CROWN POINT COMMUNITY LIBRARY

# LONG RANGE PLAN

## FY2019-2022

Crown Point Community
LIBRARY
CROWN POINT • WINFIELD

READ    DISCOVER    CONNECT

ADOPTED DECEMBER 17, 2018

**TABLE OF CONTENTS:**

**INTRODUCTION**

The Crown Point Community Library was established in 1908. In its 110 years of operation it has served the community by providing the resources and services for the people it served. Many years after the building of that first Carnegie library, it continues to meet the changing needs of the community as it grows and evolves.  New library locations in both Crown Point and in Winfield were created to encourage collaborative engagement for study, social, or cultural events. There are community spaces designed for studying and rooms that can accommodate meetings and large events. As a result of these new spaces, a dramatic increase in programming has occurred, and the Library on average hosts a total of 90 programs a month at both locations for all ages. Children's programming has always been well supported by our community, but with the additional new space available for adult programming, the community has embraced and requested adult programming too. The Library has truly become a valued "3rd Place" in the community.   In 2015, the Library also placed a priority on increasing outreach into the community with the addition of a new full-time position, Adult Programming & Outreach Librarian. The Library has since become a regular feature at community events.

**PROCESS**

The Crown Point Community Library's long range planning process included the following components:

- Data gathering and analysis
- Patron input
- Stakeholder input
- Staff input
- Community input at outreach events
- Board of Trustee Long-Range Plan workshop

**MISSION STATEMENT**

The Crown Point Community Library is a community center for lifelong discovery.

**VISION STATEMENT**

The Crown Point Community Library provides a community center for information and discovery through innovative programming, diverse collections, and responsive services in a safe and comfortable environment. The Library is a gathering place to read, discover, and connect. The Library is an integral component in creating a strong community.

**GUIDING PRINCIPLES**

**Access** The Library believes in the freedom to read, to learn, and to discover.

**Collaboration** The Library develops and nurtures partnerships to help build a better community.

**Promote Literacy** The Library recognizes the importance of reading as a critical tool for successful lives of individuals of all ages.

**Responsive** The Library listens and responds to the needs of the community it serves.

**Service Excellence** The Library staff offers quality service to all individuals that is helpful, courteous, respectful, and values diversity.

**Innovation and Learning** The Library values continuous learning and invests in staff development and technology to meet current community needs and anticipate future needs.

**OUR COMMUNITY**

The Crown Point Community Library is an independent library district in Lake County, located in Northwest Indiana. The library has two locations; the main library is in Crown Point with a smaller branch located in Winfield. The library district includes Center and Winfield Townships. According to the 2010 census, the library serves a population of 41,810. Crown Point, in Center Township, has added 9,073 new residents since 2000, a 45% increase. Crown Point is the 4th largest city in Lake County. This increase places it at the top of all communities in Lake County, IN for population growth. In 2009 the town of Winfield, located in Winfield Township, was identified as the fastest growing town in the state of Indiana based on percentage of increase.

The Library's service area is identical to the Crown Point Community School Corporation's district area, and as a result the library and the school corporation partner on educational projects and literacy outreach. According to Indiana Department of Education, the community's 2015/2016 high school graduation rate was at 96.1%. The drop-out rate is reported at .6% for 2015/2016. The graduation rate for Lake County is 87.6%. Graduation rates have greatly improved in recent years in Indiana. In 2012/2013 Indiana was ranked 29th out of 50 states and the District of Columbia with an 81% graduation rate. This historic improvement, however, does nothing to aid older individuals that did not graduate High School. In 2016, the State of Indiana had 10% of its working population (25-64) lacking a High School diploma or equivalency diploma. It is not uncommon for the library's literacy center to have students in their 40s and 50s enrolled in the High School Equivalency (HSE) program.

According to the United States Census Bureau's American Fact Finder, Winfield Township has 4.9% of the township population living below the poverty line. Center Township has 7.1% of its population living below the poverty line. In addition, the median household income for Center Township is $63,883 and $88,908 for Winfield Township. The median household income for the library's service area is $69,138. Data collection for the library's service area is complicated to gather because it serves

two townships and does not include the entire county. Geographically, the library serves a community larger than its service area by providing an attractive reciprocal membership and providing the same benefits as resident membership. As a result, many users outside the community use the library as a resource.

