

WABASH CARNEGIE PUBLIC LIBRARY

Long Range & Strategic Plan for 2019 – 2022

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Trustees

Jeff Knee, President	<i>Wabash City Schools</i>
Bill Benysh, Vice President	<i>Wabash City Mayor</i>
Charles Miller, Treasurer	<i>Wabash County Council</i>
Susan Baker, Secretary	<i>Wabash County Commissioners</i>
Mary Jo McClelland	<i>Metropolitan Schools District of Wabash Co.</i>
Kipp Cantrell	<i>Wabash City Council</i>
Jim Widner	<i>Wabash City Schools</i>

Executive Director

Ware W. Wimberly III



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Information + Inspiration for a Brighter Wabash

Mission

*Our library is Wabash's gateway to information and ideas –
our welcoming space for life-long exploration.
As we connect, engage and inspire, Wabash shines brighter.*

Beliefs & Values

A public library is more than books and databases – it is fundamental to individual, family, and community. Further:

- Everyone deserves equal access to knowledge in every form
- Public libraries are critical to our:
 - Social infrastructure – the services and facilities that ensure a high quality of life in Wabash
 - Civic infrastructure – the network of places, programs and practices that connect with one another enabling us to address our shared concerns, build community, and solve public problems
- A public library remains relevant through its connection to community, technological adaptability, and respect for our history.

Because of those beliefs we operate in a way that ensures:

- Our library is accessible and inclusive
- Our practices and programs are welcoming to all ages and interests
- Our work is visible in, supported by, and connected to community
- Our approach is active and engaging
- Our space is vibrant and flexible to an evolving range of needs
- Our materials and services are adaptable to a wide range of interests
- We pursue excellence in all that we do – effectively and efficiently managing our many assets.

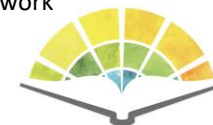
Vision 2025

Wabash Carnegie Public Library is a place of welcome and gateway to active learning that is community focused, connected and respected – and that is an internally adaptable library of excellence for our size.

Goals & Strategies

In our pursuit of that future, we will:

- 1. Expand Our Access & Reach**
 - Deepen our work with schools
 - Expand specific program and service partnerships
 - Explore aspects of our work that may be barriers to access
 - Continue the direction of our programs and services
 - Remain open to opportunities that might emerge
- 2. Expand Engagement & Visibility in the Community**
 - Intentionally pursue opportunities to represent the library in community activities and decision-making – be at the table
 - Develop our capacity to tell the library's story
- 3. Advance Operational Efficiency & Effectiveness**
 - Refine work flow and processes for modern operations
 - Develop evaluation capacity for continuous improvement
 - Deepen financial and facility policies, planning, and analysis
- 4. Align Building with Mission Needs**
 - Renovate the structure of the building
 - Renovate, reorganize and refurbish the interior
 - Add new functional space (square footage) for program flexibility, community engagement, visibility, and operational efficiency
 - Being good stewards of public resources while respecting funding needs throughout our community
- 5. Align Staff & Management with Current Needs**
 - Adjust current positions
 - Leverage staffing with community volunteers and advocates
 - Gradually evolve toward new staffing configurations consistent with evolution of our field and informed by our internal process review
- 6. Ensure Excellence in Library Governance**
 - Develop Trustee knowledge and expertise
 - Expand Trustee engagement
 - Reflect our community focus and connections our work
 - Develop feedback mechanisms in support of its work



Introduction

As technology and society change, so do (we think) our library habits. In developing this plan our library took a look at how libraries are changing (and staying the same).

There are some constants among libraries over the millennia including dedication to knowledge, space constraints, and their place on the front line of changing technology. (We think Kindle was a big deal. Imagine what the printing press did to libraries.)

Libraries have also seen a number of transitions over time as below.

Before	After
Scarcity of information	Superfluidity of content
Control as power	Access as democratizing
Knowledge alone	Culture
Preservation	Interaction
Warehouse	Learning commons
Books and manuscripts	+ movies, music, tools, more
Passive, silent	Active, vibrant
Reading	Engaging
Reference	Referral
Adults only	All ages
Studying	Meeting
Common information	Common context
Card catalogues	Databases
Educated elite	Everyone
Viewing > Borrowing	> Buying > Borrowing

Overall, there may be new approaches to or emphases within our work, but it hasn't fundamentally changed direction or relevance. In fact, some studies are suggesting that they enjoy renewed interest and importance for the current generation and political environment.

The plan that follows takes these shifts into account as relevant to the evolving Wabash community and the strengths/challenges of our library.

PEOPLE, PLACE AND PLATFORM

The emerging value proposition of the public library is built around three key assets—people, place and platform:



- **PEOPLE.** The public library is a hub of civic engagement, fostering new relationships and strengthening the human capital of the community. Librarians are actively engaged in the community. They connect individuals to a vast array of local and national resources and serve as neutral conveners to foster civic health. They facilitate learning and creation for children and adults alike.



- **PLACE.** The public library is a welcoming space for a wide range of purposes—reading, communicating, learning, playing, meeting and getting business done. Its design recognizes that people are not merely consumers of content but creators and citizens as well. Its physical presence provides an anchor for economic development and neighborhood revitalization, and helps to strengthen social bonds and community identity. The library is also a virtual space where individuals can gain access to information, resources and all the rich experiences the library offers. In the creative design of its physical and virtual spaces the public library defines what makes a great public space.



- **PLATFORM.** The public library is user-centered. It provides opportunities for individuals and the community to gain access to a variety of tools and resources with which to discover and create new knowledge. The platform enables the curation and sharing of the community's knowledge and innovation. A great library platform is a "third place"—an interactive entity that can facilitate many people operating individually and in groups—and supports the learning and civic needs of the community.

