WABASH CARNEGIE
PUBLIC LIBRARY

Strategic Plan for 2019-2024
(Revised through 2024)

188 W. Hill St., Wabash, Indiana 46992
www.wabash.lib.in.us

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 2030

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 Access & Our 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 workflow 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:

o **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.

o **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.

o **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 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
1. Expand Access & Our Reach 2. Expand Engagement & Visibility in the Community	3. Advance Operational Efficiency & Effectiveness 4. Align Building with Mission Needs 5. Align Staff & Management with Current Needs 6. 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 Access & Our 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	Accomplished through 2020	Specifics for 2021-2024
Deepen our work with both school districts and independent schools to increase access of school children across Wabash	Expanded from 1 to 3 school district agreements (digital cards), began weekly middle school programming, and experimented with "book tastings"	✓ Complete final school district agreement giving access to all ✓ Continue to align summer reading programs with school goals ✓ Continue exploration of mutually beneficial school district partnerships *(e.g., providing certified librarian oversight for school libraries, collaborative development/management of school media center)*
Expand specific program and service partnerships in line with community need	Developed donation programs with senior living sites, developed Story Walk with Parks & Recreation, sponsored Grow Wabash, and continue LSDA work with the Museum	✓ Deepen youth programming partnerships *(e.g., Museum)* ✓ Explore bookmobile to serve individuals who are homebound ✓ Explore partnerships to enhance youth and senior center access ✓ Develop partnerships with libraries in community
Explore aspects of our work that may be barriers to access	Maintained service through the pandemic, transitioned away from fines, developed digital access card, and launched LEAP	✓ Activate green space post-pandemic ✓ Consider off-site locations *(e.g., downtown teen space, Ivy Tech campus)* ✓ Continue to assess opportunities to remove barriers to access
Continue the direction of our programs and services	Developed Battle of the Books and experimented with programming at Modoc's	✓ Expand marketing for and reach of all current programs ✓ Recommit to our makerspace following renovation ✓ Position ourselves for additional growth in the next plan
Remain open to opportunities that might emerge	*The pandemic brought with it the need to adapt and opportunities to learn as summarized in the Appendix.*	✓ Continually ask for patron feedback and scan for emerging needs ✓ While not currently ripe, we hold on to possibility of 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	Accomplished through 2020	Specifics for 2021-2024
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	Community Outreach Coordinator joined partner board of directors *(e.g., Museum)*	✓ Engage with community leadership groups *(e.g., the Chamber of Commerce and Grow Wabash)* ✓ Continue to connect with partner opportunities ✓ Engage with their appointing bodies, advocating for the library, scanning for issues and ideas, and bringing opportunities into library discussions and vice versa *(Trustees)*

Develop our capacity to tell the library's story	Made concerted effort to increase visibility:
	• Wabash Founder's Day
	• 105.9 The Bash – Word of the Day
	• Mobile Office
	• Marketplace sponsor
	• Heartland Career Center
	• Holiday Open House
	• Features in Plain Dealer
	• WCPL Newsletter
	• Regional Director's Conference
	• Story Walk
		✓ Increase data collection capacity :
		  o Count outputs (e.g., install a people counter)
		  o Gather patron input, feedback, and needs data
		  o Measure patron, partner, appointing emtity satisfaction
		✓ Develop habits of tracking changes over time and using data to evaluate / improve*)*

Implement a comprehensive structure and approach for doing so		✓ As the pandemic wanes, brand, rebrand, relaunch public programming with out of the box promotional ideas – library podcast, and engagement out of the building (Farmers Market, First Fridays)
		✓ Develop communication protocols *(WW/Trustees)*
		✓ Develop multiprong communications plan, supported by training, including e.g.:
		  o Staff writing monthly column for the newspapers
		  o Trustees participating in communication activities
		✓ Recognize that in-Library interactions and use of space are important forms of communication as well *(more functional meeting spaces communicate mission and draw more into the building)*