The community is expanding and changing rapidly in its demographics. As a result, the library has seen an increase in requests for English Language Learning from immigrants. After collecting and evaluating data on the library's service area several needs have become more evident. Historically, Crown Point has been considered a community untouched by poverty or struggle, but the reality is evident that the community is changing. Due to the misconception, those at-risk individuals in the community lack access to resources needed to make a difference in their lives. The library's service area includes residents that struggle with employment and poverty due to a low educational achievement due to of a lack of a High School Diploma or inadequate ability of English speaking skills. The library's direct involvement in providing a stable, public place for adult literacy resulted in the need to provide more materials and services for the adult literacy learners in both the HSE and ESL programs now offered at the library. The addition of the Crown Point Adult Learning Center brings community members to the library that may not have utilized the library as a personal resource in the past.

## STATEMENT OF COMMUNITY NEEDS AND GOALS

Information was gathered from patrons and community members about the current strengths and weaknesses of the Library's services and resources and desired improvements. Overall the users of the library are very satisfied with the services and materials provided by the library.

### A summary of community needs and goals
#### The positive feedback of the community included the following:
- Friendly and knowledgeable staff

- Great spaces available for community use and personal use
- Wonderful programming for all ages
- Library's community outreach events
- Wide selection of materials

**Services/Materials Requested:**

- Increase readers' advisory services
- Increase digital offerings
- More genre book clubs
- Materials offered in other languages for all ages
- Increase in adult programming-movies, author events, discussion groups
- Increase arts programs for all ages
- Increase in storytimes
- Increase audio picture books collection
- Increase open hours (Sundays at CP, Mondays at WL)
- Increase in school-aged and teen programming
- Increase tech programming
- Improve signage and organization of materials
- Improve parking at Crown Point location
- Offer job readiness programming and resume help
- Improve promotion of programs/events outside the Library

## ASSESSMENT

- **Facilities**

   The Library is located in Lake County, Indiana and has two locations. The main location of the Crown Point Community Library, located in downtown Crown Point, was built in 2012 and has 47,000 square feet. The Winfield Branch Library, located in the Town of Winfield, was moved into a newly renovated 5,800 square foot space in 2016. The Crown Point location will require maintenance after six years of heavy use in the new location. In addition, an evaluation of

space use required to ensure planned design is matching actual use and community needs. Both locations have HVAC challenges. The Library also lacks a long-term building maintenance schedule and a comprehensive disaster plan.

- **Services**

  The Library offers high quality services, programming, and resources, and provides a high return on taxpayer's investments. New library services/programming recently introduced includes:
    - o Expanded community outreach
    - o Creation of Community Literacy Center at the Crown Point location
    - o Expanded materials delivery between locations
    - o Deposit collections to underserved populations: preschools, senior centers, county detention centers
    - o Auto renewal of library materials
    - o Test proctoring
    - o Increased early literacy programming
    - o STEM/STEAM programming
    - o Addition of Adult Graphic Novel collection
    - o Upgrade of Adult Large Print fiction and non-fiction collection

- **Technology**

  The Library meets or exceeds Indiana public library standards for technology and public access. CPCL offers databases, public computers, wireless internet access, and variety of STEM technology hands-on equipment. Since 2016 the Library has accomplished the following technology projects:
    - o Upgraded receipt printers to thermal receipt printers at main service desks
    - o Replaced surveillance cameras at Crown Point location and installed surveillance camera system at Winfield location
    - o Added new phones to Winfield location
    - o Upgraded twelve staff computers
    - o Added four new public computers at Winfield location