RISING TO THE CHALLENGE: Re-Envisioning Public Libraries, The Aspen Institute, 2014

Foundations

Mission

A mission statement should say what do we do; for whom; and to what end. And, it should do so with enough clarity that it can:

- Distinguish the work of one organization from that of another
- Guide decisions within the organization
- Inspire commitment both within and without
- Speak to an outsider without needing to have terms explained

When this planning process began, the WCPL mission was *“to provide service of excellent quality to all residents and taxpayers of the library district in order to meet the cultural, educational, informational, and recreational needs of the community.”* While this tells us something about why it exists, for whom and the experience it hopes to provide, it is both too narrow and too broad.

As we planned we clarified that we:

- Democratize information by providing access to all
- Serve greater Wabash (not just the library district)
- Translate community need into our work
- Are more than a building – our mission reaches into the community
- Are more than books – we are information, ideas and exploration
- Provide programs and services that engage, inspire, and connect

So, we re-wrote the mission as we planned.

*Our library is Wabash’s gateway to information and ideas –
our welcoming space for life-long exploration.*

As we connect, engage and inspire, Wabash shines brighter.

Expressed as a “tag” we might say that the Wabash Carnegie Public Library is:

Information + Inspiration for a Brighter Wabash

Core Beliefs

Supporting our mission is the core belief that that a public library is more than books and databases – it is fundamental to individual, family, and community. Further:

- Everyone deserves equal access to knowledge in every form
- Public libraries are critical to our:
 - Social infrastructure – the services and facilities that ensure a high quality of life in Wabash (e.g., health, education, recreation and sports, community and faith, emergency)
 - Civic infrastructure – the network of places, programs and practices that connect with one another enabling us to address our shared concerns, build community, and solve public problems
- A public library remains relevant through its connection to community, technological adaptability, and respect for our history.

Operating Values

Because of those beliefs we operate in a way that ensures:

- Our library is accessible and inclusive
- Our practices and programs are welcoming to all ages and interests
- Our work is visible in, supported by, and connected to community
- Our approach is active and engaging
- Our space is vibrant and flexible to an evolving range of needs
- Our materials and services are adaptable to a wide range of interests
- We pursue excellence in all that we do – effectively and efficiently managing our many assets.

The Future

Our vision for the future of the Wabash Carnegie Public Library (circa 2025) is one in which we are: *A place of welcome and gateway to active learning that is community focused, connected and respected – and that is an internally adaptable library of excellence for our size.*



Our Path Forward

In order to achieve our vision, we will pursue the following goals:

External	Internal
<ol style="list-style-type: none">1. Expand Our Access & Reach2. Expand Engagement & Visibility in the Community	<ol style="list-style-type: none">3. Advance Operational Efficiency & Effectiveness4. Align Building with Mission Needs5. Align Staff & Management with Current Needs6. Ensure Excellence in Library Governance

The sections that follow provide more specific objectives for each of these goals, knowing that they will evolve over time.

1. Expand Our Access & Reach

As a public entity dedicated to an accessible and inclusive library for the community, our first goal is to ***continuously expand our reach, adapting to changing need, technology, and interests***. During this plan period we will take the following multi-pronged approach, relying heavily on partners for mutual benefit.

Objectives	Specifics
Deepen our work with both school districts and independent schools to increase access of school children across Wabash	<ul style="list-style-type: none">✓ Explore school district agreements giving access to all✓ Find ways to make summer reading programs better align with school goals✓ Explore other mutually-beneficial school district partnerships (e.g., providing certified librarian oversight for school libraries, collaborative management of school media centers)
Expand specific program and service partnerships in line with community need	<ul style="list-style-type: none">✓ Develop new and deepened partnerships for kids programming (e.g., Museum)✓ Explore new partnerships to serve individuals who are homebound✓ Explore new partnerships to serve senior center participants✓ Develop program-specific partnerships with other libraries in our community
Explore aspects of our work that may be barriers to access	<ul style="list-style-type: none">✓ Assess approach to fines and develop digital access card✓ Consider off-site locations (e.g., downtown teen space, Ivy Tech campus)
Continue the direction of our programs and services	<ul style="list-style-type: none">✓ Expanding marketing for and reach of all current programs✓ Expanding and investing in our makerspace✓ Positioning ourselves for additional growth in the next plan
Remain open to opportunities that might emerge	<ul style="list-style-type: none">✓ Continually ask our patrons for feedback and scan the environment for emerging needs✓ While it may not be ripe for action now, we should hold on to possibility of political action to expand the library district should an opportunity emerge



2. Expand Engagement & Visibility in the Community

A smaller goal in terms of its footprint on the page, it is critical to our success now and in the future to expand our engagement and visibility in the community. We cannot be an afterthought to leaders or viewed as something used with children then graduated from. ***Our goal here is to be viewed, unequivocally, as an important player in the community.*** For example, a future Stellar Community plan would include the library as a central element. This will require commitment and persistence.

Objectives	Specifics
Succeed in Goals 1 and 4, thus increasing success here	✓ See previous and following pages
Intentionally pursue opportunities for library staff, leadership, and volunteers to represent the library in community activities and decision-making – be at the table	✓ Leadership should be part of the Chamber of Commerce and Grow Wabash ✓ Staff should connect with partner board opportunities (e.g., Museum) ✓ Trustees should scan for issues and ideas from their appointing bodies, bringing opportunities into library discussions and vice versa
Develop our capacity to tell the library's story, then implement a comprehensive approach for doing so	✓ Increase data collection capacity: <ul style="list-style-type: none">○ Count outputs (e.g., install a people counter)○ Gather patron input, feedback, and needs data○ Measure patron, partner, and appointing organization satisfaction ✓ Develop habits of tracking changes over time and using data to evaluate / improve

3. Advance Operational Efficiency & Effectiveness

Before addressing questions related to the building or staffing, it will important for us to ***focus on work flow, work process, and planning improvements***. Each of these should inform changes to the building and evolution of staffing over time (and vice versa in a robust and iterative process).