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	Accomplished through 2020	Specifics for 2021-2024
Refine workflow and processes for modern operations	Adjustments made with staff turnover and in response to the pandemic	✓ Complete team review of library workflows (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	Advanced policy and procedure via: • Revised technology schedule • Safety training • Pandemic adaptations	✓ Develop standards *(e.g., libguides.ctstatelibrary.org/dld/bestpractices) (All)* ✓ Develop systems for measurement – *see Goal 2: capacity to tell story .*

Deepen financial and facility policies, planning, and analysis	Codifying pandemic response for the future and planning ahead for all things return to work (testing, confidentiality)	✓ Complete review/update of all policies, procedures, and bylaws.
		 ✓ Use trend analysis and benchmarks to develop long-range
		    o Facility maintenance standards and schedules
		    o Equipment/technology use, review, replacement schedules
		    o Capital (inc. IT) plans with timelines and budgets
		 ✓ Develop investment and use policies for various funds

EQUIPMENT REPLACMENT PLAN

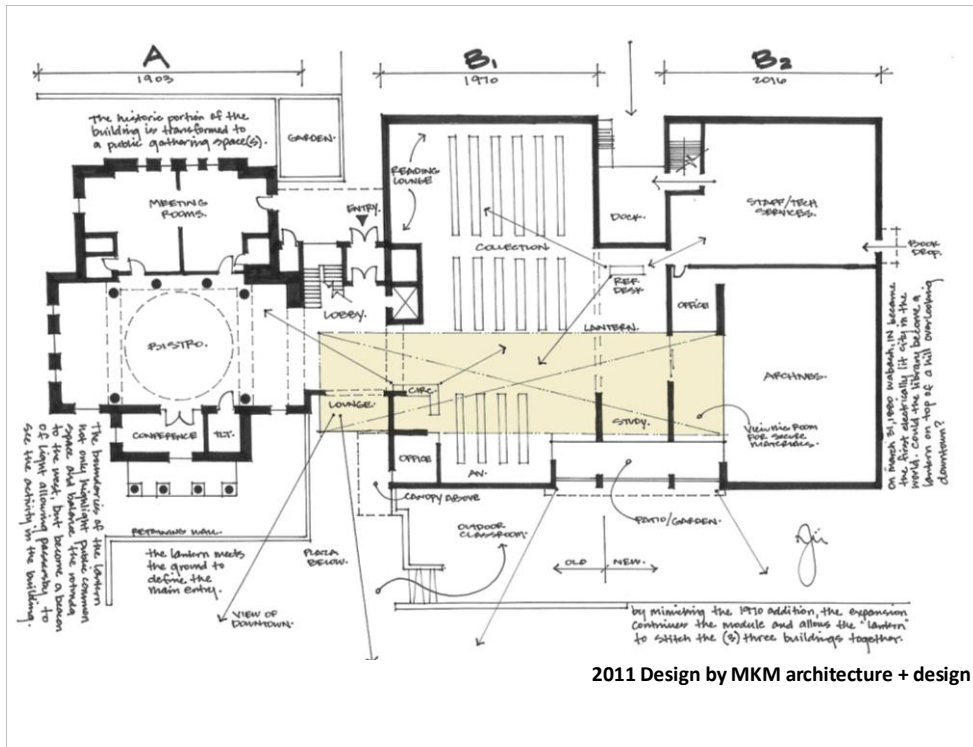| TECHNOLOGY AT START OF PLAN	Accomplished through 2020	Specifics for 2021-2024
Computer Hardware *(39 personal computers)* • ***Public***: 12 PCs (internet access), 5 tablets (2 search, 3 Krayon Kiosk) • ***Staff***: 10 PCs and 9 laptops • ***Support***: 3 wireless routers, 4 Back UPS **Equipment** • ***Print/Copy/Fax***: 1 Ink Jet, 2 Officejet, 9 Laser; 1 all-in-one; Xerox Copy WorkCenter 5225; Minolta Konica C368, Brother Intelli Fax 4100e • ***Microfilm:*** 1 MS 6000 MK II-Digital Reader, E-image Data Scanner • ***Security***: 16 cameras and 2 DVR's (Cottage Watchman/Truvision) • ***Servers***: 1 File server (2019), 1 Server Control Controller (2019), 1 Dell Poweredge R310 (Polaris); 1 Cassie Server, Datto Watchguard Firebox • ***Telephone:*** 11 stationary, 1 mobile, 3 phone lines • ***Other:*** Eset Smart Security; Patch panel, network switches; Fiber Optic (6.5 router/hub (ENA); 1 digital projector **Software** • Cassie Reservation Software • MS Office 2010 (Word, Excel, Outlook) and Internet Explorer; Corel WP 2000 • Platinum, AVC Accounting and Payroll Software, Tax Products, • Various games and other software	**2019** Upgraded • To MS Office 2010 • Some servers to cloud • Cassie software (public computers) • Hotspots • All public computers replace and upgraded some staff computers and equipment • Polaris • Scan Scaps • Scanner for Tech. Servies Added LEAP to Polaris System Receipt printers for Circulation, Information, and the Youth Services Department desks **2020** Digital Signage Hotspots upgraded	**2021** Ugraded both copiers upstairs and downstairs. Upgrade/Add • Remainder of servers to cloud • Add book scanner(s) Replace/upgrade as needed • Patron tablets for catalog searching • Percentage of computers and of printers • Hotspots • Fax machine • Replaced 7 laptops and added 2 laptops **2022** Upgrade Polaris or replacement software Replace/upgrade as needed • Percentage of computers and of printers • Security cameras or system • Hotspots **2023-2024** *TBD*

