Hancock County Public Library
2023-2025 Strategic Plan
December 2022

Community Overview

The Hancock County Public Library (HCPL) serves 8 of 9 townships in the county. Townships served include Center, Sugar Creek, Brandywine, Buck Creek, Green, Brown, Blue River and Jackson. Vernon Township is served by the Fortville Vernon Township Public Library. There is a reciprocal borrowing agreement between Hancock County Public Library and Fortville Vernon Township Public Library (FVTPL). As of 2020, the population of the county was 80,591. HCPL's service area is 64,976. The Hancock County Public Library consists of two buildings (Greenfield & New Palestine) and an Outreach department (Bookmobile (Sprinter Van) & Van (Transit))

Demographics for Hancock County:
- 2020 Population – 80,591
- 2021 Estimated Population – 81,789
- Households – 29,627
- Housing Units – 32,982
- Racial Makeup
  - White – 93.0%
  - African American – 3.7%
  - Asian – 1.0%
  - American Indian - .40%
  - Hispanic – 3.1%
- Median Income (Household) - $75,647
  - 5.1% of the population were below the poverty line
- Persons under 5 years old – 5.6%
- Persons under 18 years old – 23.4%
- Persons 65 years and over – 16.7%
- Female persons – 50.5%

*stats from 2020 census - https://www.census.gov/quickfacts/hancockcountyindiana

Facilities Overview

The Hancock County Public Library system consists of two buildings and two vehicles.

- Our Main Library is located at 900 W McKenzie Road in Greenfield, Indiana
    - Built in 2005
    - Garage added for Bookmobile in 2018
    - 40,000 sq ft
    - On 14.85 acres
- Our Sugar Creek branch is located at 5731 W US 52 in New Palestine, Indiana
    - Built in 2019
    - 15,000 sq ft
    - On 5.25 acres
- Bookmobile
    - 2014 Mercedes Sprinter Van
    - Housed at the Main Library
- Bookmobile (Second Vehicle)
    - 2022 Ford Transit
    - Housed at the Main Library

2023-2025 Strategic Plan

This plan will be evaluated annually with updates sent to the State Library.

Theme 1	Long Range Strategies	Short Term Goals	Action Items for Year 1
Facility Enhancements	Create a strategy for facility upgrades and improvements. (choosing environmentally friendly options when possible)	Create a budget and timeline for future improvements. Communicate the plan to the staff.	Update Capital Improvement Plan. Complete LED Lighting project at main library.
	Enhance accessibility for our patrons.	Identify accessibility improvement opportunities and develop a plan to address gaps.	Cross-train staff and establish best practices for at-home delivery Marketing push for at-home delivery service.

Theme 2	Long Range Strategies	Short Term Goals	Action Items for Year 1
Team Utilization	Strengthen employee knowledge of processes and procedures within the organization.	Ensure our new Mission, Vision, Values are instilled within current and future processes.	Develop new onboarding and training programs to ensure consistency around our values and goals.
	Explore technological advancements, allowing employees to enhance customer service.	Access daily tasks, denoting processes that could be made more efficient through technology.	Evaluate technology improvements for existing processes, including sorting, pay for print, checkout, etc.

Theme 3	Long Range Strategies	Short Term Goals	Action Items for Year 1
Services & Engagement	Create a strategy to determine our target audience and future library offerings.	Understand the evolving needs of our patrons and community.	Explore data analytics and survey tools to understand resources needed (such as employees, technology, programming, etc.) for our patrons.
	Better establish our library's online and social presence.	Develop a future rebranding strategy with a redesigned website and new logo.	Select a partner to update our brand and website.