- o Purchased four Android tablets with compatible Bluetooth hand scanners
- o Purchased software from Envisionware for new self-checkout kiosks at Crown Point location
- o Migrated to new ILS system
- o Prepared for implementation of wireless printing
- o Purchased two Windows ten laptops designed for outreach use
- o Purchased five new Samsung Android tablets for staff use
- o Reconfigured older Samsung Android tablets for use in STEM Youth Services programming
- o Purchased dedicated hotspot for secure and reliable internet access for outreach activities
- o Obtained LSTA grant for STEM equipment for Youth Services Department
- o Installed new Fortigate Network security device twelve new Fortinet wireless access points (10 for CP, 2 for WL). This project was done through E-Rate.
- o Upgraded Library's main internet connection from 40 Mbps to 100 Mbps

- **Operations**

  The Library maintains and updates general operating, personnel, and administrative policies to ensure smooth library operations. A seven-member board of trustees governs the library, hiring a Director who manages the day to day operations of the library.

**STRATEGIC FOCUS AREAS**

After a careful evaluation of data, the Board of Trustees and library leadership selected the following Public Library Association (PLA) service responses as priorities for the next four years:

- **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.
- **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.
- **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.
- **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.
- **Learn to Read and Write:** Adult, teen, and family literacy. Adults and teens 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.
- **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.
- **Satisfy Curiosity:** Lifelong learning. Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
- **Stimulate Imagination:** Reading, viewing, and listening for pleasure. Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.
- **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.

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

## ONGOING EVALUATION PROCESS

The Library's Board of Trustees, Library Director, Leadership Team, and staff will be familiar with the goals, objectives and measures of success outlined in the 2019-2022 Long Range Plan, and will seek to implement future programming, services to align to its strategic initiatives. Director will provide updates to Library Board and staff with accomplishments associated with the Long Range Plan on a regular basis.

## FINANCIAL RESOURCES AND SUSTAINABILITY

The Library provides funding for its Long Range Plan from the following sources:
- Operating fund
- Library Improvement Reserve fund (LIRF)
- Rainy Day fund
- Gift and Memorial funds
- Library fundraising events: Library Mini Golf and other future events

Supplemental funding may also be procured by the following outside sources:
- Grant writing
- Friends of the Crown Point Community Library

- Crown Point Community Foundation
- Winfield Community Foundation

The Library currently benefits from an expanding, growing community and anticipates that growth to continue to provide a stable funding base for the foreseeable future. Despite this projected growth, the Library's Board of Trustees budgets and plans in a fiscally conservative manner.

**COLLABORATION**

The Library currently values collaboration with a variety of organizations and institutions that enable it to maximize the impact of its mission and services. The Library currently collaborates with the following partners:

**Library Partnerships:**
- SRCS
- Statewide Reciprocal Borrowing Participant
- Northwest Indiana Directors Group
- ADOLPLI-Director Group
- Indiana State Library
- Midwest Collaborative for Library Services (MCLS)
- Indiana Library Federation (ILF)
- American Library Association (ALA)
- Public Library Association (PLA)
- Northwest Indiana Counterpart Groups
- Friends of the Crown Point Library
- Books to Bridge the Region
- Northwest Indiana Library Boards Association (NILBA)

**Community Partnerships**
- City of Crown Point

- Town of Winfield
- Crown Point Community Foundation (CPCF)
- CPCF Women's Giving Circle
- Lake County Courthouse Foundation
- Purdue Extension Lake County
- Crossroads Regional Chamber of Commerce
- Cedar Lake Historical Association
- Crown Point Adult Learning Center
- Friends of the Crown Point Adult Learning Center
- Center Workforce Innovation (CWI)
- WorkOne
- Crown Point Mayor's Office of Special Events
- Crown Point Parks Department
- Hometown Happenings

**School Partnerships**
- Crown Point School Community School Corporation
- Community's private schools
- Community's preschool providers

**Civic Partnerships**
- Crown Point Rotary Club
- Crown Point Lions Club
- American Legion Auxiliary
- Kappa Kappa Kappa, Gamma Theta Chapter
- Psi Lota Xi, Beta Xi Chapter
- Girl Scout Troop 35106

**LIBRARY GOALS AND OBJECTIVES**

**Goal: Evaluate Space for Optimal Use to Meet Community Needs**

Service Response: Visit a comfortable space

Objectives:

