* – Engage 65% of the residents as valid cardholders, new cardholders registered by 10% annually, 5% increase of the circulation of materials (physical and virtual) annually, 5% increase for bibliographic instructions every year, expand service to mobile devices and virtual checkout is seamless and simple, and offer satellite(s) pickup/drop-off location(s)

- Optimize programming to engage patrons in imagination, discovery and personal growth
  - Offer programming in the library for all ages that is focused and deliberate in incorporating early literacy and other valuable education opportunities.
  - Encourage school readiness by providing services to children in licensed, commercial pre-kindergarten and daycare facilities in our service area.
  - Strive to engage 100% student participation as library cardholders and active users

*Measure* the attendance per program, early learning care providers’ services, and student library cardholders

*Visionary* – annually achieve a 20 person/per program average attendance per program, serve 85% of the targeted early learning care providers in our service area, and have 100% student participation as library cardholders

- Make connections in the community to promote and/or provide library services
  - Increase contacts with the schools, businesses and local organizations through delivery of library content and sharing information about relevant library services
  - Leverage local events to create opportunities for informal community engagement

*Measure* the contacts with schools, businesses, and local organizations for content delivery and service information and have a presence at local events

*Visionary* – have regular contacts/conversations with schools, working relationships with businesses and local organizations, be asked to participate in local events.

*Dynamic Collection:* prepare and adapt the collection and delivery methods for the future while continuing to fuel the love of reading, and encourage personal growth and learning

Library tax dollars are thinning and it is increasingly important to ensure that collection purchases are relevant to patron needs. We want to ensure that we are purchasing appropriate materials in a timely fashion that are used by the community. In addition to making relevant purchases, we need to ensure easy access. By implementing new methods of organizing and displaying materials, patrons will be able to locate and browse items more readily. The Collection Development Plan will adjust according to the need based on community trends.

- Deliver a physical collection that is valued by the community and a comprehensive digital collection for convenient access
  - Be a one-stop source of physical and digital resources for discovery and learning
  - Respond to change in demand and new formats efficiently and effectively
  - Use collection development tools to maintain a lean physical and digital collection selecting materials and products that best meet our community interests and fit our budget

*Measure* the collection utilization and the percentage of circulating collection that is utilized and respond to changes

*Visionary* – the physical collection utilization is 5 circulations per every 1 item (5:1 ratio) and for each genre/collection including digital maintain at minimum a 1:1 ratio utilization; 65% of the physical circulating collection annually is checked out and 85% of the digital collection annually is downloaded; and integration of the downloadable collection into our library online catalog

- Provide online resources for anytime, anywhere information
  - Continuously evaluate both current and potential online products and services to ensure we obtain maximum return on investment for our community
  - Include online resources in the Collection Development policy as an information resource alternative
  - Explore collaborating with local agencies and organizations to provide online resources

*Measure* the online resource cost per search and use consortium purchasing

*Visionary* – Federated searching (a single search point for all online resources), and the online resource cost per search not to exceed an overall average of \$0.50 per search

- Be intentional about marketing and sharing who we are and how we can be a part of their lives
  - Use online communities to reach new audiences and harness social media to create interactive dialogue about the library and neighborhood services

- Establish the library as a civic focal point and resource center by creating opportunities for people to become informed and to encourage engagement
- Establish effective channels for staff and the community to communicate insights into improving services

*Measure* the plan by execution, evaluation and revision, and increase partners and the changes and opportunities created online for connections to the public

*Visionary* – Be able to directly connect a marketing component with patron interaction



Community Center: become the physical and virtual space for our community by creating a welcoming and productive physical space and an online presence that is flexible to meeting the needs of each community member

The physical and virtual space is critical to fulfilling our mission of providing a friendly, open destination. We want patrons to find the building and the grounds clean, attractive and full of ambience and usefulness, and we want them to find the virtual space easy to use, personal and relevant. We must balance the existing space for conducting library business and providing space for groups and individual needs. Changes to the space should make it more functional and user friendly. In addition, we want the community to find it attractive and to be proud to show their friends and family members this gem in their town. We will inventory our current facilities, plan for future needs, and prepare financially to ensure growth and comfort. The virtual space is our web site, catalog and social media sites and the desire to make the library the first place that patrons come for local and library information.