Computer Replacement Policy

2026

- January
  - Sonicwall Main Public Network
  - Media Services Manager
- February
  - Main Library Children's Lab (4)
  - NetLiteracy computers Sugar Creek
- April - Main Library PC Management Console
- May
  - Digital Signage PC/Equipment (3)
  - Outreach Mifi replaced
- June - OPACs SC (4)
- July - Two Dell PowerEdge (Main Library Domain controllers)
- August
  - Main Library Youth Office Staff Member (4)
  - Tech Services Staff Members (3)
  - Sugar Creek Childrens Lab Replacement (4)
- September - Self Check Circ/Holds PC's Main Library (4)
- October - Building Services Mgr Remote Laptop
- November - IT Manager (Dell)
- December - Marketing Mgr (Dell)

2025

- January - Main Public Lab (12)
- February - Staff Conference/Event Laptops (4)
- March - RAID Array Hard Drive (File Server Backups)
- April - Bookkeeper Dell
- May
  - Main Public Access Points (6)
  - Sugar Creek Laptop Lab
- June
  - Youth Services Manager (Dell)
  - Treasure chest self check unit PC (2)
- August

- - ○ Barracuda Web Filter 410 (public) instant replacement
    - ○ Main Library Youth Office Staff Members (3)
  - September - Children's Desk PC (2)
  - October - Friends PC Replaced Dell
  - November
    - ○ Main Library AXIS Cameras
    - ○ Comm Room Projectors
  - December
    - ○ Business Manager Dell Desktop
    - ○ Windows Server SC (Public)
    - ○ Access Services Manager Dell

2024

- January
  - ○ SonicWall SC Public Network
  - ○ Dell AXIS Server (1) plus Hard Drives (4)
- February - Entryway Digital Signage Dell TV (2)
- April - SC Childrens Desk
- May - SC Barracuda 310
- June
  - ○ Reference Desk PC (3)
  - ○ Projector Board Room and YPR
- July
  - ○ Social Media Specialist (iMac)
  - ○ Communication Specialist Dell
- August
  - ○ Sugar Creek Public Lab Replacement Dell
  - ○ Sugar Creek AXIS Camera Replacement
- September - SC Circ Desk PC's (3)
- October - 48 port Dell PowerConnect switch at SC
- December - SC Youth Coordinator

2023

- January
  - Maintenance Mgr Dell PC
  - Dell Servers Public Domain Controllers (2)
  - SC Youth Office (3)
  - AXIS camera replacement
- March - PowerConnect Switches Staff
- April - Envisionware PC Replacements (4)
- May
  - Outreach Office PC
  - Main Library Early Literacy PC Replacement
- Sugar Creek Access Point Public (2)
- July
  - Outreach Bookmobile Laptop
  - Outreach Manager Laptop
- August - Branch Manager
- September - Tech Services Department Head
- October - Director MacBook Pro
- November - Access Services Staff Processing Station (2)
- December - Dell PoE Switch Replacements (IP Phones/AP's)

Equipment Replacement Plan

Year	Project	Cost	Freq (years)	Next
2020	Seal & Stripe Main Library Parking Lot	$7,500.00	10	2030
2020	Main Library Bathrooms, Community Room and Youth Program Room	$225,000.00	N/A	
2021	Main Library Carpet, Flooring, Lighting, Admin Offices, Board Room	$220,000.00	N/A	
2022	Main Library Geothermal	$700,000.00	N/A	
2024	Seal & Stripe Sugar Creek Parking Lot	$5,000.00	10	2034
2025	Resurface Main Library Parking Lot	$150,000.00	10	2035
2026	Exterior Maintenance Main Library	$50,000.00	10	2036
2027	Main Library Roofing	$250,000.00	25	2052
2028	Exterior Maintenance Sugar Creek	$25,000.00	10	2038
2029	Resurface Sugar Creek Parking Lot	$70,000.00	10	2039
2029	Sugar Creek Carpet and Flooring	$70,000.00	10	2039
2031	Main Library Carpet and Flooring	$150,000.00	10	2041
2034	Sugar Creek Geothermal Equipment Replacement	$100,000.00	15	2049
2037	Main Library Geothermal Equipment Replacement	$200,000.00	15	2052
2039	Sugar Creek Roofing	$50,000.00	25	2064
2039	Sugar Creek Lighting	$100,000.00	20	2059
2039	Sugar Creek Bathrooms	$100,000.00	20	2059
2040	Main Library Bathrooms	$140,000.00	20	2060
2041	Main Library Lighting	$100,000.00	20	2061