Objectives	Specifics
Refine work flow and processes for modern operations	✓ Complete team review of library work flows (e.g., the life of a book, planning a program), to modernize, increase efficiency, add bench strength and organizational flexibility, and align with effective practices
Develop evaluation capacity for continuous improvement	✓ Develop internal standards (e.g., https://libguides.ctstatelibrary.org/dld/bestpractices) ✓ Develop systems for measurement – see Goal 2
Deepen financial and facility policies, planning, and analysis	✓ Use of trend analysis and benchmarks to develop long-range <ul style="list-style-type: none">○ Facility maintenance standards and schedules○ Equipment/technology use, review, replacement (2019-2022 Schedule Appended)○ Capital (including IT) plans with timelines and budgets separate from operations ✓ Develop investment and use policies for various funds



4. Align Building with Mission Needs

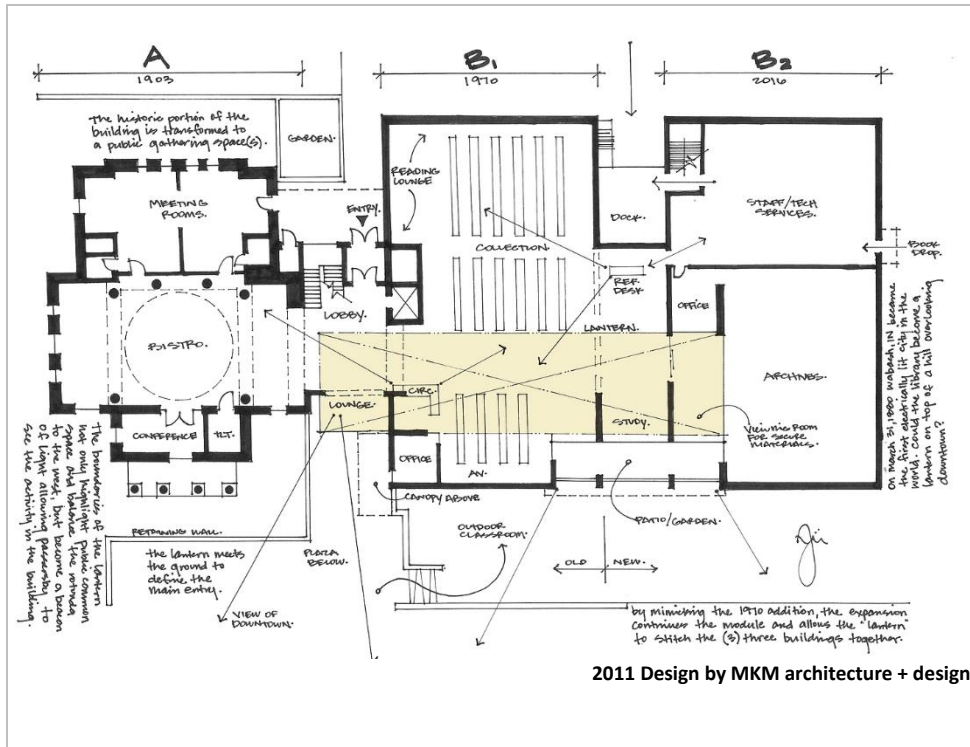
In 2011 we developed a plan to renovate and expand the building but circumstances changed, and those plans didn't come to fruition. The need to rethink and modernize our space has not changed, nor has our dream of additional space.

2019 will be the time to develop a new plan that **updates, reorganizes, renovates, and enhances our space**. Aligning with “*design principles shaping contemporary libraries*” – “*accessibility and inclusion...; visibility and connectivity...; flexibility and adaptability.*”¹ we will adopt a space plan (professionally developed) to guide us as we repair, renovate, refurbish, activate and expand. (See *Flexible Spaces – Flexible Futures* in appendix for more.)

Objectives	Specifics
<p>Renovate the structure of the building, putting to rest any views that building elements are “problems” in need of repair</p> <p>Renovate, reorganize and refurbish the interior per professionally developed space plan:</p> <ul style="list-style-type: none"> Increasing the overall square footage available while reducing passive space (<i>e.g., stacks</i>) and increasing active space (<i>e.g., teen, program and maker</i>) Embedding flexibility and adaptability into all aspects of the building, its furnishings and its organization Embracing a modern, vibrant, warm aesthetic, while respecting the beauty and history of our building 	<p>✓ Renovate the dome and restructure the space beneath as open/flexible space surrounded by a “gallery” to highlight our best art – freeing wall space for reorganization – then install new art in active spaces that represents community (<i>e.g., photos in makerspace</i>)</p> <p>✓ Organize the building into flexible “zones” (<i>e.g., kids, teens, adult – active, meeting, quiet</i>) using modern furnishings that create flexible collaborative spaces and quiet pods</p> <p>✓ Organize passive space for maximum efficiency (<i>e.g., shrink circulation desk and stacks</i>)</p> <p>Examples of the innovative space solutions</p> 
<p>Add new functional space (square footage) for program flexibility, community engagement, visibility, and operational efficiency</p>	<p>✓ Pursue 1-2 of:</p> <ul style="list-style-type: none"> Experimenting with off-site rental (<i>e.g., downtown storefront for teen programming, Ivy Tech campus, other available property north or south</i>); A limited expansion to our building (<i>e.g., fill the gap between the old and new to the front</i>); Remaining ready for opportunities that might emerge on adjacent properties <p>✓ Activate our green space (<i>e.g., tables, gazebo, art</i>)</p>
<p>Being good stewards of public resources while respecting funding needs throughout our community</p>	<p>✓ Fund changes with our accumulated assets (LIRF and dedicated funds as appropriate), staggered over the period of the plan (<i>est. \$500,000 – 1,000,000 spread evenly over 3+ years</i>) so that it does not interfere with our regular budgeting</p>

