

# Strategic Plan

## 2023-2027

Adopted by the  
Monticello-Union Township Public Library  
on

Strategic Plan Facilitator:

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This document is available on the  
Monticello-Union Township Public Library website  
<https://www.monticello.lib.in.us/>

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- The Library staff for their contributions to the process, and who will ultimately make this plan succeed.
- The members of the Library Board of Trustees for their participation and support of the process.
- The members of the Strategic Planning Committee for their time and expertise in interviewing community leaders and participating in a time-consuming planning meeting.
- The community leaders who agreed to be interviewed for this process and shared their aspirations for the community with us.

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# Executive Summary

In order to guide this effort, the Board elected to work with consultants at the Midwest Collaborative for Library Services of Lansing, MI, to facilitate a strategic planning process that would help to align library services with the aspirations and needs of the community. Based on the work of the Harwood Institute for Public Innovation, community members were asked “What kind of community do you want?” and “How might the library help?”

The Strategic Planning Committee recommended that the Library Board adopt five key strategic priorities for the period 2023-2027. The priorities are:

## **Priority 1: Cultivate Diverse Opportunities**

*We will provide experiences and opportunities that seek to bridge a wide range of viewpoints, interests, cultures, backgrounds, and experiences.*

## **PRIORITY 2: Responsive & Innovative Services**

*We will continually evaluate and provide Library services that support needs and expands access for the community.*

## **Priority 3: Foster Community Collaboration**

*We will build and nurture community partnerships and will be a proactive and responsive hub for community information and resources.*

## **Priority 4: Expand & Create Adaptable Space**

*We will evaluate and design flexible spaces to expand services and increase community impact.*

## **Priority 5: Increase Library Visibility**

*We will seek opportunities to take the Library out into the community and increase awareness of all that we offer through effective marketing and communication efforts.*

# Overview of the Planning Process

1. The Library Board approved working with consultants from the Midwest Collaborative for Library Services (MCLS) to facilitate the creation of a new strategic plan that would be based on community needs. MCLS, based in Lansing, MI, is a non-profit, member-driven organization whose mission is to facilitate sharing resources and to collaborate with other organizations to benefit Michigan and Indiana libraries. MCLS uses a planning process based on the Harwood Institute for Public Innovation’s “Turning Outward” approach. “Turning Outward” is a process that entails taking steps to better understand communities; changing processes and thinking to make conversations more community-focused; being proactive to community issues; and putting community aspirations first.
2. A thirteen-person Strategic Planning Committee was assembled, which included representatives from the Library Board, Library Staff, and community members.
3. During an initial meeting with the consultants, on June 17, 2022, the Strategic Planning Committee brainstormed a list of community leaders to interview. The participants needed to represent as many groups and stakeholders in the Monticello-Union Township Public Library service area as possible.
4. Strategic Planning Committee members were each assigned community leaders to interview. The interview was based on the Harwood Institute’s “Ask” exercise, which entailed asking five simple questions to get a sense of people’s aspirations for the community, and how the Library might help the community to achieve those aspirations. Forty-two community leaders participated in the interviews.
5. MCLS consultant Pamela Seabolt compiled the information from the community leader interviews to identify themes. This information was used to create a “Community Narrative” to summarize the public knowledge that was gathered.
6. The Strategic Planning Committee met on August 10, 2022, to review the community input summary. This was followed by the group participating in a SOAR analysis of the Library, identifying strengths, opportunities, aspirations, and results. The strengths provided a test of the Library’s core values. Aspirations became the basis of the Library’s vision statement, and opportunities resulted in the identification of five key strategic priorities.
7. On August 17, 2022, the MCLS consultant returned to the Monticello-Union Township Public Library to work with all Library staff on the creation of a tactical plan to address the key strategic directions that were identified by the strategic planning committee. The group answered the questions for each priority: “How will the patron benefit?”; “How will the community benefit?”; “What activities might occur?”; “What will success look like?”; and “What organizational issues will need to be addressed including facilities,

technology, policies, staffing, etc.?” This work created the basis for the development of goals, objectives, and potential activities that make up the five-year strategic plan.

8. After meeting with the MCLS Consultant, the Director developed targets and timelines for the objectives and developed a method to collect and report the data on the progress of the objectives. An implementation plan to enact the strategies and organizational competencies throughout the 5-year period of the plan was also created.

## Monticello-Union Township Public Library

### VISION

Our vision is to be a community leader that continually innovates and adapts to provide opportunities for our diverse community to connect, learn, and grow.

### MISSION

Our mission is to enrich the community by connecting people to diverse experiences and resources.

### CORE VALUES

#### **Connected**

*We work as a team to provide excellent service.*

#### **Community Hub**

*We meet people where they are and connect them to resources.*

#### **Open to Everyone**

*We provide a calm environment to cultivate acceptance and accessibility.*

#### **Service**

*We meet the needs of the individuals of our community.*

#### **Empowering**

*We enrich people’s lives by being accessible and providing experiences to learn and grow*

#### **Adaptable**

*We continue to improve our facility and services to meet ever-changing needs.*

#### **Growth-Minded**

*We continually evaluate and grow our knowledge and skills.*

## KEY STRATEGIC PRIORITIES

### **STRATEGIC PRIORITY #1: Cultivate Diverse Opportunities**

We will provide experiences and opportunities that seek to bridge a wide range of viewpoints, interests, cultures, backgrounds, and experiences.

### **STRATEGIC PRIORITY#2: Responsive & Innovative Services**

We will continually evaluate and provide Library services that support needs that expand access for the community.

### **STRATEGIC PRIORITY #3: Foster Community Collaboration**

We will build and nurture community partnerships and will be a proactive and responsive hub for community information and resources.

### **STRATEGIC PRIORITY #4: Expand & Create Adaptable Space**

We will evaluate and design flexible spaces to expand services and increase community impact.

### **STRATEGIC PRIORITY #5: Increase Library Visibility**

We will seek opportunities to take the Library out into the community and increase awareness of all that we offer through effective marketing and communication efforts.

## GOALS, OBJECTIVES, AND ACTIVITIES

The Monticello-Union Township Public Library's goals address the strategic focus areas and aspirations identified by participants during the planning process. These goals serve as a roadmap for the next few years. Although these goals do not cover all of the Library's work, they are intended to set a strategic direction for the life of this plan. The objectives are performance measures that indicate "how much" and "by when." The potential strategies are specific activities that the Library will undertake to achieve the objectives and goals. The goals will remain constant while objectives and potential strategies may evolve.

### **STRATEGIC PRIORITY #1: Cultivate Diverse Opportunities**

*We will provide experiences and opportunities that seek to bridge a wide range of viewpoints, interests, cultures, backgrounds, and experiences.*

#### **Goal 1: Develop experiential programming that reflects diverse cultures, viewpoints, interests, backgrounds, and experiences.**

##### Objectives:

- Increase the number of programs and events that include and represent a variety of cultures, viewpoints, interests, backgrounds, and experiences.
- People will indicate they learned or experienced something new from another culture or viewpoint.
- People will say they see themselves reflected at the Library.
- People will say they feel accepted at the Library.

##### Potential Strategies

- Facilitate and host a Human Library event.
- Provide various language learning opportunities for youth.
- Offer programs and events that encourage multi-generational participation.
- Identify and invite people from within the community that can present programs on a variety of diverse topics.
- Create "Culture Clubs" for adults and youth.
- Create programs for virtual reality field trips and travel to locations around the world.
- Provide opportunities for people to meet, connect, and gain knowledge and understanding of the diverse community they live in.