- Encourage groups to use library space for group or individual needs and promote community engagement
  - Promote the space availability and partner with other organizations to share
  - Develop spaces for informal gatherings and connections between patrons
  - Survey the needs of the groups and respond appropriately

*Measure* the overall utilization of the meeting rooms and study rooms and monitor the common spaces

*Visionary* – become a venue for local and national businesses, meeting room utilization meets or exceeds 60% annually and study room utilization meets or exceeds 80% annually

- Be the primary convenient source of free computer and Internet access and create a vibrant online presence that serves our community
  - Be flexible and adjust to the changing delivery and bandwidth needs for online usage
  - Continually seek formal and informal opportunities to educate the public and staff on library equipment and software
  - Implement improvements for a user-friendly website and catalog

*Measure* the computer usage per the Technology Plan, provide training to community and staff on relevant technology topics, and measure the library website and online catalog traffic

*Visionary* – the library website and online catalog is the first point of contact for their local and library needs

- Maximize the accessibility to the library and its services with capital needs and improvements

- Enhance the patron experience and/or improve the library efficiency with Capital Improvements
- Address the Capital Needs in a timely fashion and plan the finances for the Capital Needs

*Measure* the timeline of Capital Needs and Improvements and plan accordingly

*Visionary* – the library becomes the place to meet for all occasions, more space is needed and the infrastructure is always fresh and up-to-date.

*Genuine Staff:* build on our excellent customer service legacy with continual training and by creating an organizational culture of innovation and change to shift with the times and the community

Library staff is our number one investment and is the backbone to our organization. They provide services, develop the collection and ensure that the library, grounds and virtual presence is friendly and open. We will ensure that the staff is qualified, trained and evaluated to provide exceptional service. But we want our staff to go beyond just doing business by creating relationships and positive experiences with our patrons to generate positive word-of-mouth and repeat customers. To assure the success, Administrators and Managers will model and coach the behavior and attitude that every staff member should exhibit. We want our community to think of us first not only for information and exceptional service but for genuine real people who care. We have to make sure the library staff are equipped and have the opportunities to attain this goal.

- Strive to provide highly competitive salary and benefits to attract and retain qualified employees
  - Annually review salary schedule and benefits to remain competitive within our geographic area
  - Train managers on coaching and evaluating to ensure exceptional service
  - Perform Staff Surveys and Exit Interviews to gather feedback on morale and ability to retain employees

*Measure* the action of the salary schedule and benefits review, the number of manager training opportunities and feedback from the Staff Surveys and Exit Interviews

*Visionary* – minimum turnover facilitated through the maintenance of highly competitive with salary and benefits

- Build library staff to embrace creativity and change through learning opportunities
  - Encourage and reward ideas that enhance the patron experience and can be repeated
  - Seek opportunities for training in customer service, library skills and profession and just-in-time needs
  - Implement a culture of sharing and celebrating the library successes

*Measure* the training opportunities, the customer feedback, and new ideas implemented that enhance the patron experience

*Visionary* – a staff that is constantly evaluating ideas and open to change that leads to a patron enhancement and/or library efficiency; a staff that encourages and supports one another regardless of their position; and a staff that values and cultivates customer relationships and displays respect and friendliness to everyone

- Train all staff to be effective promoters and advocates of library resources and services
  - Charge staff to participate in the life of the communities and neighborhoods we serve
  - Provide communication methods to keep staff current on library resources and services

*Measure* the Community Promotions activity and feedback; the communication methods for effectiveness; and the comfort level of staff to promote services, collection and the library

*Visionary* – Library staff knows all the services, the collection, and library facility offerings and able to share at any given moment regardless of the location or time.

***Assessment of facilities, services, technology and operations***

We are a single site location in a residential area located between U.S. 136 and State Road 267. Our building was erected in 1981 and underwent a remodel and expansion in 1999. The building sits on five (5) acres and is approximately 51,000 square feet.