¹ DESIGNING LIBRARIES IN 21ST CENTURY LESSONS FOR THE UK, Gemma John 2016





5. Align Staff & Management with Current Needs

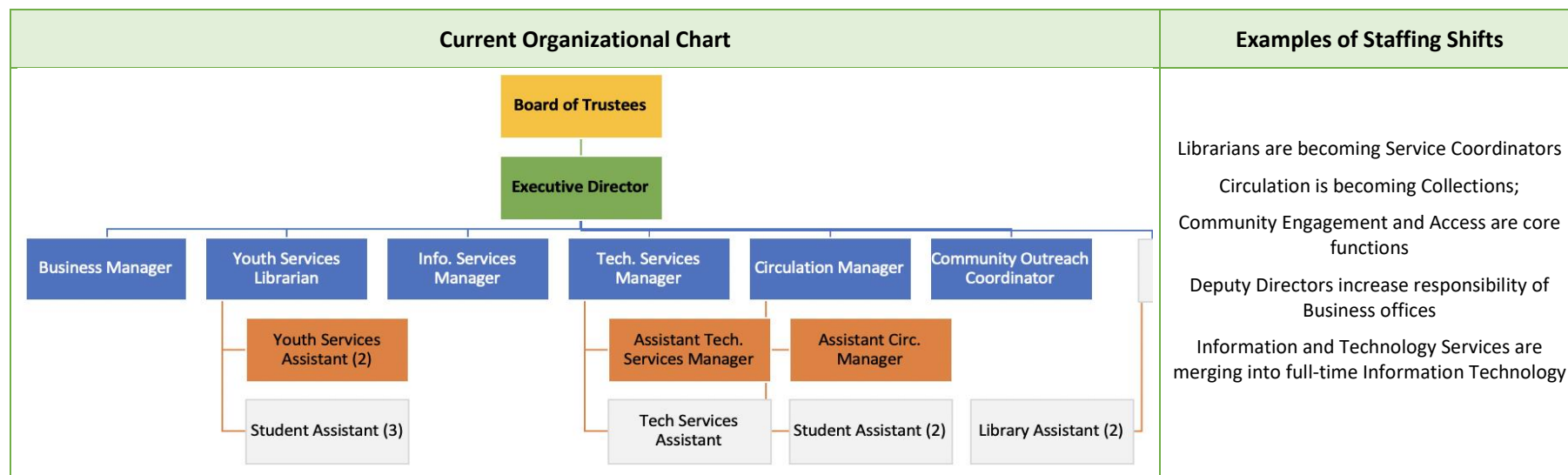
As libraries depend less on card catalogues, community librarians more prevalent, both programs and partnerships grow, and individual expectations of service evolve so must the **staff of library evolve**. Our library has already begun this shift with the addition of a Community Outreach Coordinator and addition of programs to specific positions. However, there is more to do in service of our vision over time.

At the same time, we have areas which need greater focus that current staff have, particularly in regard to:

- Continued expansion of outreach
- Facility custodian/handyman/caretaker
- And administrative functions such as human resources

Finally, as a small library, we must do a lot with a little. This requires help from our friends in the community. Cultivating volunteers will do this while simultaneously increasing our connections in the community.





The objectives and specific tactics below address these needs.

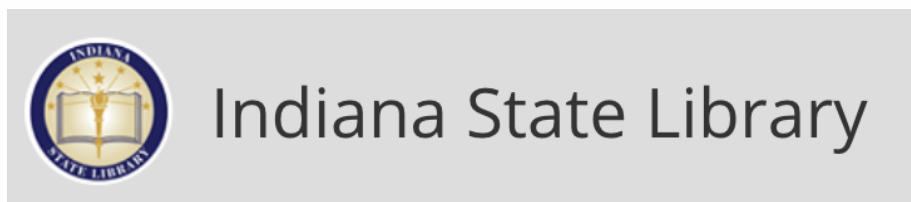
Objectives	Specifics
Adjust current positions	<ul style="list-style-type: none"> ✓ Add a part-time position dedicated to facility needs <i>(e.g., repairs, furniture, room set up)</i> ✓ Free the Community Outreach Coordinator from the circulation desk staffing to allow more time for marketing and outreach
Continue professional development of staff	<ul style="list-style-type: none"> ✓ Schedule at least two in-service trainings per year for library staff ✓ Implement individualized staff development plans for staff that meet LEU requirements; ensure we stay abreast of technology advancements, changing users needs, and library innovations; and for to integrate the external learning of one into the work of the whole
Leverage staffing with community volunteers and advocates	<ul style="list-style-type: none"> ✓ Develop and implement a plan for recruiting volunteers who can provide additional back up to staff and that might form the basis for a Friends of the Library organization ✓ Use activities related to Goal 2 to develop beneficial relationships
Gradually evolve toward new staffing configurations consistent with evolution of our field and informed by our internal process review	<ul style="list-style-type: none"> ✓ Use the work flow review to identify processes/positions that would benefit from renaming or reorganization ✓ Explore applicability and viability of specific position possibilities such as: <ul style="list-style-type: none"> ○ Assistant Director ○ Fully dedicated IT Manager



6. Ensure Excellence in Library Governance

The role of any board of directors is a complicated one of governance that guides the organization without managing it, that is independent but that needs to understand the business. The board of a public entity is more complicated by the various legal constraints placed upon it.

With this in mind it is important that we ***continually educate ourselves on both the role of the Trustee and the work of the library.*** The objectives and specific tactics below will ensure that we do so.