## **Goal 2: Provide access to a variety of arts programming that enriches people's lives.**

Objectives:

- Increase the number of arts related programming provided by the Library.
- People will learn about a new artistic expression.
- People will indicate they had access to arts programming.
- Increase partnerships and collaboration with local artists.

### **Potential Strategies**

- Provide an "Introduction to the Arts" program series in collaboration with artists that includes interests such as tactile art, music, and other artistic expressions.
- Explore providing programming and collaboration with the Indianapolis Opera.
- Create a theater group.
- Provide opportunities that cultivate art appreciation.
- Identify and contact local artists that are able and willing to lead an art program.

## **STRATEGIC PRIORITY #2: Responsive & Innovative Services**

*We will continually evaluate and provide Library services that support needs that expand access for the community.*

## **Goal 1: Enhance people's lives by providing a variety of programs, opportunities, and experiences that increase knowledge and build skills.**

Objectives:

- Attendance at programs and events will increase.
- People will indicate they were provided opportunities to learn new life skills.
- People will say they learned a new skill from an opportunity provided by the Library.

### **Potential Strategies**

- Explore adding informational and/or training tutorial database or service to the Library's digital offerings.
- Provide multiple age-adjusted storytimes.
- Provide more opportunities within youth programming for experiential learning and skill building options.
- Provide curated lists of informational and educational videos.
- Create Library produced informational and educational videos.

**Goal 2: Foster a sense of exploration and skill building by providing access to technology and technology training.**

Objectives:

- People will become more comfortable with new technology.
- Increase the number of one-on-one sessions around technology.
- Library staff will say they have improved their technology skills.
- People will say they had access to the technology they needed at the Library.

**Potential Strategies**

- Have a “Tech Day” program at the Library that offers experiential learning opportunities with technology.
- Provide better Wi-Fi coverage in the parking lot areas of the Library.
- Provide more opportunities and options for one-on-one informational training sessions.
- Offer access to technology people might not be able to use elsewhere.

**Goal 3: Provide improved and enhanced opportunities for remote workers and learners.**

Objectives:

- Increase private study room/conference room space to accommodate remote workers and learners.
- People will say they had access to quiet space and adequate Wi-Fi when needed to complete work.

**Potential Strategies**

- Provide better Wi-Fi coverage in various areas in the Library and areas outside of the Library.
- Provide private meeting, work, or study space for individual or small group use.
- Explore soundproofing options for existing meeting, work, and study spaces.
- Promote the use of individual or small-group spaces for other organizations.

**STRATEGIC PRIORITY #3: Foster Community Collaboration**

*We will build and nurture community partnerships and will be a proactive and responsive hub for community information and resources.*

**Goal 1: Be the connection point between individuals and community resources, businesses, and organizations.**

Objectives:

- The Library will increase their number of community partners.
- People will have opportunities to explore services and volunteer opportunities within the community.

- People will say they increased their knowledge of community businesses, organizations, and resources.
- People will have access to more community resources.
- Students and teachers will indicate they visited the Library more frequently.

Potential Strategies:

- Explore the option of providing a community calendar on the Library's website.
- Invite civic or community organizations to participate in an "Organization Fair" at the Library.
- Partner with the Boys & Girls Club to expand the impact and reach of both organizations.
- Foster partnerships with the middle school and high school to provide more opportunities and services for teachers and students.
- Partner with the teachers from the local schools and Parent Teacher Organizations on projects and services.
- Identify community partners and potential high school students who could help with the creation and distribution of a community newsletter.
- Provide up-to-date information on community resources, services, and events.

**STRATEGIC PRIORITY #4: Expand & Create Adaptable Space**

*We will evaluate and design flexible spaces to expand services and increase community impact.*

**Goal 1: Position the Library as a comfortable and welcoming destination in the community for people to gather, engage, study, and work.**

Objectives:

- People will say they have access to the space they need and want.
- People will have adequate access to tools they need in individual work spaces.
- Library visits will increase.
- People will say they were able to find quiet space to meet or work.
- Use of Library meeting space will increase.

Potential Strategies

- Explore different options to re-arrange and adapt existing Library space to provide flexibility in meeting the needs for varied use.
- Explore options to provide soundproofing in study rooms and private work areas.
- Explore providing Library pods to provide quiet work space for individuals.

## **Goal 2: Develop flexible spaces that develop and nurture creativity and experiential learning**

Objectives:

- Increase in programming for adults.
- Increase in attendance at youth programs.
- Youth programming will increase.

### Potential Strategies

- Offer new and engaging programming for adults.
- Create more multi-generational events and programming.
- Create a dedicated space for Library programming.
- Increase baby lapsit, Lego, and STEM programming for youth.

## **STRATEGIC PRIORITY #5: Increase Library Visibility**

*We will seek opportunities to take the Library out into the community and increase awareness of all that we offer through effective marketing and communication efforts.*

### **Goal 1: Cultivate the community's awareness of all that the Library has to offer.**

Objectives:

- Web traffic will increase the Library's social media presence.
- People will immediately recognize the Library's logo in the community.
- The number of people utilizing Library resources will increase.
- People will share about Library programs and services on their own social media pages.
- People will say they are aware of a variety of Library services and programs.

### Potential Activities

- The Library will develop and employ new marketing strategies.
- Rejuvenate the Library's social media presence to be more personable, engaging, and informational.
- Explore the use of new social media platforms.
- Explore more non-digital ways to create awareness of the Library, such as using billboards and flags in town.
- Install a monitor in the Library's lobby to promote programs and services.

### **Goal 2: Broaden the presence of the Library out in the community.**

Objectives:

- People will say their routine plans include the Library.
- People will say they see the Library out in the community.
- The number of people who visit the Library will increase.

#### Potential Activities

- Cultivate partnerships to add more storytimes at local preschools and daycares.
- Develop opportunities for increased advocacy and sponsorship in the community.
- The Library will participate in the Spirit of Monticello Festival.

## **Appendix A Statement of Compliance with Public Library Standards**

### A. Statement of Community Needs and Goals

- a. A thirteen-person Strategic Planning Committee was assembled, which included representatives from the Library Board and the Library Staff.
- b. At an initial meeting with the consultants, library staff and board members brainstormed a list of community leaders to interview. The participants needed to represent as many groups and stakeholders in the Monticello-Union Township Public Library service area as possible.
- c. Strategic Planning Committee members were each assigned community leaders to interview. The interview was based on the Harwood Institute's "Ask" exercise, which entailed asking five simple questions to get a sense of people's aspirations for the community, and how the library might help the community to achieve those aspirations. Forty-two community leaders participated in the interviews.
- d. MCLS consultant Pamela Seabolt compiled the information from the community leader interviews to identify themes. This information was used to create a "Community Narrative" to summarize the public knowledge that was gathered. See Appendix B.

### B. An assessment of facilities, services, technology, and operations

- a. Throughout the planning process, committee members and staff considered the Library facilities, services, technology and operations. During the Operational retreat, staff specifically was asked to assess the organizational competencies that would need to be addressed to achieve the key service responses. Specifically, they were asked to address staffing, funding, policies, technology, facilities, collections, and potential partners. See Appendix E.

### C. Measurable objectives and service responses to the community's needs and goals.

- a. Five key strategic priorities were identified to address community needs and goals.
- b. A mission statement and vision statement were developed to specify the benefits that the residents in the library district are expected to receive from the service responses.
- c. Each service response has one or more goals.
- d. Each goal includes at least two measurable objectives

- e. Each goal includes at least three activities to assist the library in accomplishing each goal and measurable objective.
  - f. A written communication plan was developed to inform community residents of the Library's plans to serve them. See Appendix G.
- D. An ongoing annual evaluation process has been developed and will include a combination of both outputs and outcomes. See Appendix F.
- E. Financial Resources and Sustainability. See Appendix G.
- F. Technology Equipment Replacement Schedule. See Appendix H.
- G. Professional Development Strategy. See Appendix G.
- H. Collaboration with other public libraries and community partners. See Appendix G.