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 began a renewed effort 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.)* Now in 2021, Trustees have set budget parameters and committed to completion of steps 1-2 below during the next 24 months.

Objectives	Specifics	
1. Renovate the structure of the building, putting to rest any views that building elements are "problems" in need of repair 2. Renovate, reorganize and refurbish the interior per professionally developed space plan: • Reduce passive space *(e.g., stacks)* and increasing active space *(e.g., teen, program and maker)* • 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 3. Add new functional space (square footage) for program flexibility, community engagement, visibility, and operational efficiency 4. Being good stewards of public resources while respecting funding needs throughout our community	✓ 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 (*e.g., photos in makerspace*) ✓ Organize the building into flexible "zones" *(e.g., kids, teens, adult – active, meeting, quiet)* using furnishings that create flexible collaborative spaces and quiet pods ✓ Organize passive space for maximum efficiency *(e.g., shrink circulation desk/stacks)* ✓ Activate green space *(e.g., tables, gazebo, art)* ✓ Experiment with off-site rental *(e.g., downtown storefront for teen programming, Ivy Tech campus, available property north or south)*; ✓ Remain ready for opportunities that might emerge on adjacent properties; and ✓ Consider a limited expansion *(e.g., fill the gap between the old/new to the front)* once all else is done ✓ Fund changes with our accumulated assets (LIRF and dedicated funds as appropriate), staggered over the period of the plan *(est. $1-1.5 million spread evenly over 3+ years)* so that it does not interfere with our regular budgeting	Examples of the innovative space solutions

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

2011 Design by MKM architecture + design

The properties owned by the library

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.