TRUSTEE INFORMATION

- [IN the Public Trust Trustee Manual \(linked here\)](#)
- [Trustee Programs](#)
 - [The Public Library Trustee – An Overview](#)
 - [The Public Library Trustee & the Public Library Director – Governance & Management](#)
 - [Budget Planning for Library Board](#)
 - [Indiana Public Access Laws Webinar – Power Point Slides](#)
 - [Library Expansion Archived Webinar – Power Point Slides](#)

Other presentations, based on the manual may be customized to a particular situation

Objectives	Specifics
Develop Trustee knowledge of library operations and expertise as board members	<ul style="list-style-type: none">✓ Invite the Indiana State Library to present on the role of Trustee each year✓ Make the <i>IN the Public Trust</i> manual and webinars an active part of Trustee orientation✓ Provide outside reading on the public library field AND have staff present on the work of our library on the agenda for discussion at least four times each year
Expand Trustee engagement in the board, our library, and as library ambassadors in our community Reflect our community focus and connections in the work of the library board	<ul style="list-style-type: none">✓ Based on what the Trustees learn and discuss above:<ul style="list-style-type: none">○ Define and develop their role outside the building○ Review and revise the library's bylaws and Trustee job descriptions○ Build a comprehensive approach to Trustee cultivation and orientation
Develop feedback mechanisms in support of its work	<ul style="list-style-type: none">✓ With the Director in regard to oversight of plan implementation and revisions✓ With library staff as part of annual work plan process (e.g., one meeting per year with full staff to review progress and discuss plans for the following year)✓ And to



Implementation Timeline

Staff will use the table below as a template for annual work plan development and reporting progress to the Trustees.

	2019				2020				2021				Ongoing
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Expand Our Access & Reach													
<ul style="list-style-type: none">Implementation item...Implementation item ...													
Expand Engagement & Visibility in the Community													
<ul style="list-style-type: none">Implementation item ...Implementation item ...													
Advance Operational Efficiency & Effectiveness													
<ul style="list-style-type: none">Implementation item ...Implementation item ...													
Align Building with Mission Needs													
<ul style="list-style-type: none">Implementation item ...Implementation item ...													
Align Staff & Management with Current Needs													
<ul style="list-style-type: none">Implementation item ...Implementation item ...													
Ensure Excellence in Library Governance													
<ul style="list-style-type: none">Implementation item ...													



Budget Projections

Staff will also develop a high-level projection model as below with at least a rolling three-year horizon including assumptions. As part of each year's budget development, staff will include work plans aligned with strategic goals so that all annual spending is understood in advance.

	2019	2019	2020	2021	2022	Notes
INCOME						
Local Government						
State Government						
Federal Grants						
Fines and Fees						
Interest on Investments						
PLAC Reimbursement						
Gift Receipts Operating Fund Income						
Miscellaneous Operating Fund Income						
Total Operating Fund Income						
Total Public & Private Foundation Grants Income <i>(deposited into any fund)</i>						
EXPENSE						
Personal						
Services and charges						
Supplies						
Capital Outlays						
Non-Operating Fund Library Materials						
<ul style="list-style-type: none"> • Books <i>(Includes book lease)</i> • Operating Fund Expenditures for Collection Development • Total Non-Operating Fund Expenditures for Collection Development • Public Access Computers, e-reading and e-media devices <i>(all funds except op)</i> 						
Total Operating Fund Expenditures						
Surplus (Deficit)						



Appendix

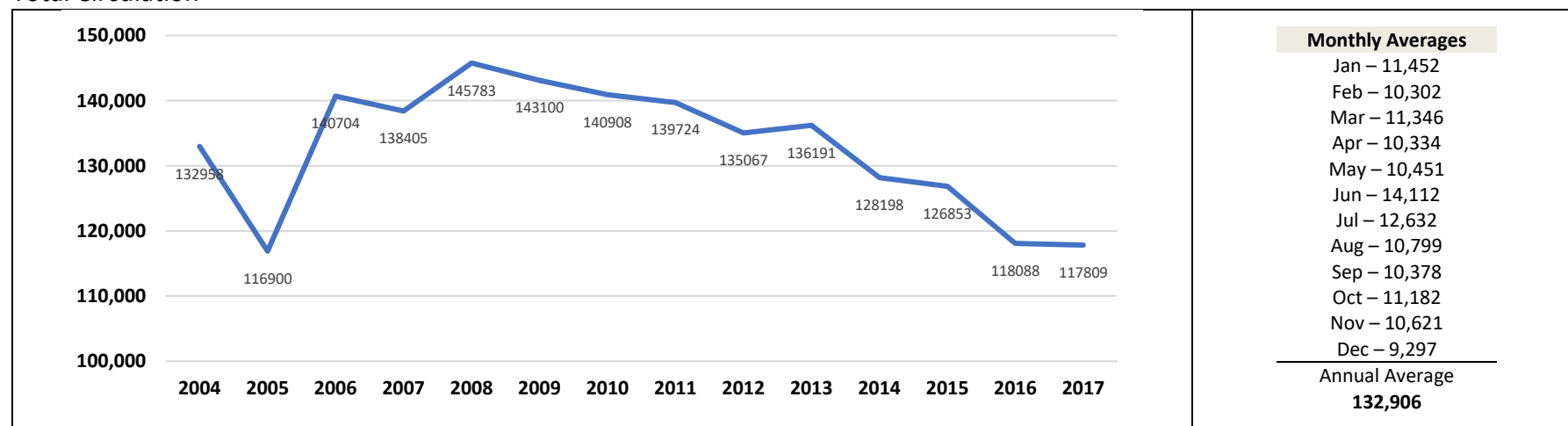
About the Library

Wabash Carnegie Public Library has been serving the City of Wabash and the surrounding area since 1903. The library has seen substantial growth since its beginning at 188 W Hill Street in many ways including services and technology. The library district is within city limits of Wabash and serves a population of approximately 10,500. The library also serves residents in the remaining area of Noble Township and other parts of Wabash County. Residents or property owners not within the limits of the City of Wabash by State Law are non-residents of the Wabash Carnegie Public Library district. The tables that follow provide an overview of our library trends and financial position.

Library Users

	2012	2013	2014	2015	2016	2017
Population Estimate - Wabash County (2010 Census = 32,888)						31,443
Population Estimate - Wabash City (Census 2010 = 10,666)						10,112
Individual Resident Registered Borrowers	4,534 43%	4,346 41%	4,107 39%	3,838 36%	3,625 34%	3,447 32%
Individual Non-Resident Registered Borrowers	275	275	248	239	236	274
• Reciprocal Borrowers						1
• PLAC Borrowers	29	24	21	30	29	23
• Non-Resident Cards Issued to Student Borrowers				5	10	29
• Non-Resident Cards Issued to School Employees	18	20	17	18	23	23
• Non-Resident Cards Issued to Library Employees	10	11	9	8	10	10
• Individual Non-resident Fee	61	75	80	80	84	84

Total Circulation



Programs & Services

The data below provides an interesting overview of program and service growth over time.