## **Appendix B                   Community Leader Interviews**

The community leader interviews should be conducted by the planning committee using the discussion guide prepared by MCLS, and notes should be submitted to MCLS, who will compile them into a summary. This method will provide planning committee members an opportunity to listen to community leaders and discover their points of view.

Community leaders should represent various aspects of the community, including:

- . Power—elected officials and those who hold unofficial power
- . Information—media, school media, technology
- . Capital—bankers, stockbrokers, developers, entrepreneurs, small business owners
- . Well-being—welfare, social services, senior citizens
- . Human development—teachers, day care providers, adult learning experts
- . Support—clubs and organizations serving children and adults
- . Respect—community opinion leaders
- . Justice and ethics—religious leaders, attorneys, legal advocates

Each planning committee member will interview at least 3 community leaders.

### **Community Leader Interviews—Selection**

Here are criteria to keep in mind when identifying community leaders from each audience. These are individuals who:

1. **Are known in the community** –they may be leaders in their neighborhoods, political figures, business heads and are names that many would recognize and respect.

2. **Are likely to be committed to this work** – whether because of their position or their library support, these are individuals who will share thoughts and ideas to help keep the library forward-thinking.
3. **Are key influencers** – these are individuals who, by virtue of the position they hold or for other reasons, have resources, relationships or networks to move work forward.
4. **Cut across boundary sectors** – these are individuals who break through barriers rather than resist them. These are individuals who are leaders in more than one aspect of the community.
5. **Add a dimension of diversity** – in the broadest sense of diversity – race, age, religion, job, area of focus or expertise, etc.

**Consider the five criteria above. Who are the leaders that you would engage immediately?**

\*Adapted from the Aspen Institute Action Guide for Re-Envisioning Your Public Library

## **Appendix C      Community Report**

### **Summary of Community Engagement**

The Monticello-Union Township Public Library embarked on a new strategic planning process in May 2022, which included engaging members of the community. This report summarizes the engagement process and resulting themes that were identified. “Community” has been defined as the Monticello-Union Township Public Library’s service area. The Library used one-on-one interviews with a wide variety of community residents and community leaders to identify this information. The interviews were based on the Harwood Institute model of community engagement, which seeks to “Turn Outward” to the community to determine their aspirations, and, in turn, to prioritize services that are in alignment with the true needs of the community.

The members of the Library’s strategic planning committee conducted one-on-one interviews with various community residents and leaders in June and July 2022. These interviews were opportunities for residents to discuss their aspirations for the community, the concerns they have about reaching those aspirations, and to identify areas where the Library might help the community reach its aspirations. Forty-two community residents and leaders were interviewed.

The notes from the interviews have been summarized in a blended community narrative and public knowledge summary. The community aspirations and community concerns have also been organized in word cloud illustrations. Additionally, information on how the interviewees believe the Library might help the community to reach its aspirations is organized and themed.

# Community Narrative

Community members openly shared their aspirations and concerns. The following is a narrative of the information, summarized in a blended form of the Harwood Institute models of the “Community Narrative” and “Public Knowledge Summary.”

It is important to recognize that this was written in a specific time frame and context. Locally and nationally, there is incredible political polarization and division, and there are clearly frustrated people across the community and across the political spectrum. We are also more than two years into a global pandemic which has caused disconnection, isolation, and fear for many. These issues came through clearly in the interviews and are important to consider when using the community narrative and public knowledge summary to guide long-term planning.

## **Monticello-Union Township Public Library Community Narrative/Public Knowledge Summary**

***The Monticello-Union Township Public Library aspires to be a safe, welcoming, friendly, and thriving community where everyone feels included, valued, connected, involved, and supported with plenty of educational, recreational, and cultural opportunities throughout the entire year for all ages, including opportunities for healthy living in all aspects from mental health to physical health. People want a community for ALL that is progressive and forward thinking and values all perspectives in order to grow economically with an eye towards environmental conservation and valuing nature.***

An inclusive and welcoming community where all people are valued, accepted, and all voices are heard

Almost everyone interviewed shared they want to live in a community that is safe, welcoming, and friendly. Many feel they already live in such a community, or that the community is “moving in the right direction.” Many appreciate living in a smaller, “close-knit” community where people feel more connected to others and create a sense of a “safe” community where people “can go anywhere.” They also feel that living in a smaller community allows a desired quality of life and promotes and furthers tourism efforts. People also shared that they want to live in a community with diverse people and opinions and expressed that being diverse and

inclusive in demographics and perspectives of thought “makes a stronger, more interesting” community.

But along with the expressed aspirations of being a welcoming and friendly community, people also shared that one of the biggest concerns they have for their community is the marginalization of people in the community for a variety of reasons, with the most talked about being age, socioeconomic level, race, and mental health issues or different accessibility needs. Some stated they felt like outsiders because they are “different” or newer to the community. People also shared that they want a community where all are accepted and valued, but also where all voices and perspectives are intentionally sought out and heard to promote understanding, awareness, and openness.

## A community that is progressive and forward-thinking with inclusive leadership

People aspire to live in a progressive and forward-thinking community that is thriving, with an eye towards sustainable growth and supporting entrepreneurship. They shared that they want a community with plenty of opportunities and a vibrant and walkable downtown, including more, easier-to-visit restaurants downtown. The concern around restaurants was that they are spread out around town and not as easily accessible for those downtown. People also felt that, as a smaller community, Monticello is more nimble and able to enact impactful change more quickly - a “community that works together to improve the community.” People also shared that tourism in the community is important, but that Monticello is more than just tourism and that making sure residents have all they need for a high quality of life is also important.

Some also shared they want to be able to find everything they needed within the community without having to leave. A concern expressed around this was that some who are struggling financially may find it difficult to drive farther away to get what they need because of rising costs. Some felt that allowing new and different types of businesses in the community would help the community grow while benefiting everyone in the community, including both visitors and residents.

Interviewees also shared that they want a community that is unified in the vision for the future and in voice by including all perspectives and demographics, especially the younger demographic and the Latino community. Including diverse voices encourages a fresh outlook and leadership development within the community, which would allow for diverse businesses, services, and events. Many feel that community leadership should set the standard and be an example in the community by including members of the community from all demographics and groups in leadership roles, and by convening roundtables or community forums that will help identify needs and work toward solutions. Overall, people felt that the community is doing well, but now is the time to ask, “What can we do better?”

The concerns that were shared were around diverse groups of people being underrepresented in leadership roles. This was primarily related to age (make sure to include young adults as Monticello is an “aging” community) and race (be sure to include people from the Latino community), but people also mentioned those with different accessibility needs. Many of those interviewed expressed concern for “young people” or “young adults” leaving the community which causes issues in providing plenty of opportunities for all, but also causes the loss of perspective from the younger demographic. Other concerns were that some seemed reluctant to accept change and that the community and leadership needs to be “willing to change.” It was expressed that the willingness to change wouldn’t require leadership or the community to “start over,” but rather to “take what we have and make it better.”

### A community people are proud of and involved in

Those interviewed shared they want to live in a community that is clean and beautiful, and where people take pride in their community. People are proud of the amenities that can be found in the community such as the amusement park, parks and trails, and golf courses, but want to continue to improve and grow. Some concerns were expressed about cleaning up business areas that may intimidate some who are visiting or cause potential customers to take business elsewhere.

