

**Hancock County Public Library**  
**Strategic Plan**  
**2010-2012**

**APPROVED BY**  
**THE HCPL BOARD OF TRUSTEES**  
**DECEMBER 8, 2009**

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## **Vision and Mission**

The Hancock County Public Library (HCPL) provides superior county-wide library service convenient to and used by all residents through excellent programs and materials in a financially responsible way. We do this one life at a time.

It is HCPL's mission to deliver quality information service, multiple resources and technology tools, and a variety of programs for life-long learning and enjoyment to all residents of Hancock County in a caring and innovative setting.

## **Introduction**

Early in 2009, the Board of Trustees of the Hancock County Public Library met to discuss the design of a new strategic plan to replace the one that was due to expire at the end of the year. Through a series of meetings with community members, library staff, and administrators, a new long-term plan for library service in Hancock County has been created for the years 2010 through 2012.

Community leaders assisted with the first step in the process, attempting to describe what an ideal Hancock County would look like within the span of a decade. The group was asked to identify those needs that HCPL could help fulfill. In addition, library staff was surveyed about future library priorities. Based on the feedback from both groups, the Board of Trustees approved the strategic priorities which are represented in this plan (See Appendix).

HCPL's administrative leadership team met to develop public service goals and objectives based on the priorities that were selected by the Board. This group identified several aspects of operations that needed to be refined or enhanced, as well.

## **Eye to the Future**

The construction of HCPL's new strategic plan involved many conversations about what the library's priorities should be for the next three years. The state of current affairs with the national and local economies and other related factors, such as increased unemployment, were given much consideration in its development. This document represents a core element of the Hancock County Public Library Strategic Plan for 2010-2012, which is supplemented by the library's Technology Plan for 2010-2012.

With this in mind, it is important to note that HCPL will continue to focus on building the library's endowment fund by encouraging philanthropy as well as investigating other revenue-generating activities.

It is also worth mentioning that the lease for the library's Sugar Creek Branch in New Palestine, Indiana will expire in 2012. As the new strategic plan begins, HCPL's Board of Trustees will continue to investigate options for that location, fully considering the financial and community impacts of their decisions.

## Overview

### Service Goals

The following goals represent HCPL's commitment to providing Hancock County residents with the best library service possible by using a variety of resources, creative and innovative technology, and community-based programming:

- ❖ **Adults**
  - *Will have opportunities for career enhancement.*
- ❖ **Children**
  - *Will use a variety of library resources to further their own love of reading.*
- ❖ **Children, teens, and adults**
  - *Who attend library programs will be engaged with library resources.*
  - *Will have entertaining and enriching experiences while participating in the summer reading club.*
  - *Will know about the variety of electronic programs and services that can be shared and enjoyed by all.*
- ❖ **Families**
  - *Will consider the library a destination that enhances early literacy skills.*
- ❖ **Local government, schools, and other economic development stakeholders**
  - *Will receive support for their educational and training goals via library programs and services.*
  - *Will understand the value of public library programs and services to local economic development efforts.*
- ❖ **Parents/Caregivers**
  - *Will be inspired to use library resources to promote reading at home.*
  - *Will have the resources they need to help their children read better.*
- ❖ **Teens**
  - *Will discover aspects of popular teen culture using the library's resources.*
  - *Will be able to make informed college and career choices using library resources.*

### Organizational Goals

HCPL is dedicated to improving its operations in order to better serve the community. The library hopes to achieve higher standards of service through the following goals:

- ❖ ***Creating informative and eye-catching promotional materials which highlight the library's programs and services, making the HCPL brand well-recognized throughout the community.***
- ❖ ***Developing and maintaining partnerships with community organizations that support and enhance the library's vision, mission and values.***
- ❖ ***Ensuring that every staff member receives the best training opportunities possible, regardless of position.***

- ❖ *Implementing data collection procedures and systems that allow the library to meet its strategic objectives.*
- ❖ *Implementing policies that are regularly reviewed and updated to reflect the library's strategic priorities.*
- ❖ *Regularly reviewing and adapting procedures in order to provide patrons with the best service possible in the most efficient manner.*

## **Service Goals and Objectives**

The service goals, along with their corresponding objectives, outline specific targets which HCPL hopes to achieve over the duration of the strategic plan.