		2012	2013	2014	2015	2016	2017
Interlibrary Loans Received from Other Libraries		730	733	762	731	785	295
SRCS Materials Received from Other SRCS Libraries							233
Annual Library Visits +++		87,152	90,512	95,065	95,943	96,720	110,800
Annual Reference Transactions		3,172	2,756	2,860	3,588	4,056	3,744
# of Users of Public Internet Computers		22,571	17,963	19,499	16,997	15,199	15,811
# of Users of Wireless Internet Connections		5,616	3,329	4,569	5,241	6,454	7,944
# of Children's Programs		318	358	405	415	415	561
	Programs in Library	300	341	386	398	395	544
	Outreach (outside of library)	18	17	19	17	20	17
# of YA Programs		35	22	14	12	23	16
	Programs in Library	35	22	14	12	16	14
	Outreach (outside of library)					7	2
# of Adult Programs		26	13	15	22	25	39
	Programs in Library	24	13	15	22	22	36
	Outreach (outside of library)	2				3	3
# of General Programs				1	2	2	4
	Programs in Library			1	2	2	4
	Outreach (outside of library)						
Total Program # >>		379	393	435	451	465	620
Children's Program Attendance		7,603	8,464	7,703	9,327	8,492	11,234
	in Library Programs	5,864	6,659	6,010	7,605	7,002	9,845
	Outreach Programs	1,739	1,805	1,693	1,722	1,490	1,389
YA Program Attendance		153	225	113	148	318	178
	Library Programs	153	95	113	148	112	158
	Outreach Programs		130			206	20
Adult Program Attendance		527	197	182	213	425	582
	Library Programs	442	197	182	213	290	462
	Outreach Programs	85				135	120
General Program Attendance				25	55	50	170
	Library Programs			25	55	50	170
	Outreach Programs						
Total Attendance >>		8,283	8,886	8,023	9,743	9,285	12,164
# of Non-Library Sponsored Programs/ Meetings/ Events		1	3	1	3	3	134
Attendance of Non-Library Sponsored Programs/ Meetings/ Events		3	12	15	35	30	299

+++ It is important to note that the numbers for annual library visits are staff estimates NOT counts.



Balance Sheet over Time

The Library's balance sheet over time as below is quite a healthy one.

	2012	2013	2014	2015	2016	2017
ASSETS						
Cash and equivalent	\$ 901,910	\$ 930,234	\$ 893,935	\$ 876,186	\$ 807,721	\$ 758,100
Receivables	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed without depreciation	\$ 8,211,719	\$ 8,186,081	\$ 8,061,097	\$ 8,161,590	\$ 8,057,286	\$ 6,154,677
Land	\$ 142,857	\$ 142,857	\$ 142,857	\$ 142,857	\$ 142,857	\$ 142,857
Infrastructure	\$ 111,467	\$ 111,467	\$ 111,467	\$ 111,467	\$ 111,467	\$ 111,467
Building	\$ 5,426,600	\$ 5,426,600	\$ 5,426,600	\$ 5,426,600	\$ 5,426,600	\$ 3,500,000
Improvements Other Than Buildings	\$ 43,453	\$ 43,453	\$ 45,988	\$ 61,218	\$ 61,218	\$ 61,218
Machinery, Equipment, and Vehicles	\$ 361,125	\$ 362,820	\$ 367,006	\$ 365,257	\$ 359,853	\$ 378,589
Books and Other	\$ 2,126,217	\$ 2,098,885	\$ 2,067,180	\$ 2,054,191	\$ 1,955,292	\$ 1,960,546
Sum of non-op accounts (<i>see below</i>)	\$ 1,634,805	\$ 1,691,011	\$ 1,774,784	\$ 1,854,996	\$ 2,058,121	\$ 2,159,404
Total Assets	\$ 9,846,524	\$ 9,877,093	\$ 9,835,881	\$ 10,016,586	\$ 10,115,407	\$ 8,314,081
LIABILITIES						
Payables	\$ 11,290	\$ 13,476	\$ 22,922	\$ 18,062	\$ 19,487	\$ 14,158
Other						
Total Liabilities	\$ 11,290	\$ 13,476	\$ 22,922	\$ 18,062	\$ 19,487	\$ 14,158
Net Assets	\$ 9,835,234	\$ 9,863,616	\$ 9,812,959	\$ 9,998,524	\$ 10,095,920	\$ 8,299,923

The Library currently accounts for 16 separate funds within the categories below.

	2012	2013	2014	2015	2016	2017
Cash / Operating Accounts	\$ 901,910	\$ 930,234	\$ 893,935	\$ 876,186	\$ 807,721	\$ 758,100
Gift Accounts	\$ 606,789	\$ 601,371	\$ 596,951	\$ 577,575	\$ 592,221	\$ 596,638
Other Designated Accounts	\$83,294	\$70,053	\$65,037	\$70,631	\$192,093	\$201,568
Capital Fund Accounts	\$ 944,722	\$ 1,019,587	\$ 1,112,795	\$ 1,206,790	\$ 1,273,807	\$ 1,361,198
Total Assets	\$ 2,536,715	\$ 2,621,245	\$ 2,668,718	\$ 2,731,183	\$ 2,865,841	\$ 2,917,504

In addition, there are three funds held (all or in part) for the benefit of the library at the Community Foundation as below.