People also expressed taking pride in the community by being involved and “giving back to the community.” The idea of giving back to the community was expressed in a couple of ways. First was a call to help people be and feel supported by helping those “who need it,” and second by giving time and service in community events and in local organizations. People expressed a desire to create community-wide volunteer events that would help create more of a sense of community (an example included Riverwalk clean up events). Having fun and engaging community service opportunities might encourage more people to volunteer their time. One of the main concerns expressed was that younger people are not involved in local volunteer or service opportunities or in local organizations. There were also concerns about the openness and inclusiveness of community clubs and organizations, and they encourage clubs and organizations to make sure they are open and inclusive of everyone in the community. People are concerned that by not feeling included and involved, clubs and organizations will die out and people will continue to leave the community.

Another concern was around community members in the older demographic who may not have family or a support system in the community. It is important to include them in activities, but also to make sure that they have the support they need, such as someone to help them with tasks, help with getting groceries, etc. An idea was expressed about creating a type of time and talent bank where people could trade time and tasks for those who need it, or some type of volunteer pool for those who would be willing to help people with tasks or needs.

## A community that stimulates healthy living with plenty of educational, recreational, and cultural opportunities for all ages

Many of those interviewed felt that a community with plenty of educational, recreational, and cultural opportunities offered throughout the whole year for all ages promotes healthy living. And while there are plenty of opportunities and activities for younger children, especially in the summer, people feel there needs to be more of a variety of activities and opportunities for adults as well. People desire to have recreational activities that include physical activities and getting outdoors, and social or entertainment activities. Some expressed concerns that people may not be aware of all that is offered or available locally, and that groups and organizations could also clarify who is welcome to participate in the events. There were, again, also concerns expressed that there is more emphasis on tourism and information for visitors, rather than ensuring residents also have plenty of opportunities to help them engage with and in their community.

People also want to have a variety of cultural activities and talk about this in a couple of ways. This was first expressed by wanting activities and opportunities that authentically educate and celebrate different cultures. Second, people want more activities that celebrate and appreciate the arts, including performances, shows, and exhibits. Having space in the community for people to gather for more social events and activities was important, as well as more entertainment venues such as performance spaces, art exhibits or gallery spaces, etc.

Many also expressed a need for a variety of educational opportunities. Some ideas shared included talks or other activities about diverse cultures and different demographics in communities, digital literacy for those in older demographics, and especially resources and information to support mental health issues, including awareness, options, and resources for substance abuse. Many concerns expressed by people were about awareness and education for substance abuse issues, and prejudice toward those who are dealing with substance abuse.

## A connected community with effective methods of communication

Those interviewed also aspire to, on an individual level, have opportunities to connect with others, and, on a collective level, encourage organizations to collaborate for the benefit of the community. Individually staying connected was mainly expressed in having multiple and reliable methods of communication. Many felt there is not a cohesive way to hear information and were concerned there is a lack of awareness, knowledge, and available resources for issues that are concerning or important to the community at large, especially since the Chamber of Commerce shut down. Some suggested going beyond Facebook and using other social media platforms, especially to reach younger people. Another suggestion was to collaborate with organizations who have audiences and communication methods in place (i.e. the local newspaper and the WIC office for children/young families). Those interviewed also shared that they want to see organizations, clubs, businesses, etc. in the community collaborate more,

share ideas, and listen. They want more unity in community and sharing resources to broaden the impact and reach of community organizations. Most importantly, people want the community to share their story by sharing about all the community has to offer.

### A community that appreciates nature and green spaces

People also expressed an aspiration to continue to invest in outdoor spaces, including creating green spaces and parks in the community. People also want a walkable community, expanding on and creating more sidewalks connecting neighborhoods and areas in the community. Along with maintaining outdoor spaces, being environmentally aware and conscious is also important. They want to make sure to protect the environment so these areas can endure and be sustainable into the future. Offering activities and opportunities in outdoor spaces that create an appreciation of nature was also desired. Other suggestions included expanding the trail system in Monticello and surrounding areas and looking into investing in solar or other environmentally conscious initiatives.

# Community Aspirations

everyone welcomed  
community feel  
everyone celebrated

**progressive & forward-thinking**

secure employment **involved**  
economic development **welcoming**  
community for all

secure housing **family friendly** social activities  
diverse engaging

healthy living everyone valued affordable  
convenience walkability creative  
quality of life supportive of elderly supportive  
childhood development connected

small thriving unified  
recreation active vibrant happy  
compassionate curious unity friendly  
accessible **safe** accepting

vibrant downtown fun arts clean accountable  
close knit cultural opportunities open beautiful

growth helpful strategic improvement  
informed self-sustaining growth food security  
inviting values perspectives

caring mental health opportunities

aware environmentally conscious **inclusive**  
**educational opportunities**  
retain young people

peaceful community pride

**opportunities for all ages**

safety & security  
values nature



## Community Concerns

leadership vision  
**lack of communication**  
uninvolved retaining young families  
**no diversity of thought**  
help for elderly not accepted  
disconnected adequate income  
substance abuse not inclusive  
recreation opportunities all year

**marginalization**  
prejudice retaining young adults transporation  
retaining young adults well-being  
disengaged awareness tourist centric  
inactivity **division**

fear of those acting on prejudice  
**lack of knowledge**  
not forward thinking lack of community pride  
non-inclusive leadership



## How Might the Library Help?

Interviewees were asked how the Library might help achieve community aspirations and address community concerns. The responses from the interviews on how the Library might help were compiled and loosely themed, and are listed below, followed by some of the specific suggestions under each category. The themes are listed in the order of most mentioned. Some suggestions could fall under more than one category. **It is important to note that these suggestions could be activities or services the Library already offers or ideas for new activities or services.**

We appreciate our library and all they offer

Most people shared that the library is doing a great job and offering opportunities and activities for the community now, as well as providing a welcoming and safe space for the community. The digital/mobile apps offered are wonderful resources and provide extra opportunities to check out materials. Some specific comments include: "Programming is wonderful," "They do a great job with learning opportunities," the "library does a great job," and has "good staff."

People trust the Library as a safe, neutral space to bring disparate groups together. Many of those interviewed see the Library as the place in the community that is open to everyone with service for all people. They trust the Library to provide a safe and secure environment where people can meet and gather, connect with others, and learn about new topics and skills. Those interviewed shared that the Library can be a "common place" where diverse groups of all ages, races, and socioeconomic levels can gather, share, and learn from each other. The Library "crosses all boundaries" and is seen as a safe space to host "difficult conversations" to bring residents closer together. Some specific suggestions included hosting Narcotics Anonymous and Alcoholics Anonymous meetings, convening community roundtables or forums to identify community needs and work towards solutions, and bringing local organizations and groups together to collaborate and share.

People see the Library as the social center for the community, fulfilling the need for connection and interaction with others. Many also see the Library as a secure environment where people can also discover how to be involved in the community in all ways, such as giving of time and service, being involved in leadership roles in the community, and learning about how to contribute as a local citizen.

### Trusted source for resources and information

Many of the concerns expressed by people were around a lack of knowledge and information in the community; however, people trust the Library to provide access to resources and information for the community. The Library is seen as offering “unbiased” information and “equal access to knowledge.” One person stated, “without exposure to the larger world, people become isolated and alienated,” and the Library offers the resources and information to expand their knowledge.