Current Organizational Chart	Examples of Staffing Shifts
	Librarians are becoming Service Coordinators Circulation is becoming Collections; Community Engagement and Access are core functions Deputy Directors increase responsibility of Business offices Information and Technology Services are merging into full-time Information Technology
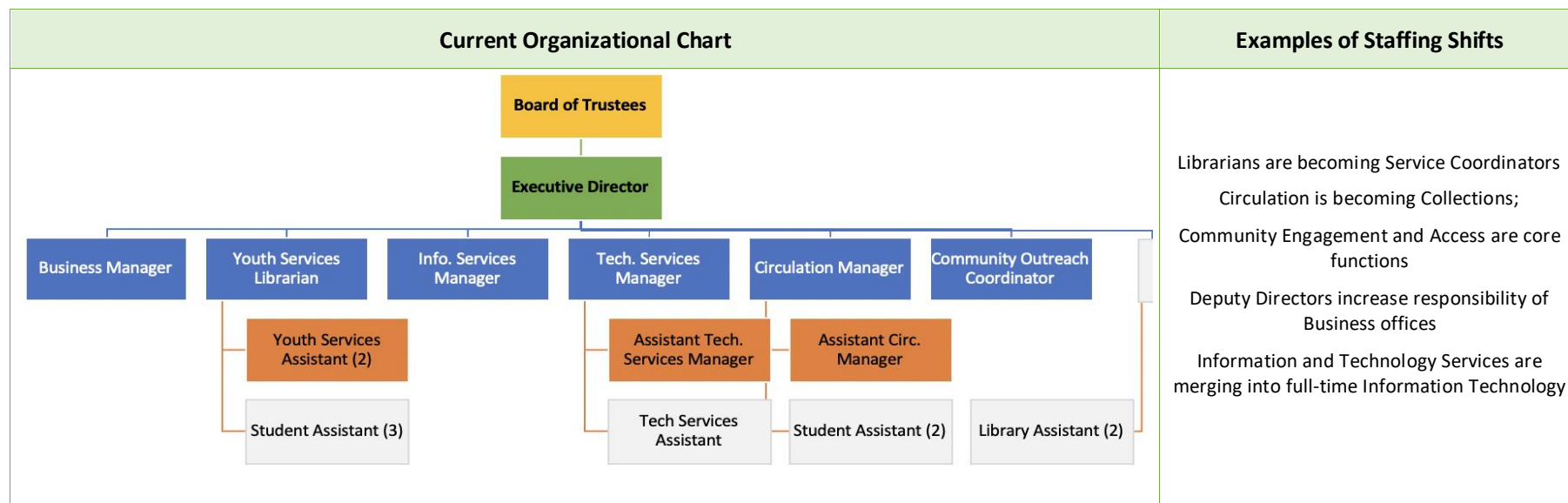
The objectives and specific tactics below address these needs.

Objectives	Accomplished through 2020	Specifics for 2021-2024
Enhance personnel policies, systems and supports	Invited staff into Trustee training, implemented in-service training days, and developed continuing education policy	✓ Revise and expand personnel policy ✓ Develop professional development approach ✓ Create new personnel review processes
Adjust current positions in response to evolving needs, staff talents, and the result of previous goals	Gradually evolving staffing configurations consistent with evolution of our field and informed by our internal process review	✓ Address need for facility support (*e.g., repairs, furniture, room set up*) ✓ Continue to position the Community Outreach Coordinator to focus on marketing and outreach (e.g., limit time at the circulation desk) ✓ Use the workflow review to identify processes/positions that would benefit from renaming or reorganization
Leverage staffing with community volunteers and advocates		✓ 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

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.