Funds	Principle	(unassigned)	Balance Available	Total
EXCLUSIVE – Wabash Carnegie Public Library Operating Endowment Supports the mission of the library to provide excellent service to all residents and taxpayers of the library district.	\$45,560	\$2,801	\$20,817	\$69,177
EXCLUSIVE – Martha B. Jones Endowment for American & British Literature Provides funds to purchase the works of American and/or British Literature, and to honor Martha B. Jones, who made a profound impact on the lives of students from Wabash High School.	\$9,840	\$1,011	\$3,460	\$14,311
SHARED – Dwight & Edith Fritchey Endowment Fund Provides funds to the Wabash Christian Church and the Wabash Carnegie Public Library.	\$50,000	\$8,692	\$0.56	\$58,693
Totals for the period of 1/1/2018 – 6/30/2018 >>	\$105,400	\$12,504	\$24,277	\$142,181



Operating Fund Profit & Loss Trends

The following shows the broad arc of the Library's annual operating revenues and costs. It is important to note that these numbers may omit select non-operating revenue and related expenditures. These amounts, while real for the budget and providing flexibility that tax funds do not, they are relatively small. As such, the reader is encouraged to pay attention to the relative weight of line items and their relative change year-to-year rather than specific dollar amounts.

	2012	2013	2014	2015	2016	2017
INCOME						
Local Government	\$ 811,099	\$ 806,329	\$ 827,608	\$ 850,913	\$ 829,403	\$ 845,499
State Government	\$ 40,188	\$ 36,084	\$ 43,050	\$ 43,934	\$ 41,836	\$ 41,707
Federal Grants		\$ 8,399				
Fines and Fees	\$ 20,835	\$ 21,313	\$ 22,061	\$ 21,473	\$ 20,794	\$ 21,219
Interest on Investments	\$ 4,969	\$ 3,766	\$ 2,724	\$ 2,864	\$ 3,925	\$ 4,151
PLAC Reimbursement	\$ 947	\$ 711	\$ 696	\$ 593	\$ 1,223	\$ 934
Gift Receipts Operating Fund Income	\$ 954	\$ 1,444	\$ 979	\$ 907	\$ 1,086	\$ 573
Miscellaneous Operating Fund Income	\$ 8,258	\$ 8,990	\$ 11,478	\$ 34,284	\$ 10,830	\$ 10,093
Total Operating Fund Income	\$ 887,250	\$ 887,036	\$ 908,596	\$ 954,968	\$ 909,097	\$ 924,176
Total Public & Private Foundation Grants Income (deposited into any fund)	\$ 4,358	\$ 4,327	\$ 4,112	\$ 1,135	\$ 1,136	
EXPENSE						
Personal	\$ 464,992	\$ 489,654	\$ 508,742	\$ 525,488	\$ 543,182	\$ 533,048
Services and charges	\$ 141,647	\$ 146,884	\$ 186,971	\$ 202,666	\$ 184,466	\$ 178,694
Supplies	\$ 23,350	\$ 19,001	\$ 17,731	\$ 14,022	\$ 17,283	\$ 21,674
Capital Outlays	\$ 119,633	\$ 111,155	\$ 124,056	\$ 136,965	\$ 139,567	\$ 149,948
Non-Operating Fund Library Materials						
• Books (Includes book lease)	\$ 354	\$ 196	\$ 30	\$ 101	\$ 21	\$ -
• Operating Fund Expenditures for Collection Development	\$ 108,366	\$ 100,720	\$ 117,309	\$ 131,218	\$ 131,293	\$ 129,779
• Total Non-Operating Fund Expenditures for Collection Development	\$ 354	\$ 6,900	\$ 4,860	\$ 101	\$ 21	\$ -
• Public Access Computers, e-reading and e-media devices (all funds except op)	\$ -	\$ 6,704	\$ 4,830	\$ -	\$ -	\$ -
Total Operating Fund Expenditures	\$ 749,622	\$ 766,694	\$ 837,500	\$ 879,141	\$ 884,498	\$ 883,364
Surplus (Deficit)	\$ 137,628	\$ 120,342	\$ 71,096	\$ 75,827	\$ 24,599	\$ 40,812

Source: <https://www.in.gov/library/plstats.htm>



The 2017-2019 Plan

	Status
<p>1. Customers see increased use of <u>TECHNOLOGY</u> to meet monetary transactional and information needs.</p> <ul style="list-style-type: none"> a. Align circulation and transaction processes with technology capabilities today. <ul style="list-style-type: none"> i. Adopt credit/debit card, electronic-related capabilities for fees, prints, copies etc. ii. Learn what the other libraries are doing technology wise with these services through conferences and networking that might enhance what is offered to our customers. b. Improve technological process, library wise, as much as can; such as, adding wireless printing. <ul style="list-style-type: none"> i. Identify 2-3 major technology related needs from customers by survey to complete. ii. Provide needed training for staff in order to reach these customer's needs. 	Accomplished + continued in the current plan
<p>2. Customers become more <u>AWARE</u> of the library; library resources become more <u>RELEVANT</u> to them.</p> <ul style="list-style-type: none"> a. Increase both circulation and program attendance by 3% each year (combined). <ul style="list-style-type: none"> i. Us new web page to gain more interest. ii. Increase advertising of library resources and services by 5% each year. iii. Continue programming that the library does for all ages. b. Create position that manages the role of marketing, social media, adult programming, outreach to community, etc. to help attract customers. 	Accomplished + continued in the current plan
<p>3. Increase use of additional <u>SPACE</u> that will help to enhance library services and resources to customers.</p> <ul style="list-style-type: none"> a. Determine ways to create more space without enlarging the physical structure of the building. <ul style="list-style-type: none"> i. Explore what other libraries of similar size have done to expand space. ii. Talk with other organizations on their ways of increasing space. iii. Study feasibility of a satellite or separate location for programming, space, etc. b. Revisit the possibility of adding physical space to the building by adding on. <ul style="list-style-type: none"> i. Ensure current physical space is fully repaired in terms of water damage, leaks, etc. ii. Re-exam the plan by MKM for possible addition. 	Carried forward into the current plan
<p>4. Continue <u>STAFF</u> development of knowledge and diverse in skills and training for assisting customers.</p> <ul style="list-style-type: none"> a. Provide as much training and learning opportunities for staff as possible. <ul style="list-style-type: none"> i. Provide all staff opportunities to attend conferences/events for professional learning. ii. Provide opportunities for staff to teach each other tools and skills. iii. Have at the minimum 2 in-house training opportunities for staff each year. b. Provide more opportunities for staff to be involved in the community the library serves. <ul style="list-style-type: none"> i. Involve staff in community programs such as the Leadership Development class. ii. At least two off site programs per year (e.g., Bicentennial at Paradise Springs) 	Accomplished + continued in the current plan
<p>5. Operational goals in support of above</p> <ul style="list-style-type: none"> a. Explore technology to address needs from a customer services and staff perspective (debit/credit cards, wireless printing, phone system, website). b. Use technology to build on and explore ways to enhance professional learning and skill training (laptops, webinars, technology training). c. Continue work with consultants to maintain good IT support, system protection, and upgrades. d. Use allocated tax funds along with monies from endowments and donations received to meet these goals and sustain services e. Conduct annual review and evaluate the process of these objective and goals 	Accomplished + continued in the current plan