Specifically, people felt the Library can serve as the “information hub” of the community, and shared a variety of examples towards this effort, such as:

- Create and maintain a community database or directory of clubs, organizations, volunteer groups, etc. including contact information.
- Create a database or space to see up-to-date information on community events and activities, or work with organizations to promote their events.
- Maintain a list of projects the community is involved in and how people might help (i.e. Planting 101 Trees, Kiwanis Bottle Cap to Benches, Riverwalk Cleanup Days).
- Disseminate information and resources from local community groups and organizations, such as information from the Parks Department about extending the trails system, information about online programs, and counseling and mental health resources (i.e. substance abuse, domestic violence, etc.).
- Organize a community resource/club/organization/business fair or information sessions on local opportunities and resources.
- Host community organizations and clubs to promote collaboration.
- Provide neutral space for community clubs to recruit members, where all are welcome.
- Provide resources to be the “welcome wagon” for new members of the community, which could be a new resident guide that includes information on community resources, events, locations of interest, churches, businesses, recreational activities, etc.
- Keep in mind the different age demographics and provide resources to match all ages, such as digital methods, as well as utilizing bulletin boards and the local newspaper.
- Collaborate with community planning committees and offer to let them meet in the Library’s community room, with access to technology so they could livestream meetings where community members could attend virtually and chat about various ideas Monticello is pursuing.
- Provide a newsletter of monthly happenings.

### Continue to offer essential and flexible services for the community

Those interviewed also felt the Library provides excellent service for the community, but we should continue to evaluate what services and offerings need to be provided by the library. Some expressed the desire to continue to advocate for service to more areas of the county by bringing in more townships to the service area. Others would like the Library to continue to evaluate services and spaces in the building to ensure the library is offering needed services to as many different groups as possible. Some specific considerations shared included providing space to support remote workers with a type of co-working space that’s quiet and allows people to utilize technology; evaluating operating hours to perhaps add some Sunday hours and programming times that are more convenient for families and working people; evaluating

the possibility of murals (either in the Library or collaborating to provide in the community [this was unclear]), opening the grounds of the Library for community/Library events; and investigating if there's a space to provide children's theater or other occasional productions or shows. People also shared that they see the Library's meeting room as vital to helping community groups collaborate and hold meetings, especially since public meeting space is becoming harder to find.

Plenty of educational, recreational, and cultural opportunities and activities One of the aspirations that people shared were access to opportunities for all people, and that was definitely reflected when asked how the Library might help. People shared they felt the Library was doing a great job with programming, but shared that the Library could offer more activities for adults, special events, and programming throughout the whole year. Some also shared that current hours for youth and family programs are not always convenient for working parents.

People shared they would like to see more "special" programs similar to the summer reading kick-off program (one suggestion was a Library Festival), and they would like to see multiple types of programs "beyond summer." Those interviewed also shared that they want the Library to provide or host social programs or groups that bring people together, as well as educational programs. Some specific suggestions included multicultural events (i.e. cooking, language, dance); programs educating about diversity and inclusion (such as disability awareness); environmental and recreational safety courses or awareness programs (such as boater, bike, ATV, hiking, etc.); programs bringing awareness to substance abuse; informational programs about issues facing the community; and bringing in public speakers and local business leaders to share. Another suggestion was to partner with or sponsor the "Read to Succeed" program.

#### Take the Library out into the community

Another way people shared the Library could help is to be out and involved in the community. They want to see the Library present at community events and Library staff involved in different committees such as Monticello ArtsBeat, Health Council, and mental health and substance abuse committees. Suggestions were to partner with local organizations and take the Library out into the community, especially to promote library services, such as at local businesses, clubs, organizations, sporting events, churches, etc. and at the teacher in-service day prior to school starting (one person mentioned the Library used to do this). Another suggestion is for the library to build community partnerships in order to collaborate on programs and expand offerings. Most especially, people want the Library to continue to engage with the community to remain relevant and constantly evaluate what people need from the Library.

Share your story and advocate for the Library

People also wanted the Library to share its story with the community. The Library is easy to access and provides free resources to everyone, and some felt that there were a lot of people in the community that just don't know what the Library has to offer. Determine the best ways to publicize events and reach out to the community. Suggestions were to look beyond Facebook and use other social media platforms (Twitter and Instagram were mentioned specifically), utilize email, and collaborate with community organizations to utilize their methods of communication (i.e. the WIC office to share family and youth resources).

## **APPENDIX D Strategic Planning Committee SOAR Analysis**

### **Monticello-Union Township Public Library**

### **SOAR (Strengths, Opportunities, Aspirations, Results) Assessment**

**(strengths and aspirations are grouped and labeled through affinity mapping)**

#### **Strengths / Core Values**

What about the Monticello-Union Township Public Library makes you proud? How does that reflect our greatest strengths? When the library is operating at its best, what are the core strengths that give life to the library? *These were grouped and themed through affinity mapping.*

#### **Connected (as a staff)**

- Passionate staff
- Teamwork
- Personable staff
- Personable staff
- Approachable staff

#### **Community Hub**

- Community hub
- Third space - Communal
- Community support & connections
- Connecting point for people & resources outside our organization
- Accommodating – meet people where they are

#### **Library Belongs to Everyone**

- Accessible to all
- Calm environment
- Welcoming

### **Service (We meet the needs of the individuals of our community)**

- Bridging digital divide
- Service
- One-on-one personalized service

### **Empowering**

- Empowers individuals (through language, life events, parenting)
- Helps to grow/evolve individuals
- Free or affordable programming
- Experiential learning

### **Adaptable and Flexible**

- Location
- Location
- Up-to-date facility
- We grow & adapt
- Ability to adapt

### **Growth Minded**

- Customer service
- Knowledgeable staff
- Staff knowledgeable about community
- Staff – seeking to grow

## **Aspirations**

What is going on in this future that demonstrates the ideal Monticello-Union Township Public Library you would be most proud to see? What role are we playing in our community? What are we saying about ourselves? What is our community saying about us?

*Grouped below – group letters do not represent a level of importance.*

### **Group A**

#### *Top 4-7 Aspirations*

- Coffee bar / Wi-Fi place
- Expansion
- Lifelong learning
- Literacy
- Library awareness
- Collection development

### *Aspirations*

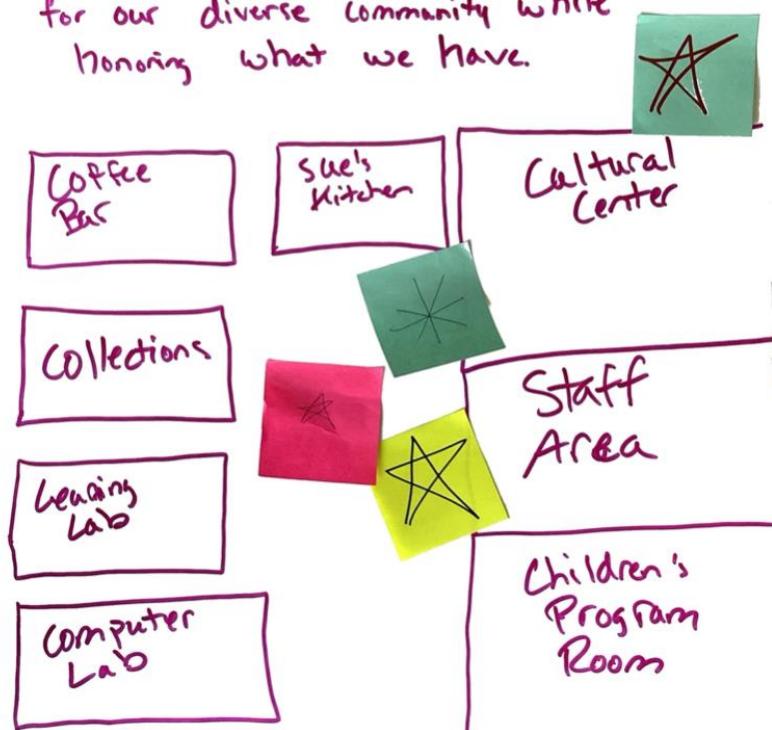
- Coffee bar / computer wifi
- Transportation
- Growth-building
- Educating community
- Improving literacy at all ages / promotion
- Community database
- Expanding the space
- Unifying space
- Cultural center / Event
- Lifelong learning / skills
- Healthy endowments / budget
- Library awareness

### *Vision Statement (4 sticky notes)*

We are a hub that expands and innovates to provide opportunities and experiences for our diverse community while honoring what we have.