- Explore expansion of study rooms
- Expand collaborative work space for all ages
- Evaluate current library spaces to ensure they reflect community needs
- Evaluate building maintenance schedule and create master calendar of planned maintenance for routine service and special projects
- Develop additional and enhance merchandising/display areas to better promote library materials, resources, and services
- Advocate for additional or enhanced parking in the downtown area in proximity to the library
- Evaluate meeting and study room use at each location, and establish policy and procedure changes that will result in improved access and usage

Measurable Outcomes:

- Increased number and use of study rooms
- Create additional collaborative spaces for all ages
- Action plan created to reflect space evaluation
- Increased number of displays
- Master building maintenance schedule created

**Goal: Increase Community Outreach Engagement**

Service Response:  Know Your Community

Objectives:

- Present library booth presence at community events to engage where the community members are gathered
- Present pop-up events in the community to increase encounters with community members not using the Library as a personal resource
- Seek outreach opportunities beyond festivals and farmer's markets to expand outreach services into the community
- Encourage Leadership Team, Trustees, and Library staff to attend community meetings

Measurable Outcomes:

- Increase in number of outreach events
- Increase in number of people engaged at outreach events
- Increase in number of community meetings attended by Leadership Team, Trustees and Library staff members
- Expand number of staff doing outreach work

**Goal:  Increase Community Partnerships**

Service Response:  Know Your Community

Objectives:

- Explore and pursue additional community partnerships that enhance Library services inside and outside the library
- Invest time in networking to increase partnership possibilities by Library Leadership Team
- Further cultivate current partnerships with City of Crown Point and Town of Winfield

- Establish digital access cards for students within the Crown Point Community School Corporation and other school communities
- Expand current partnership with Crown Point Community School Corporation **Birth to School** early literacy program and **Ready to Learn** social and emotional health initiative

Measurable Outcomes:
- Increase in number partnership programs and attendance
- Issue digital access cards to students

**Goal:  Revitalize Library Print and Digital Materials**

Service Response:  Stimulate Imagination, Satisfy Curiosity

Objectives:
- Evaluate materials for deselection and addition to the library collections to provide relevant collection that meets the current needs of the community
- Update Materials Selection Policy
- Explore ILS and database analytics to determine usage of collections
- Highlight collections in print and digital marketing

Measurable Outcomes:
- Increase in circulation of materials
- Increase of "face-out" display of books within the library's collection areas
- Use analytics to help determine community driven collection purchasing

**Goal: Promote Early Literacy**

Service Response: Create Young Readers, Learn to Read and Write, Stimulate Imagination

Objectives:
- Increase access to early literacy activities (storytime, open play, and passive activities)
- Increase participation in the 1,000 Books Before Kindergarten program
- Employ Every Child Ready to Read (ECRR) practices in Birth to 5-year-old programming and passive activities

Measurable Outcomes:
- Increase in enrollment of children signed up for 1,000 Books Before Kindergarten program
- Increase in number of children completing 1,000 Books Before Kindergarten program
- Increase in early literacy program attendance
- Provide Youth Services staff training on Every Child Ready to Read practices
- Increase in passive programming tied to Every Child Ready to Read practices

**Goal: Engage the Community in Lifelong Learning**

Service Response: Learn to Read and Write, Make Career Choices, Celebrate Diversity, Satisfy Curiosity, Welcome to America, Discover Your Roots

Objectives:
- Optimize utilization of the James C. Conlon Community Literacy Center by the Crown Point Adult Learning Center and other literacy programming
- Provide workforce readiness adult programming

- Partner with schools, community groups, and individuals to showcase local talent
- Continue to provide space and support  for the Library's adult creativity and activity groups and explore starting additional groups
- Optimize utilization of gallery and exhibit spaces by community members
- Facilitate elementary school student visits to the Library
- Create a parent/caregiver resource center in Youth Services and Winfield location
- Explore possibility of providing more comprehensive computer classes (Word, Excel, etc.)
- Promote use of databases and digital materials
- Promote library resources and materials at associated programming events
- Provide adult programming focused on community history and genealogy topics
- Provide cultural programming for all ages