Resources

- Sample library standards – Best Practices in Connecticut Public Libraries <https://libguides.ctstatelibrary.org/dld/bestpractices/>
- Flexible Spaces – Flexible Futures

Discussion Questions

HOW MIGHT YOU APPLY THESE TO YOUR SPACE PLANNING EFFORTS?

1. **Space is Elastic:** Rather than designate a fixed space for a single activity, can space be used for multiple purposes? Envisioning multi-use space can meet community goals, while promoting functionality.
2. **Furniture Rocks & Rolls:** Movable furniture, such as tables, shelves or chairs on casters, facilitates flexible spaces.
3. **Patrons find the Path:** Easily navigable layouts promote patron discovery. Clear, consistent signage can support this, and be a fun design element.
4. **Collections are Slender & Modern:** Reclaiming space may include removing long-standing equipment or shelving, weeding/transferring collections.

WHAT SPACES IN YOUR LIBRARY CAN YOU CONSIDER MAKING MORE FLEXIBLE? And how?

IN GAINING FEEDBACK FROM THE COMMUNITY ABOUT YOUR FLEXIBLE SPACE, ASK:

- What will this space allow you to accomplish?
- How can we continue to make this or other library spaces relevant to you?

As you work towards making your space more flexible and adaptable, **WHICH OF THESE PRECEPTS DO YOU NEED TO LET GO OF?**

- ☐ “Fort Circulation” is necessary
- ☐ Activity and noise will disturb our patrons
- ☐ Projects get too messy and dirty
- ☐ Community events should be separate from the main library space
- ☐ The collection shall not be diminished
- ☐ No room to do anything new
- ☐ No money for innovation
- ☐ Other

Space Planning at Your Library – use the following chart to assess current and desired status, and actions needed to modify.

Element	Current	Desired	Modify/Replace/Remove
• Lighting (sample)	Too dim	Good lighting for project-based work	Need to either upgrade bulbs or add additional lighting
• Lighting			
• Flooring			
• Power outlets			
• Broadband/WiFi			
• Table(s)			
• Chair(s)			
• Shelving			
• Current materials			
• Other			

<http://www.webjunction.org/events/webjunction/flexible-spaces-flexible-futures.html>



EQUIPMENT INFORMATION ALONG WITH SCHEDULE FROM 2019 TO 2022.

CURRENT STATE OF TECHNOLOGY

Computer Hardware & Supporting Equipment

39 personal computers – Public (15 for internet access) and Staff; including 9 laptops
5 public tablets (2 public catalog searching and 3 for Krayon Kiosk)

Printers – 1 Ink Jet, 2 Officejet, 9 Laser; 1 all-in-one

Xerox Copy WorkCenter 5225 (copier/printer)

Minolta Konica C368 (copier/printer/fax)

Servers- 1 File server (2019), 1 Server Control Controller (2019), 1 Dell Poweredge R310 (Polaris); 1 Cassie Server, Datto

Watchguard Firebox

Eset Smart Security 4

Back UPS

Patch panel, network switches

Fiber Optic (6.5 router and hub (ENA)

1 digital projector

3 wireless routers

1 MS 6000 MK II-Digital Microfilm Reader

E-image Data Microfilm Scanner

Brother Intelli Fax 4100e

11 stationary phones

1 mobile phone

3 phone lines

Cottage Watchman/Truvision security cameras (16 total)

Cottage Watchman/Truvision security DVR's (2 total)

Software:

Cassie Reservation Software, MS Word 2010, MS Office 2010, MS Word 2010, MS Office 2010, Corel WP 2000, Internet Explorer, Platinum, AVC Accounting and Payroll Software, Tax Products, Microsoft Outlook, various games and other software.

Needed replacements within 3 year time frame: See below note that some equipment replacements are still be determined or ongoing.



EQUIPMENT REPLACEMENT SCHEDULE (*including this year 2019)

2019

- Update all computers needing Microsoft 2010 in them (staff and public).
- Upgrade new servers (virtual cloud based).
- Upgrade Polaris system the library including sever.
- Upgrade our Cassie software for public computer management.
- Add receipt printers for Circulation processes.

2020

- Replace library laptops (7 total) with more efficient tablets or other more current technology.
- Add Polaris LEAP to our Polaris system.
- Replace our current tablets used by library patrons to search the library's catalog.
- Add book scanner(s).
- Renew current copier lease or add a new one
- Replace or upgrade hotspots as needed

2021

- Replace fax machine if needed
- Replace or upgrade hotspots as needed
- Replace percentage of computers (staff or public) as needed
- Replace percentage of printers (staff or public) as needed
- Replace security cameras or system as needed

2022

- Replace or upgrade hotspots as needed
- Replace percentage of computers (staff or public) as needed
- Replace percentage of printers (staff or public) as needed
- Replace security cameras or system as needed.
- Upgrade Polaris software if not different system (*could be 2021 but definitely by 2022)

APPROVED BY BOARD OF TRUSTEES 10/15/19