### IMAGE & VISION STATEMENT

We are a hub that expands and innovates  
to provide opportunities and experiences  
for our diverse community while  
honoring what we have.



## **Group B**

### *Top 4-7 Aspirations*

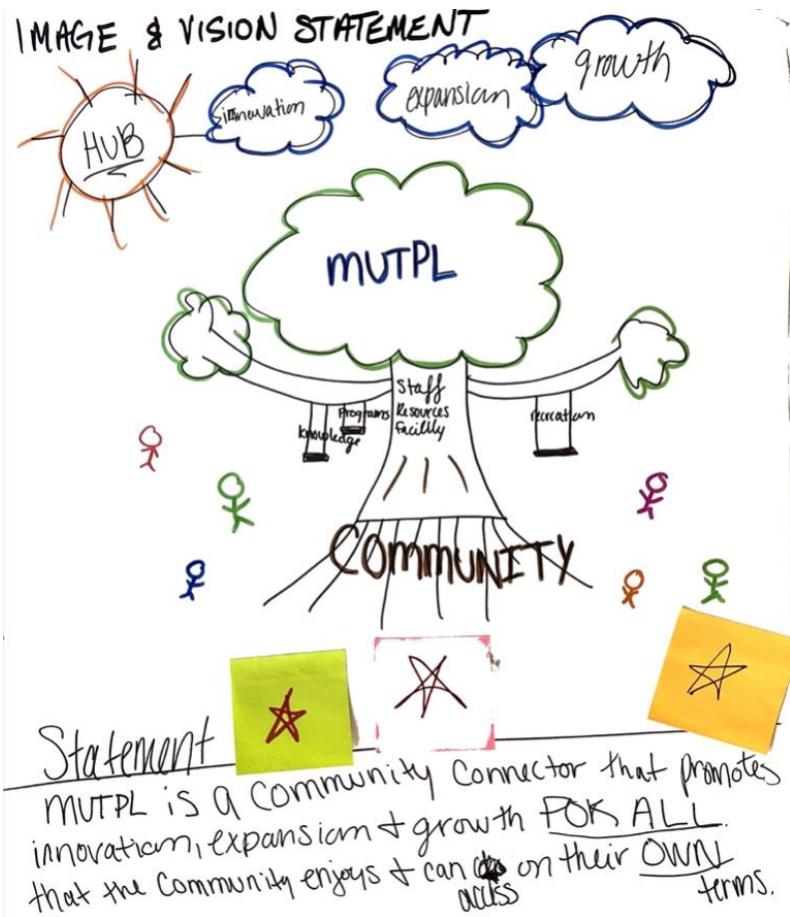
- Rebranding community concept
- Library as recreational center
- Library as the driver of Diversity
- Library as the hub of the community
- Growth
  - Expansion
  - Innovation

### *Aspirations*

- Hub
  - Help center to all ages
    - Support groups
  - Volunteers center
  - Universal communication center
- Communication center
- Growth
  - Expansion
  - Innovation
- Diverse group
- Having the library be used as recreational center
- Library as an asset to the community
- Rebranding it to be enjoyable, fun, personal growth ~~to come here because you want to on your own terms~~

### *Vision Statement (3 sticky notes)*

Monticello-Union Township Public Library is a community connector that promotes innovation, expansion, and growth FOR ALL that the community enjoys and can access on their OWN terms.



## Group C

### Top 4-7 Aspirations

- The library is The Place to be! For all ages, races, socio-economic statuses, all
  - Participation has tripled!
- Facility has expanded for more impact
  - Program rooms
  - Quiet vs collaborative working spaces
  - More use of outside space for gardens, conservation, education
- Funding has expanded to make dreams possible ☰
- The library is a community leader that provides service to all & impact in and outside of the community

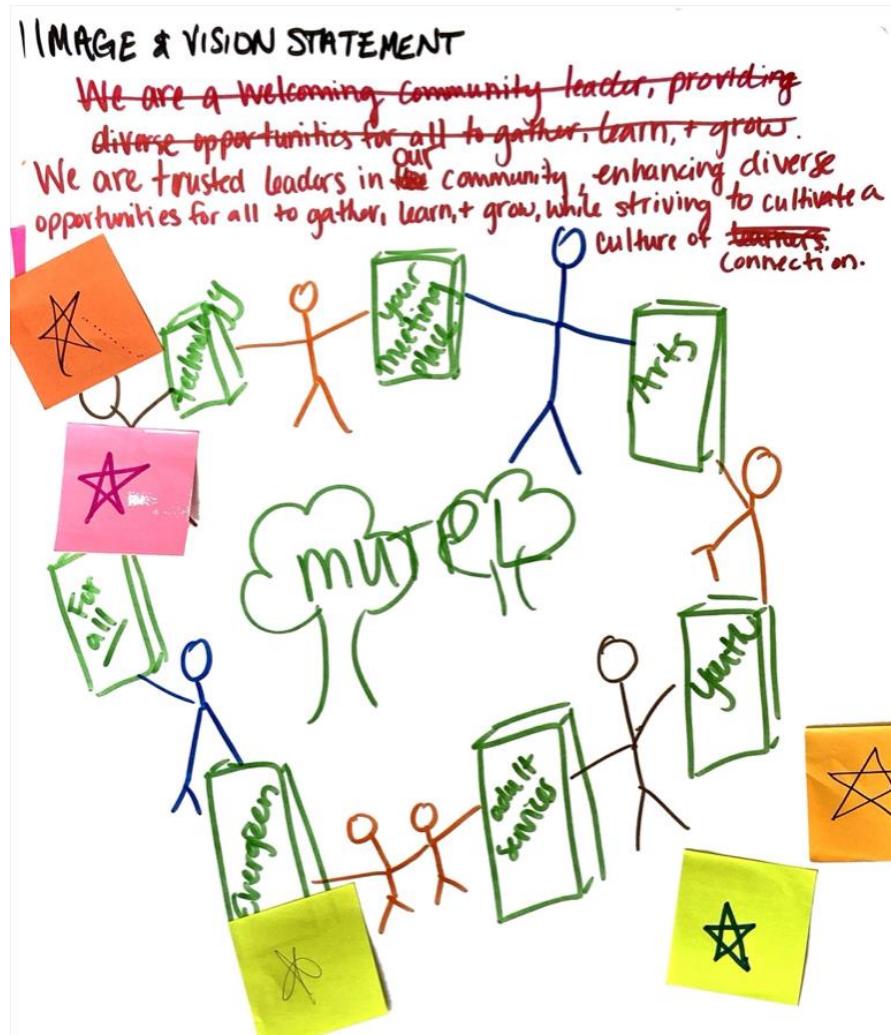
### Aspirations

- Participation has tripled with all races, ages, socio-economic statuses – all come together
- Multiple programming rooms
- Updated conference rooms with updated technology for organizations
- Funding has expanded ☰
- More meeting areas (updated tables) with quiet (sound-proofed pods) vs Family-friendly working spaces
- More use of outside spaces for gardens, education, conservation

- 24 hours!
- A dedicated space for research & language skills
- The spot where families go to gather
- Actively responds in community in tragedy
- Welcome wagon
- Community is happy with library and is a shining example to surrounding community
- Role-leader, service to all, influence, reach in and outside community
- Wonderful reputation that everyone wants to be a part of
- "We are proud!" It's the place to be!