HCPL Staff Training & Certification Guidelines

State of Indiana Certified Public Library Staff (MLS Positions)

- All certified positions will follow Indiana State Library standards (LC = Librarian Certificate). Job classification requirement follows LC level
    - LC1, Director – 100 hours in 5 years
    - LC2, Department Head – 75 hours in 5 years
    - LC3, Professional Assistant – 50 hours in 5 years
- It is the responsibility of the staff member to acquire and maintain the certification status required for their position
- Required Certification level and job classification for each position
    - Director – LC1, Director
    - Assistant Director – LC2, Department Head
    - Access Services Manager – LC2, Department Head
    - Youth Manager – LC2, Department Head
    - Outreach Manager – LC2, Department Head
    - Branch Manager – LC2, Department Head
    - Technical Services Manager – LC2, Department Head
    - Teen Services Librarian – LC3, Professional Assistant
    - Children's Librarian – LC3, Professional Assistant
    - Branch Children's Librarian – LC3, Professional Assistant
    - Reference Librarian – LC3, Professional Assistant
    - Tech Services Librarian – LC3, Professional Assistant
- LEU totals and overall progress will be reviewed during annual performance appraisals. Certification timeframes may not match up with the annual appraisal time frame. The annual appraisal will be an opportunity for Managers to review LEU progress for certification
- Indiana State Library Certification requirements and information including new hires, upgrades and renewals - http://continuinged.isl.in.gov/certification/

Non-Certified Staff (Working 20 or more hours per week)

- LEU requirements will not be required for non-certified staff
- Non-certified staff working 16 hours per week or more will be required by HCPL to complete and track the number of hours of training
- HCPL required number of hours of training and positions (per year)
    - IT Manager – 15 hours
    - Marketing Manager – 15 hours