The staff provides reference service, programming, collection management, customer service, hardware and software maintenance and assistance, planning, budgeting, marketing, and various other services required to operate a single site library with a community of 40,258 people and a \$1.5 million budget.

The library provides a fiber connection for Internet with desktops, laptops and wireless access to that connection and throughout the building. We maintain our own domain and email server and maintain our website and app with an outside vendor. We have a part time IT Systems Assistant providing maintenance and training needs. In addition, we contract with SIM2K to provide additional support for servers and troubleshooting. Our technology vision is to anticipate the needs and requests prior to the patron visiting the library and has quality hardware, software and staff assistance available with little or no barriers.

Our administrative team is made of the Director, Assistant Director and three (3) managers. The Assistant Director and Managers oversee Information Services, Customer Services, Technical Services, IT Systems and the Pages which encompasses a staff of 30 plus the Library bookkeeper. We have thirteen (13) full time staff members and twenty-three (23) part time staff members. The seven members Library Board works with the Director to provide planning for the future.

An equipment replacement schedule is on file with the Director and projects staff and public hardware needs for a five (5) year rolling calendar. The schedule includes an estimate cost for each year.

***Professional Development Strategy***

To fully deliver on the Library mission to provide a friendly, open destination that encourages imagination and discovery the staff members have to be trained and ready to provide assistance. The importance of training and knowledge benefits the staff member personally and professionally, as well as, the patron needing assistance. A strategic plan goal is geared to providing training to staff members and access to vendor provided training. We also continue to provide documentation to handle various technical problems throughout the Library.

***Ongoing annual evaluation process***

The library administrative team will monitor the measurements set by the plan and provide ongoing feedback and evaluation to the Library Board on a monthly or quarterly basis. The staff will

adjust for trends and for new information or products. Annually the Director will report to the Library Board a status of the goals and any recommendations for changes, deletions or additions to the plan.

***Financial resources and sustainability***

The library is supported by property taxes from Brown and Lincoln townships residents. In addition, we receive income tax and miscellaneous revenues that support the operating budget. Although the circuit breakers/tax caps have affected our property tax income, we still are able to support our mission and strategic plan and anticipate doing so for the years to come. Operating revenue and budget will be the primary resource for supporting the strategic plan needs. The library does have a Library Improvement Reserve Fund (LIRF) and a Rainy Day Fund for emergency or building needs.

The Library currently has a General Obligation Bond that will end December 31, 2027. This bond is held by the Brownsburg Public Library.

The Library may fund capital needs and improvements through a variety of sources:

- Library Improvement Reserve Fund (LIRF)
- Pay-as-you-go from the Operating Fund
- Donations
- Grants
- General Obligation Bonds – may not exceed two percent (2%) of the assessed value of property taxable for library purposes at any one time (2% is calculated by dividing the Assessed Valuation (AV) by 3 and multiplying by 2%).

Year	Assessed Valuation (AV)	2% limit
2015 payable 2016	\$2,033,465,030	\$13,556,433
2016 payable 2017	\$2,106,713,411	\$14,044,756
2017 payable 2018	\$2,169,920,179	\$14,466,134

Calculation = AV divided by 3 times 2% debt issue limit less any outstanding general obligation bond debt (leasing corporation is not the Library’s debt).

***Collaboration with other public libraries and community partners***

Collaboration and networking is vital to our services. Community partners help to foster a love for the library, to promote our services, collections, facility and staff, and to support the library needs. Within our goals are several markers for connection and outreach as we understand the importance of sharing what we offer in support of their objectives whether professionally or personally. We have identified several groups that we will strive to connect with throughout the year and in the future.

- Schools
- Brownsburg Town and Parks

- Brownsburg Businesses/Organizations
- Hendricks County Governance – Council and Commissioner
- Hendricks County Libraries
- District IV Libraries
- Indiana Libraries
- Indiana State Library
- Indiana Library Federation
- Indiana Legislative Representatives