- ❖ **Adults will have opportunities for career enhancement.**
  - Each year, the number of visitors to HCPL's job/career website will increase by 100%.
  - Every month, 75% of those attending skills-based classes offered by HCPL will report that they have gained knowledge relating to a job skill. Skills-based classes may include those covering the use of computer applications, Internet search engines, online databases, or job-search systems.
- ❖ **Children, teens, and adults who attend library programs will be engaged with library resources.**
  - Each month, 50% of patrons who attend an in-house program will report that the encounter led them to seek out further resources. These may include any library resources that are thematically related to the program's topic.
- ❖ **Children, teens, and adults will have entertaining and enriching experiences while participating in the summer reading club.**
  - Each year, the number of people registered for the summer reading club at each age level will increase: children 10%, teens 20%, adults 20%.
  - By the end of the summer reading club, 75% of registered teens and adults will indicate that the program's guidelines were easy to understand.
  - By the end of the summer reading club, 50% of registered patrons will indicate they have attended at least one SRC-related program.
  - By the end of the summer reading club, 50% of parents/caregivers attending an SRC-related children's program will indicate that their child's love of reading has increased.
- ❖ **Children, teens, and adults will know about the variety of electronic programs and services that HCPL has to offer.**
  - Every two months, an average of six HCPL patrons per day will participate in unique opportunities that allow them to explore HCPL's digital and online resources. Digital and online resources may include resources accessible via the library's website or computer software provided for public use.

- Each year, 50% of attendees at an HCPL program in which an electronic resource is demonstrated will report that they would use the resource again. Electronic resources may include HCPL's website, computers designated for public use, or any other resource that may be accessed electronically.
  - Twice per year, 80% of surveyed visitors to the HCPL website will indicate they could easily find the program or service they were looking for.
- ❖ **Children will use a variety of library resources to further their own love of reading.**
- Each year, the use of TumbleBooks (or other E-storybooks), measured by books viewed, will increase by 10%.
  - By 2012, at least 80% of the organizations serving preschoolers in the library's service area (such as Head Start and First Steps), will have formal relationships with HCPL. The library's service area includes all of Hancock County except Vernon Township.
  - Each year, 80% of parents/caregivers surveyed will indicate that HCPL plays an important role in developing a child's love of reading.
  - At least once per quarter, children will have the opportunity to learn about HCPL's digital collections. Digital collections may include HCPL web pages designed for children or other children's resources accessed electronically.
  - Each year, the circulation of newly acquired children's items will increase by 5%.
  - Each quarter, an average of 10 users per day will access literacy games on computers designated for use by children.
- ❖ **Families will consider the library a destination that enhances early literacy skills.**
- Each year, the circulation of children's materials will increase by 5%.
  - Each year, the number of electronic resources accessed will increase by 10%. Electronic resources may include HCPL's website for children, computers designated for use by children, or any other children's resource that may be accessed electronically.
- ❖ **Local government, schools, and other economic development stakeholders will receive support for their educational and training goals via library programs and services.**
- By January 1, 2010, HCPL will develop a written plan to support adult education initiatives in Hancock County. The written plan will include levels of service, a list of necessary resources (staff, technology, collections, and/or facilities), and desired outcomes.
- ❖ **Local government, schools, and other economic development stakeholders will understand the value of public library programs and services to local economic development efforts.**
- Once per quarter, HCPL will produce promotional material which highlights the library's "vital statistics." Vital statistics may include number of items circulated, program attendance and frequency, or public funding sources.
  - Each year, HCPL will distribute promotional material that indicates the library's financial impact on the community.

- Each year, a campaign promoting awareness of library programs and services will be targeted at local government, schools, and other economic stakeholders who will report that library programs and services are important to the success of their organization.
- ❖ **Parents/caregivers will be inspired to use library resources to promote reading at home.**
- Each year, 80% of adult patrons attending a children’s program will report that they know the benefits of reading to children at home.
  - Each year, 80% of adult patrons attending a children’s program will indicate they are aware of HCPL’s digital and online literacy options. Digital and online literacy options may include resources accessible via the library’s website or literacy-focused computer software.
  - At least once per quarter, HCPL will initiate an activity to encourage behaviors that make children aged 0-5 year more receptive to reading.
  - Each quarter, 75% of visitors to HCPL’s children’s website will indicate that their visit was a positive experience.
- ❖ **Parents/caregivers will have the resources they need to help their children read better.**
- Each year, 75% of parents/caregivers surveyed will respond that HCPL has resources they can use to help children read better.
- ❖ **Teens will discover aspects of popular culture using the library’s resources.**
- Each year, 80% of teen patrons surveyed will rate HCPL’s teen collection as good or excellent.
  - By March 31, 2010, HCPL will develop a written plan addressing computer/Internet access for its teen patrons. The written plan will include levels of service, a list of necessary resources (staff, technology, collections, and/or facilities), and desired outcomes.
  - By July 1, 2010, HCPL will develop a written plan for incorporating video/electronic gaming into its teen programming. The written plan will include levels of service, a list of necessary resources (staff, technology, collections, and/or facilities), and desired outcomes.
  - Each quarter, 75% of visitors to HCPL’s teen website will rate content as relevant to them.
  - Each year, the number of attendees at HCPL’s teen programs will increase by 25%.
  - Each month, on average, there will be a 5% increase in usage of HCPL’s teen resources. Resources may include materials circulated or electronic resources accessed.
- ❖ **Teens will be able to make informed college and career choices using library resources.**
- Each year, administrative contacts at each secondary public school in the library’s service area will report that HCPL’s relationship with them is beneficial. An administrative contact is a school official whose responsibilities include advising teens regarding decisions about college or career choices. The library’s service area includes all of Hancock County except Vernon Township.