Indiana State Library

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

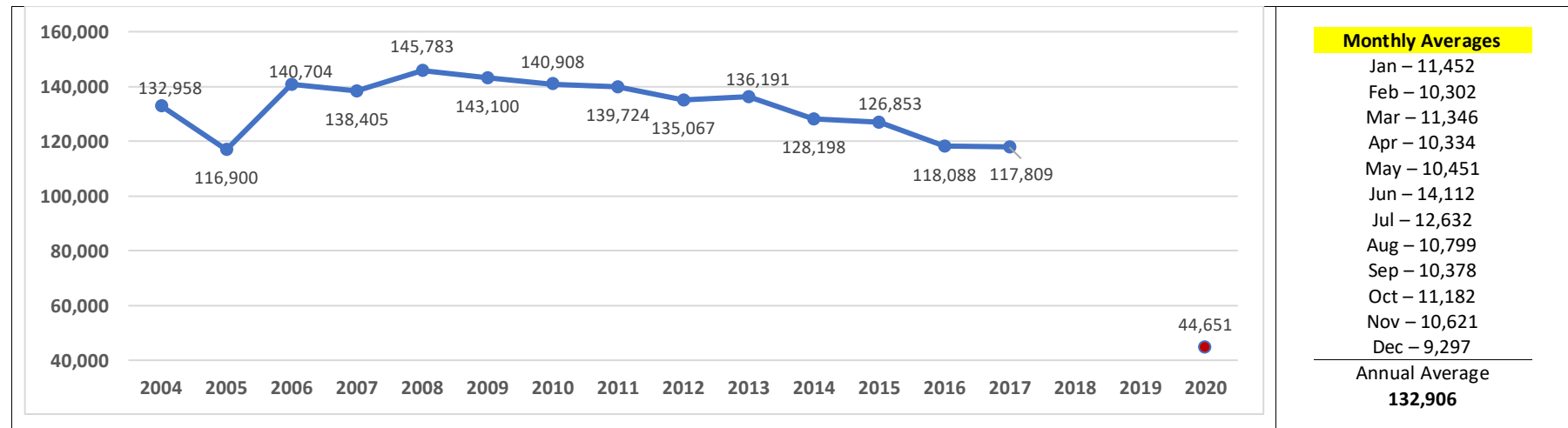| Objectives	Accomplished through 2020	Specifics for 2021-2024
Develop Trustee knowledge of library operations and expertise as board members	Invited the Indiana State Library to present on the role of Trustee in 2019, using the event as an opportunity to connect with surrounding districts	✓ Use *IN the Public Trust* manual/webinars in Trustee orientation ✓ Provide outside reading on the public library field AND webinars for discussion (e.g., the Trustee role in the Library and the community, Indiana Public Library Standards, budgeting, Open Meeting Laws) ✓ Invite staff to 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
		✓ Based on what the Trustees learn and discuss above:
		  o Revisit board roles and expectations, especially regarding officers, committees, and their role outside the building *(Trustees)*
		  o Revise the library's bylaws and Trustee job descriptions *(Trustees)*
		  o Enhance approach to Trustee cultivation and orientation *(Trustees)*
		✓ Develop feedback mechanisms in support of its work with:
		  o The Director re plan implementation and revisions *(Trustees)*
		  o 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)*

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 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	2018	2019	2020
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**	**4,346**	**4,107**	**3,838**	**3,625**	**3,447**	**2,951**	**4,739**	**6,367**
	43%	41%	39%	36%	34%	32%	28%	44%	60%
Individual Non-Resident Registered Borrowers	275	275	248	239	236	274	288	304	314
• **Reciprocal Borrowers**	-	-	-	-	-	1	1	1	-
• **PLAC Borrowers**	29	24	21	30	29	23	20	28	25
• **Non-Resident Cards** Issued to Student Borrowers	-	-	-	5	10	29	44	58	60
• **Non-Resident Cards** Issued to School Employees	18	20	17	18	23	23	22	25	25
• **Non-Resident Cards** Issued to Library Employees	10	11	9	8	10	10	11	13	12
• **Individual Non-resident Fee**	$61	$75	$80	$80	$84	$84	$84	$89	$92

Total Circulation

Monthly Averages
Jan – 11,452
Feb – 10,302
Mar – 11,346
Apr – 10,334
May – 10,451
Jun – 14,112
Jul – 12,632
Aug – 10,799
Sep – 10,378
Oct – 11,182
Nov – 10,621
Dec – 9,297
Annual Average
132,906

Circulation values: 132,958 (2004), 116,900 (2005), 140,704 (2006), 138,405 (2007), 145,783 (2008), 143,100 (2009), 140,908 (2010), 139,724 (2011), 135,067 (2012), 136,191 (2013), 128,198 (2014), 126,853 (2015), 118,088 (2016), 117,809 (2017), 44,651 (2020)