#### *Vision Statement (5 sticky notes)*

We are trusted leaders in our community, enhancing diverse opportunities for all to gather, learn, and grow, while striving to cultivate a culture of connection.



## **Opportunities ☀Key Strategic Priorities**

What opportunities have the great potential to come to life in the next three years? What challenges have we faced over the last two years, or are still facing, in the library or in the community that can be seen as exciting opportunities as we move forward? How do these opportunities support our aspirations and vision?

*Grouped below – group letters do not represent a level of importance.*

### ***Opportunities***

#### ***Group A***

- Learn from and educate each other on different cultures – bringing different cultures together
- Introduce new hobbies, cultures, and experiences
- Expand impact & provide more efficient practices by adding children's program room
  - Not only for the library, but for non-profits, etc.
- Continue to improve ever evolving technology
- Partner more with Boys & Girls Club now that they have a home
- Partner more with clubs, government, churches
  - Intrinsically bring more participants, and advocates, and build community trust
- Include and get engagement from lake part-timers
- Address and react to community tragedy events with relevant literature
- Attract skilled employees
- Inform community on news (limited access currently)
- Re-evaluate and adjust budget to reflect increasing costs

#### ***Group B***

- To expand access to remote learning/business
- To support those unemployed
- To offer cultural events that bridge different cultures

#### ***Group C***

- Present & open in community
- Working with other entities
- Reset / not isolating in place
- Expanding & developing with an eye towards flexibility
- Marketing
- Book banning – be proactive
  - Build community relations to be proactive

## ***Key Strategic Focus Areas***

### Cultural & Diverse Opportunities

- Offer events that bridge diverse cultures
- Learn from & educate each other on diverse cultures -bringing different cultures together

### Library Programs & Services

- Support unemployed
- Expand access to remote learners / businesses
- Continue to improve and offer up-to-date technology

### Partnerships

- Work with other entities
- Partner with clubs, government, and churches to expand impact & intrinsically bring more advocates, participants, and community trust
- Develop community relations to advocate for the library

### Library Expansion

- Attract skilled employees to allow facility & program expansion
- Expand & develop with an eye towards flexibility
- Expand impact & provide more programming by adding a children's program room

### Marketing/Outreach/Visibility

- Marketing
- Increase visibility
- Present and open in the community
- Be proactive about trend of book bans and develop community relations to advocate for the library

### Operational concern –

- Reset – not isolating in place
  - Re-examine where we “are” – examine all programs and services to make sure they are effective and impactful for where we are today two years after the start of COVID-19 – don’t just go back to the way things were pre-COVID

## Results

### Cultural & Diverse Opportunities

- Program attendance
- Bringing people together
- Recognizing commonality
- Provide some kind of diverse information program 1x per month
- Greater sensitivity
- Increase cultural events to include cultures that haven't been represented before
  - 2-3 events / year to start & increase as program evolves)

### Library Programs & Services

- X number of lifelong learning programs
- Educated community
- Conduct a needs assessment to be done yearly (digital & mail)
- More targeted programming and services
- Increase the conference space to allow more use from outside organizations (already used every day now and need more room & tech upgrades)

### Partnerships

- Increase by x%
- Patrons of all ages will have access to a variety of programs
- Increase staff time with partners
- More cooperation and more advocates
- Seek new partnerships & cultivate relationship with already established
- Partners (go to their organizations)

### Library Expansion

- Reorganize the library interior within 6 months
- A more functional, effective facility
- Enclose the patio area to expand opportunities to provide more programs & events outside

### Marketing/Outreach/Visibility

- Using x number of new marketing strategies
- Usage of library programs
- Make a yearly calendar of events & publicize in a variety of ways
- More participation & visibility via foot traffic
- Increase visibility by developing ways to engage community members & adjust where communication gets sent (include churches, meet the teacher, texts)

## **APPENDIX E                   Organizational Competencies**

### **Staffing:**

- Have someone in charge of touching base with community organizations for events
- Admin
- Allow staff to attend outreach events to help market
- Review tech for installing screen in Lobby
- Sys Admin talk to ENA about expanding Wi-Fi – south lawn
- Sys Admin create survey for evaluating patrons tech needs for potential classes & a Tech Day
- Have all staff promote one-on-one classes
- More staff doing one-on-ones
- Adult staff department
- Youth services department

### **Staff Development:**

- Train staff to enter new events to calendar
- Create and train a quick reference for accessing local information
- Tech training & evaluation on new technology
- Training on room usage protocols
- Train on new technology
- Educate & train staff on how to market Library
- Create talking points
- Staff training for assisting patrons with Niche (or other tutorial service)
- Micro staff training opportunities & tutorials – experiential learning & practice
- Create scripts & short step-by-step for How-To's
- Training staff to teach the skills they have to others
- Learn & train on using VR

### **Funding:**

- Can we add a community calendar to existing website?
  - Will we need additional funds?
- LSTA?
- Community Foundation
- Rotary?
- Kiwanis
- Increase marketing budget
- Get quote from Niche
  - LSTA?
  - Community sponsors?
- Grants for purchasing new laptops
- Art people
- Community Foundation

Policies/Procedures:

- What events are for the community calendar?
  - Everything? Non-profit? For profit?
- Room usage protocols
- Review social media policy
- Organize outreach events to attend

Collection:

- Maintain community resource binder better & more copies
- Have a quick reference on how to find specific subject or resources
- Have folder on all staff folders & bookmarks to community pages
- Lego bins & tables
- Montessori large motor equipment
- Second sensory bin
- Sound proofing materials for spaces
- Pods, tech equipment, laptop, TV screen
- Promote Reader's Advisory through social media posts
- Craft supplies
- Art supplies

Facilities:

- Quote for soundproofing study rooms
- Quote for enclosing patio with an external door & sink
- Examine accessibility within building
- Review space for art gallery

Technology:

- Use raspberry pi for TV screen/monitor in Lobby
- Review software for running presentation
- Add Niche Academy to site
- Purchase new laptops for tech classes & staff training
- Explore & evaluate use of other social media platforms
- Need new floor outlets
- Expand electrical access to spaces that are repurposed
- More UE Boom speakers

Potential Partners:

- City
- Economic development
- Rotary
- Kiwanis
- United Way
- Baur

- 4 county
- SS Network
- Spirit Festival
- Monticello Arts Beat
- Explore places to market businesses
- HS Music Department
- Artists
- Spanish class

Marketing:

- Mass mailing to corporations, business, non-profits, schools to set up
- Posters & billboard to advertise calendar
- Review new social media apps
- Direct to school & Boys & Girls Club
- Press releases to newspaper/social media