Measurable Outcomes:
- Increase in use of library display cases and gallery
- Increase in attendance at adult and all-ages programming
- Increase in number and attendance of school visits
- Circulation statistics for parent/caregiver resource collection
- Offer a programs on workforce development and higher level computer skills
- Increase in use of databases and digital materials

**Goal: Increase Awareness of Library Services and Resources in the Community**

Objectives:
- Create and implement a Marketing Plan
- Create customer-friendly user guides for collections, resources, and policies
- Uniformity of content and brand in marketing materials promoting library resources and programs
- Maintain current and updated presence on the Library's web page and social media sites
- Introduce multi-media marketing efforts (video, Facebook Live, YouTube)
- Encourage community members to make investment of time and financial resources to augment public funding and allow expansion of library services
- Explore rebranding Library logo

Measurable Outcomes:
- Increase social media engagement
- Explore analytics of social media to evaluate effectiveness for each platform and adjust use
- Train staff regarding marketing plan and guidelines
- Production of library marketing materials and creation of a central location of promotion materials
- Utilize survey for regular evaluation of resources and programs (Project Outcome)
- Increase fundraising revenue to support library programming and resources
- Create marketing materials for Library's Giving Campaign

**Goal: Provide Technology Resources for Community and Staff**

Service Response:  Connect to the Online World

Objectives:

- Replace and upgrade existing technology as needed to provide optimum library service for community
- Explore emerging technology and evaluate its use in Library setting
- Explore the use of thin clients in public computer replacement
- Update all remaining computers to Windows 10
- Increase promotion of availability of digital resource training

Measurable Outcomes:

- Increase attendance at digital resource training
- Replacement schedule used as guideline for replacement and upgrading Library equipment

**Goal:  Streamline Administrative Processes and Improve Staff Communication**

Objectives:

- Explore the creation of a staff intranet or other internal communication system
- Create an electronic employee evaluation system
- Create an electronic donor database
- Provide access to personnel manual in an electronic format outside of the current S-Drive
- Create a master list of policy and procedures
- Create a uniform onboarding staff training guide for each department
- Create departmental help guides for using in cross-training
- Incorporate succession and emergency planning in Leadership Team record keeping and processes

- Create a building maintenance schedule and a comprehensive disaster plan

Measurable Outcomes:
- Utilize a staff internal communication system
- Utilize an electronic employee evaluation system
- Utilize a uniform system of employee policy and procedure acknowledgement
- Utilize electronic donor database in ongoing fundraising activities
- Review all policy and procedures in a timely manner
- Greater awareness of departmental essential tasks by Leadership Team members
- Complete  building maintenance schedule and a comprehensive disaster plan

## EQUIPMENT REPLACEMENT SCHEDULE

The Library anticipates doing the following projects in the next four years, dependent on funding. The projects are prioritized in the following order:

2019
- Replace Domain Controller Server
- Replace Storage Server
- Replace prioritized staff workstations (10-15 stations)

2020
- Replace Virtual Server
- Complete staff replacement of workstations all updated to Windows 10

2021
- Prioritized replacement of patron workstations

2022
- Complete replacement of patron workstations
- Establish an ongoing prioritized replacement schedule for next 5 years

**PROFESSIONAL DEVELOPMENT STRATEGY**

The Library's guiding principle of Innovation and Learning prioritizes staff development and an ongoing learning process to best support excellent Library services. The Library's budget provides for staff to participate in professional development opportunities.

**Internal Training:**

The Library provides one all day staff training day each year. Staff are updated on internal policies and apprised of library matters.  Some sessions provide staff the opportunity to earn LEUs. Staff is guided in ongoing training by Department Heads by individualized learning opportunities. Online training is available from Lynda.com and free or paid webinars via various sources. All internal training is done on library work time.

**Professional Conferences and Counterpart Meetings:**

Leadership Team members in professional roles are provided opportunity to attend professional and counterpart meetings as budget allows. It is expected that all Leadership Team staff pursue applicable professional development.

**Certification Tracking:**

Employees are required to record and manage their personal LEUs/TLEUs for certification requirements. Renewal of certificates is filed with the Director.