Programs & Services

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

	2012	2013	2014	2015	2016	2017	2018	2019	2020 (COVID)
Interlibrary Loans Received from Other Libraries	730	733	762	731	785	295	654	498	256
SRCS Materials Received from Other SRCS Libraries	-	-	-	-	-	233	600	505	252
Interlibrary Loan Out to Other Libraries (SRCS or not)	-	-	-	-	-	-	-	-	82
Annual Library Visits +++	87,152	90,512	95,065	95,943	96,720	110,800	110,085	114,310	44,651
Annual Reference Transactions	3,172	2,756	2,860	3,588	4,056	3,744	3,484	3,328	1,109
# of Users of Public Internet Computers	22,571	17,963	19,499	16,997	15,199	15,811	16,606	14,336	3,914
# of Users of Wireless Internet Connections	5,616	3,329	4,569	5,241	6,454	7,944	7,063	8,115	4,456
# of Children's Programs	318	358	405	415	415	561	582	533	98 + 13
In library or to go kits	300	341	386	398	395	544	555	482	85
Outreach (outside of library)	18	17	19	17	20	17	27	50	26
# of YA Programs	35	22	14	12	23	16	45	45	26 + 33
Programs in Library	35	22	14	12	16	14	27	21	12
Outreach (outside of library)	-	-	-	-	7	2	18	24	33
# of Adult Programs	26	13	15	22	25	39	35	31	
Programs in Library	24	13	15	22	22	36	32	28	
Outreach (outside of library)	2	-	-	-	3	3	3	3	
# of General Programs			1	2	2	4	7	5	
Programs in Library			1	2	2	4	3	3	
Outreach (outside of library)			-	-	-	-	4	2	-
Total Program # >>	379	393	435	451	465	620	669	614	85 + 41
									(+ = virtual)
Children's Program Attendance	7,603	8,464	7,703	9,327	8,492	11,234	8,339	7,998	584 + 197
in Library Programs	5,864	6,659	6,010	7,605	7,002	9,845	7,242	6,149	512
Outreach Programs	1,739	1,805	1,693	1,722	1,490	1,389	1,097	1,849	72
YA Program Attendance	153	225	113	148	318	178	531	715	183 + 16
Library Programs	153	95	113	148	112	158	226	292	54
Outreach Programs	-	130	-	-	206	20	305	423	129
Adult Program Attendance	527	197	182	213	425	582	723	313	22 + 118
Library Programs	442	197	182	213	290	462	422	211	22
Outreach Programs	85	-	-	-	135	120	301	102	-
General Program Attendance			25	55	50	170	635	332	22 + 307
Library Programs			25	55	50	170	570	230	22
Outreach Programs			-	-	-	-	65	102	0
Total Attendance >>	8,283	8,886	8,023	9,743	9,285	12,164	10,228	9,358	811 + 638
# of Non-Library Sponsored Programs/ Meetings/ Events	1	3	1	3	3	134	3	7	-
Attendance of Non-Library Sponsored Programs/ Meetings/ Events	3	12	15	35	30	299	208	210	-