- ○ Business/HR Manager – 15 hours
- ○ Building Services Manager – 15 hours
- ○ Communications Manager – 15 hours
- ○ Bookkeeper – 10 hours
- ○ ILL Coordinator – 10 hours
- ○ Library Assistants (All Departments) – 5 hours
- It will be the responsibility of the staff member and manager to track the number of hours of training
- Training hours will be reviewed during annual performance appraisals
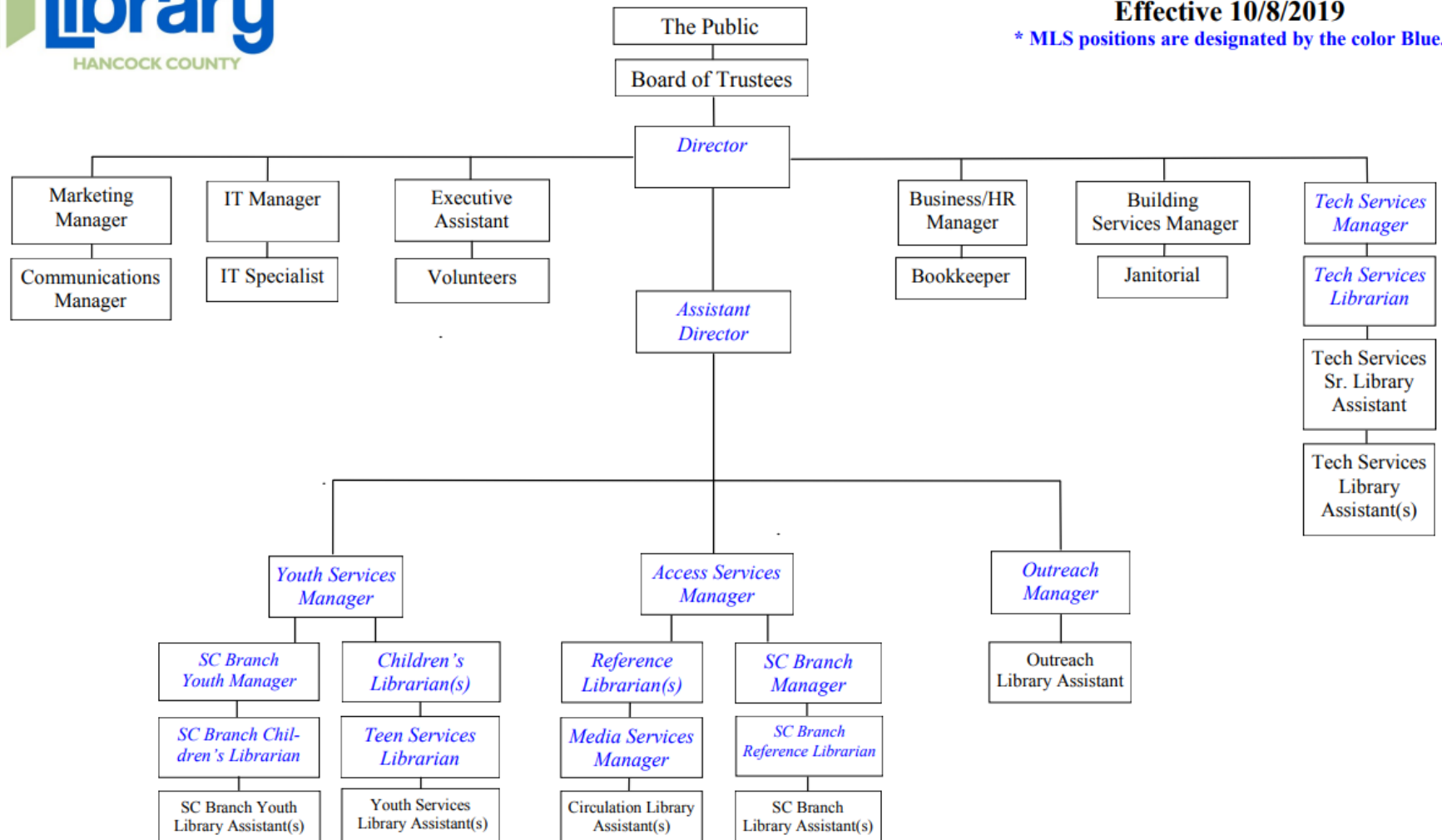
LEU (Library Education Units)

- If possible, LEUs should be obtained for workshops and conferences to maintain certification requirements
- Staff members should receive a certificate for LEUs approved training, workshops and conferences
- HCPL is not required to keep copies or track LEUs for each staff member. Ultimately, it is the staff member's responsibility to keep track of LEUs for Indiana Library Certification Requirements
- Training, workshops and conferences may not be pre-approved for LEUs. Staff members should verify LEU pre-approval when requesting to attend a training, conference or workshop
- Staff member should work with their Manager and the State Library to obtain LEUs approval when a training, workshop or conference is not pre-approved. Contact the Indiana State Library Development Office – 317-232-3697
- If the conference is out of state you must use the Indiana State Library conference form to track LEUs

Organizational Chart

HCPL Organizational Chart
Effective 10/8/2019
* MLS positions are designated by the color Blue.