## **Organizational Goals and Objectives**

The following goals and objectives include targets that will aid HCPL's administration in making decisions that support the service goals.

- ❖ **HCPL will create informative and eye-catching promotional materials that highlight the library's programs and services, making the HCPL brand well-recognized throughout the community.**
  - By March 31, 2010, criteria for evaluating the effectiveness of HCPL's promotional materials will be developed.
  - By March 31, 2010, an assessment schedule for each department's promotional materials will be established.
  - Annually, departments will review and report on the status of their promotional items, in order to ensure that each piece adheres to the established criteria.
  
- ❖ **HCPL will develop and maintain partnerships with community organizations that support and enhance the library's vision, mission and values.**
  - By January 31, 2010, a list of organizations with which HCPL is partnered—both formally and informally—will be created.
  - By March 31, 2010, written guidelines for the establishment and assessment of HCPL's formal partnerships will be created.
  - Annually, the list of HCPL's formal and informal partnerships will be reviewed and maintained.
  - Biennially, the written guidelines for establishing and assessing formal partnerships will be reviewed.
  
- ❖ **HCPL will ensure that every staff member receives the best training opportunities possible, regardless of position.**
  - a. By March 31, 2010, a plan for training and staff development that includes guidelines for staff at all levels of HCPL will be created and implemented.
  - b. Annually, a report will be made to the HCPL Board of Trustees regarding the progress of staff training and development according to guidelines laid out in the plan.
  
- ❖ **HCPL will implement data collection procedures and systems that allow the library to meet its strategic objectives.**
  - By January 31, 2010, data elements required to be measured by the current strategic plan will be identified and defined.
  - Each quarter, HCPL's Board of Trustees will be updated on the progress toward the library's strategic objectives and the status of the strategic plan.
  
- ❖ **HCPL will implement policies that are regularly reviewed and updated to reflect the library's strategic priorities.**
  - By June 30, 2010, an assessment schedule for HCPL's policies (e.g., personnel, public services, collection development, etc.) will be established.

- By June 30, 2010, assessment criteria for HCPL policies will be created and implemented.
- Biennially, HCPL policies will be reviewed by the library's Board of Trustees, except those requiring annual review as indicated on the assessment schedule.

❖ **HCPL will regularly review and adapt its procedures in order to provide its patrons with the best service possible in the most efficient manner.**

- By January 31 of each year, departments will set goals and objectives aligned with those in the strategic plan.
- By January 31, 2010, an assessment schedule for each department's procedures will be established.
- Quarterly, departments will review and report on the status of their goals and objectives as they relate to the library's strategic plan.
- Biennially, each department's procedures will be reviewed according to the established schedule.

## **Acknowledgments**

The library would like to acknowledge the following people, who were instrumental in completing the strategic planning process:

### **2010 HCPL Board of Trustees**

- Peggy Pritzke, President
- Jane K. Pfaff, Vice-President
- Joe Mohr, Secretary
- Mark Copeland
- Dr. Ted Gabrielsen
- Senator Beverly Gard
- Harlan Smith

### **Community Planning Committee**

- Kelley Basey,  
Shining Stars Child Care Academy
- Teri Dunlavy,  
Eastern Hancock School Corp. Board
- Fred Fox,  
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- Rick Roberts, RLA,  
Engledow Group
- Laura Russell,  
Greenfield Homeschool Co-Op
- Jim Shelby,  
Hancock County Council
- Joe Smith,  
Edward Jones

### **HCPL Administrative Leadership Team**

- Dianne Osborne, CEO/Director
- Debbi Barnhart, Business/HR Manager
- Mary Lynn Burrows, Executive Assistant
- Jason Fields, Chief Operating Officer
- Dave Gray, IT Manager
- Kitty Smock, Communications Manager

## APPENDIX

### COMMUNITY AND STAFF FEEDBACK REGARDING LIBRARY SERVICE PRIORITIES

- ❖ Service priorities were ranked on a 6-point scale. A score of 6 meant the library should have related services as top priorities.
- ❖ Blue bars indicate votes of the Community Planning Committee.
- ❖ Red bars indicate staff responses to a questionnaire about library priorities.
- ❖ The top three service priorities chosen by the Board for the strategic plan were:
  - Create Young Readers: Early Literacy
  - Make Career Choices: Job and Career Development
  - Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