+++ 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	2018	2019	2020
ASSETS									
Cash and equivalent	$901,910	$930,234	$893,935	$876,186	$807,721	$758,100	$736,914	$808,952	
Receivables	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Fixed without depreciation	$8,211,719	$8,186,081	$8,061,097	$8,161,590	$8,057,286	$6,154,677	$6,126,004	$6,161,488	
Land	*$142,857*	*$142,857*	*$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*	*$111,467*	*$134,617*	
Building	*$5,426,600*	*$5,426,600*	*$5,426,600*	*$5,426,600*	*$5,426,600*	*$3,500,000*	*$3,500,000*	*$3,506,642*	
Improvements Other Than Buildings	*$43,453*	*$43,453*	*$45,988*	*$61,218*	*$61,218*	*$61,218*	*$61,218*	*$61,218*	
Machinery, Equipment, and Vehicles	*$361,125*	*$362,820*	*$367,006*	*$365,257*	*$359,853*	*$378,589*	*$371,777*	*$385,202*	
Books and Other	*$2,126,217*	*$2,098,885*	*$2,067,180*	*$2,054,191*	*$1,955,292*	*$1,960,546*	*$1,938,686*	*$1,930,953*	
Sum of non-op accounts *(below)*	$1,634,805	$1,691,011	$1,774,784	$1,854,996	$2,058,121	$2,159,404	$2,218,213	$2,169,295	
Total Assets	**$10,748,434**	**$10,807,327**	**$10,829,817**	**$10,892,772**	**$10,923,129**	**$9,072,181**	**$9,081,131**	**$9,139,735**	
LIABILITIES									
Payables	$11,290	$13,476	$22,922	$18,062	$19,487	$14,158	$24,622	$15,791	
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Total Liabilities	**$11,290**	**$13,476**	**$22,922**	**$18,062**	**$19,487**	**$14,158**	**$24,622**	**$15,791**	
Net Assets	$10,737,144	$10,793,851	$10,806,895	$10,874,710	$10,903,642	$9,058,023	$9,056,509	$9,123,943	

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

	2012	2013	2014	2015	2016	2017	2018	2018	2020
Cash / Operating Accounts	$901,910	$930,234	$893,935	$876,186	$807,721	$758,100	$736,914	$808,952	$1,106,629
Gift Accounts	$606,789	$601,371	$596,951	$577,575	$592,221	$596,638	$587,728	$580,265	$592,782
Other Designated Accounts	$83,294	$70,053	$65,037	$70,631	$192,093	$201,568	$203,067	$206,727	In op
Capital Fund Accounts	$944,722	$1,019,587	$1,112,795	$1,206,790	$1,273,807	$1,361,198	$1,427,418	$1,382,303	$1,371,230
Total Assets without Fixed	**$2,536,715**	**$2,621,245**	**$2,668,718**	**$2,731,183**	**$2,865,841**	**$2,917,504**	**$2,955,127**	**$2,978,247**	**$3,070,604**

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 Avail.	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	2018	2018	2020
INCOME									
Local Government	$811,099	$806,329	$827,608	$850,913	$829,403	$845,499	$939,346	$976,669	$675,412
State Government	$40,188	$36,084	$43,050	$43,934	$41,836	$41,707	$49,440	$51,157	$52,911
Federal Grants		$8,399							
Fines and Fees	$20,835	$21,313	$22,061	$21,473	$20,794	$21,219	$22,371	$22,339	$9,958
Interest on Investments	$4,969	$3766	$2,724	$2,864	$3,925	$4,151	$4,601	$4,549	$2,730
PLAC Reimbursement	$947	$711	$696	$593	$1,223	$934	$405	$380	$184
Gift Receipts Operating Fund Income	$954	$1,444	$979	$907	$1,086	$573	$646	$538	$227
Miscellaneous Operating Fund Income	$8,258	$8,990	$11,478	$34,284	$10,830	$10,093	$7,457	$6,774	$1,517
Total Operating Fund Income	**$887,250**	**$887,036**	**$908,596**	**$954,968**	**$909,097**	**$924,176**	**$1,024,266**	**$1,062,406**	**$742,939**
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	$580,640	$596,805	$588,958
Services and charges	$141,647	$146,884	$186,971	$202,666	$184,466	$178,694	$262,750	$278,100	$204,150
Supplies	$23,350	$19,001	$17,731	$14,022	$17,283	$21,674	$41,750	$42,750	$23,660
Capital Outlays	$119,633	$111,155	$124,056	$136,965	$139,567	$149,948	$179,622	$185,622	$
• Non-Operating Fund Library Materials									
• Books *(Includes book lease)*	$354	$196	$30	$101	$21	$ -	$ -	$ -	$58
• Operating Fund Expenditures for Collection Development	$108,366	$100,720	$117,309	$131,218	$131,293	$129,779		$150,187	$142,319
• Non-Operating Fund Expenditures for Collection Development	$354	$6,900	$4,860	$101	$21	$ -	$ -	$ -	$15,186
• Public Computers, e-reading and e-media *(all funds except op)*	$ -	$6,704	$4,830	$ -	$ -	$ -	$ -	$ -	$15,128
Total Operating Fund Expenditures	**$749,622**	**$766,694**	**$837,500**	**$879,141**	**$884,498**	**$883,364**	**$1,086,243**	**$1,132,593**	**$988,859**
Surplus (Deficit)	$137,628	$120,342	$71,096	$75,827	$24,599	$40,812			