- The Public
  - Board of Trustees
    - *Director*
      - Marketing Manager
        - Communications Manager
      - IT Manager
        - IT Specialist
      - Executive Assistant
        - Volunteers
      - Business/HR Manager
        - Bookkeeper
      - Building Services Manager
        - Janitorial
      - *Tech Services Manager*
        - *Tech Services Librarian*
          - Tech Services Sr. Library Assistant
            - Tech Services Library Assistant(s)
      - *Assistant Director*
        - *Youth Services Manager*
          - *SC Branch Youth Manager*
            - *SC Branch Children's Librarian*
              - SC Branch Youth Library Assistant(s)
          - *Children's Librarian(s)*
            - *Teen Services Librarian*
              - Youth Services Library Assistant(s)
        - *Access Services Manager*
          - *Reference Librarian(s)*
            - *Media Services Manager*
              - Circulation Library Assistant(s)
          - *SC Branch Manager*
            - *SC Branch Reference Librarian*
              - SC Branch Library Assistant(s)
        - *Outreach Manager*
          - Outreach Library Assistant

Sustainability/ Revenue and Spending Plan - Comments and Recommendations

General

A Sustainability/Revenue and Spending Plan for Hancock County Public Library (the "Library") is prepared each year. This analysis utilizes historical information, on an actual basis, along with the 2022 budget, and projects ahead for 3 years to determine the possible financial condition of the Library, on a going forward basis. This document is also used to inform the rating agency of financial trends. The Library has been required to determine how long it may maintain the operating balances that currently exist. This document also serves the purpose of going through the mental gymnastics of developing an overall revenue plan and expense plan for the next 3 years.

EDIT Discussion

The Hancock County Council passed a .15% Economic Development Income Tax, in 1999, under Indiana Code 6-3.5-7-23, to replace property taxes that would have been levied for the operations of libraries in the County. In addition, the Library issued General Obligation Bonds, in 2004, whose payments are also funded from the income tax. In 2009, the County lowered the EDIT tax rate for the Library to .10%, but reserved the additional .05% rate for future Library expenses. In 2010, the County reinstated the EDIT tax rate for the Library at .15%. In 2012, the County again lowered the EDIT tax rate for the Library to .10%, but reserved the additional .05% rate for future Library expenses. The point of the changes was to lower the balance held at the County level because of outside pressure. The Library prepares its budget each year and the Department of Local Government Finance calculates the Library's annual property tax levy based on the Property Tax formula, despite being funded by income tax. The Library then receives funds from the County EDIT Fund to replace the property tax revenue. The Hancock County Council, based on a request from the Library, returned the EDIT rate to .15% for 2015. Standard & Poor's has indicated that the income tax fund at the County should be maintained at a balance of $1.5 to $2.0 Million to allow time to levy a tax rate if needed.

Comments

Below are select comments and recommendations which have come to our attention as we have updated this analysis:

1. Due to changes in the property tax system (including implementation of Circuit Breakers), the State has forced local units of government to consider the implementation of local option income taxes. Currently, the Library does not receive any property taxes and has, therefore, avoided any Circuit Breaker impact. As part of our analysis, we have calculated the estimated Circuit Breaker impact if the Library did receive property taxes.

2. It has become an important time, in the Library's time horizon, to avoid increasing personnel. As you work through a Sustainability Analysis, what you will see is that as

you add personnel, the cost increases each and every year and has a dramatic impact (from an overall salary and benefits position) over a 5-year period. Thus, at this time, we would caution the Library to not increase until further programming needs arise unless there is a direct offset (such as lease the library space).

3. The Library should continue to fund the updated capital improvement plan, for the next five years, in order to adequately plan for any required funding and related additional operating costs.

4. The Library should continue to meet with Hancock County officials to coordinate future revenue needs and the projected Economic Development Income Tax (EDIT) Fund balance and consolidation of the other libraries in the County to gain efficiency and to achieve service parity around the County.

5. The Library's Operating Fund balance increased in 2019, 2020, and 2021 after decreases in 2011, 2012, 2013, 2014 2015, 2017, and 2018, exclusive of the Daily Receipts and Credit Card sales Funds. NOTE: The Operating Fund balance increase in 2016 was due to the Library closing the Daily Receipts Fund and Credit Card Sales Fund and transferring those balances to the Operating Fund. In the past, these funds were considered to be part of the Operating Fund.