## Appendix F      Evaluation Process

	<b>How</b>	<b>When</b>
<b>Cultivate Diverse Opportunities</b>		
Increase the number of programs and events that include and represent a variety of cultures, viewpoints, interests, backgrounds, and experiences.	Count	Annually
People will indicate they learned or experienced something new from another culture or viewpoint.	Questionnaire	Each Program
People will say they see themselves reflected at the Library.	Survey	Annually
People will say they feel accepted at the Library.	Survey	Annually
Increase the number of arts related programming provided by the Library.	Count	Annually
People will learn about a new artistic expression.	Count	Annually
People will indicate they had access to arts programming.	Survey	Annually
Increase partnerships and collaboration with local artists.	Count	Annually
<b>Responsive &amp; Innovative Services</b>		
Attendance at programs and events will increase.	Count	Monthly
People will indicate they were provided opportunities to learn new life skills.	Survey	Annually
People will say they learned a new skill from an opportunity provided by the Library.	Questionnaire	Each Program
People will become more comfortable with new technology.	Questionnaire	Each Program
Increase the number of one-on-one sessions around technology.	Count	Annually
Library staff will say they have improved their technology skills.	Survey	Annually
People will say they had access to the technology they needed at the Library.	Survey	Annually
Increase private study room/conference room space to accommodate remote workers and learners.	Count	Once
People will say they had access to quiet space and adequate Wi-Fi when needed to complete work.	Survey	Annually
<b>Foster Community Collaboration</b>		
The Library will increase their number of community partners.	Count	Quarterly
People will have opportunities to explore services and volunteer opportunities within the community.	Count	Annually
People will say they increased their knowledge of community businesses, organizations, and resources.	Questionnaire	Each Program
People will have access to more community resources.	Count	Monthly
Students and teachers will indicate they visited the Library more frequently.	Survey	Annually

<b>Expand &amp; Create Adaptable Space</b>		
People will say they had access to the space they need and want.	Survey	Annually
People will have adequate access to tools they need in individual work spaces.	Survey	Annually
Library visits will increase.	Count	Annually
People will say they were able to find quiet space to meet or work.	Survey	Annually
Use of Library meeting space will increase.	Count	Monthly
Increase in programming for adults.	Count	Annually
Increase in attendance at youth programs.	Count	Monthly
Youth programming will increase.	Count	Annually
Web traffic will increase to the Library's social media presence.	Count	Monthly
People will immediately recognize the Library's logo in the community.	Survey	Annually
The number of people utilizing Library resources will increase.	Count	Monthly
People will share about Library programs and services on their own social media pages.	Count	Monthly
People will say they are aware of a variety of Library services and programs.	Survey	Annually
People will say their routine plans include the Library.	Survey	Annually
People will say they see the Library out in the community.	Survey	Annually
The number of people who visit the Library will increase.	Count	Monthly

## **Appendix G      Communication Plan / Financial Resources and Sustainability / Professional Development Strategy / Collaboration**

### **Communication Plan**

Purpose: To inform residents of the Library's strategic plan.

- The strategic plan will be made available on the Library's website.
- A social media marketing piece will be created and shared on Facebook and Twitter.
- A printed marketing piece that states the values, vision, mission, and key priorities will be distributed to community stakeholders and partners, Library board members and staff, and will be made publicly available in the Library.
- Presentations on the plan will be offered to local service organizations.
- Announcement about the new long-range plan will be made in the Library newsletter.

### **Financial Resources and Sustainability**

- Our Operating Fund Budget will be based on available sources of public funding and will not exceed the assessed value growth quotient for the budget year.
- State and Federal grants and grants from other institutions may supplement the budget.
- Funds from the Friends of the Library and other gift funds will be available for programming needs.
- Collaboration with other groups in providing programs and services will enable cost sharing.
- We will seek grant funding from available sources when applicable to fund special events and activities.

### **Professional Development Plan**

- Professional staff will maintain certification standards through approved online and in-person workshops and conferences.
- Library Education Units (LEUs) will be assessed by the director once a year and recommendations for training opportunities will be given as appropriate.
- Staff training will be developed and implemented to ensure all staff members maintain the highest level of competency in circulation procedures, reference skills, and customer service as well as maintain familiarity with Library policies, procedures, and technology operation.
- The library director and the managers will meet quarterly to assess staff training and discern areas of need.
- Department managers will be encouraged to attend district and other conferences each year, as well as other training opportunities sponsored by or approved by the Indiana State Library.

## **Collaboration**

- The Monticello-Union Township Public Library is part of the Evergreen Indiana Library Consortium and participates in interlibrary loan services.
- The Library has membership in Midwest Collaborative for Library Services (MCLS).
- MUTPL also collaborates with these professional and community partners:
  - Indiana Library Federation
  - Rotary Club of Monticello, Indiana
  - Kiwanis Club of Monticello, Indiana
  - Health For ALL White County
  - Monticello ArtsBeat
  - Social Services Network of White County
  - Community Foundation of White County
  - Women Giving Together
  - White County Economic Development
  - Twin Lake School Corporation
  - Boys and Girls Club
  - Monticello Parks Department
  - United Way of White County
  - Literacy Volunteers of White County
- The Library is a member of the Indiana Historical Society.
- There is frequent collaboration with the other public libraries in nearby counties.
- MUTPL is dedicated to supporting our local schools through outreach partnerships.

## **Appendix H**

## **Technology Equipment Replacement Schedule**

Periodically the library replaces and/or rotates equipment to best serve the needs of the library's community. Whenever possible, equipment replacement will align with the goals and strategies of the library, but still be flexible enough to meet evolving needs.

Trends are moving toward a shorter replacement cycle for computer hardware as prices drop and are viewed as disposable items. Computer hardware is more reliable these days, and replacing a computer every two to three years according to current trends does not represent a wise use of public money. Therefore, this replacement plan represents a more reasonable and responsible approach to technology replacement that is based on a five year cycle.

Network, printer, and copier hardware replacement cycles are generally longer. Since we purchase business class hardware, we can expect a minimum lifespan of five years for most of this type of equipment. However, we will never allow equipment to go beyond its end of service date.

The library will maintain an up--to--date inventory of all technology related hardware. The inventory document or software will list the proposed replacement dates for each piece of hardware, and the cost of the item. These numbers will provide us with the basis to prepare a technology replacement budget for any given year.

### **Hardware Specifications**

To ensure that hardware will last for our intended usable lifespan, we will purchase the best business class hardware that we can afford within the limits of our budget.

Desktop and laptop computers will be purchased with the best processor that is available and can be afforded, at least 8GB of memory, and 500GB hard drives. The operating system will be current and supportable by our staff. If monitors require replacement, 17" monitors will be the minimum size.

Network devices will have all gigabit interfaces and will support the most current approved networking protocols. In particular, Wi-Fi protocols are evolving to handle more bandwidth and provide better speeds. We need to stay current with these protocols since our patrons will connect to our network with devices that are able to take advantage of newer technologies.

## **Hardware Replacement Cycles**

These goals are based on best practices. There will be times where these cycles may not be warranted or the budget may not allow.

- Replace desktop and laptop computers every 4-6 years.
- Replace network equipment every 7 -10 years (firewall, switches, routers, access points)
- Tablets should be replaced every 2 - 4 years. This means that the device will generally be no more than 1 generation behind the newest device
- Monitors should be replaced every 7-10 years

## **Software Upgrade Cycles**

Software will be updated on a regular basis, and upgraded as necessary.

Many software updates include security patches that help protect the hardware it is running on, the stored data, or the network. Running updates on a monthly schedule will help protect us from malware, data breaches, and hacking attempts.

Upgrading software is not always necessary, but is advisable. Software companies will generally support multiple versions of their software for a period of time, which will provide us with the ability to test the new software before deployment. Software will never continue to be used beyond its end--of--life date.

## **Hardware Disposal**

All replaced hardware will be disposed of in a manner that is responsible and meets local, state or federal laws. We will either recycle the hardware at our local waste management facility or contract with a computer/electronics recycling company.

Hard drives will be formatted to remove any library or personal data before disposal. Software will be uninstalled and discarded according to the licensing agreement.