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

Pandemic Accomplishments & Lessons – ==REVISE TABLE TO NARRATIVE V. BULLETS==

ACCOMPLISHMENTS	LESSONS LEARNED

• **Admin**: small CARES grant for PPE, barriers, etc.
• **Policies**: Circulation, Curbside, Covid Safety – Pandemic
• **Services**: Digital cards
• **Technology**
   ○ Moving processes online
      ▪ Renew cards and new registrations
      ▪ Summer reading logging program/app
   ○ Launched Library IQ
   ○ **Website**: Revamped, new for kids and universal classes
   ○ **Inventoried entire collection!** Got Leap right at the start of the chaos; inventory of children's room and YA and adult
• **Program**
   ○ Creating remote programming = great success
   ○ Facebook; Take home kits – gone within hours
   ○ Started exploring video (tutorials)
   ○ Started Biblio board – present what we have, promote contests…
   ○ Partnerships with Museum, Humanities
   ○ LSTA grant with Museum to digitize
   ○ Wabash Market Place – included in weekly video and program mentions
   ○ Talks with other potential partners…
   ○ All but 1 mo with Story Walk sponsor
	• **Staff Development**
	   ○ More eloquently teach over the phone re online services
	   ○ Learned how to film videos and edit (a little) and post – will get better! Get intern!
	   ○ How to be flexible in work – open closed open curbside… jarring but could adjust, PT still hard
	   ○ How to communicate better with staff as a manager
	• **Services**
	   ○ Hotspots – all out and not bringing back even when cut off, not getting overdue notices
	   ○ People have shifted to email communication/requests (genealogy)
	   ○ A lot of calls needing printing etc. – added to curbside service, hard to get out/market
	• **Program**
	   ○ If I put a kit together I will get 20-30 kids to craft! In person get 10.
	   ○ Gets to older kids past their crammed schedules, removes competition; new and different kids
	   ○ Craft club 10-15 before closed and now 25 a month going out; Holiday kits (25 x groups of 4)
	   ○ Kits were shared online by unexpected groups, taking notice – How continue that interest?
	• **Importance to the Community**
	   ○ Took something like this to realize how much community counts on us for social engagement (and vice versa) – renewed appreciation for what we offer outside program and materials
	   ○ People missed us, especially the less frequent users – and we recognized our importance more
	   ○ Reinstated a lot of expired cards for online access
	   ○ People who were resistant to digital realized doable (necessity)
	   ○ Watching social media, organizations validated what we are doing
	• **Technology**
	   ○ Would have wanted a different tech set up for ease of library/home transitions
	   ○ Had to physically take computers home; laptops are old without software; using personal
	   ○ Internet access for those in the country difficult and hotspots didn't necessarily resolve

Resources

- Sample library standards – Best Practices in Connecticut Public Libraries *https://libguides.ctstatelibrary.org/dld/bestpractices)*
- Flexible Spaces – Flexible Futures *http://www.webjunction.org/events/webjunction/flexible-spaces-flexible-futures.html*