

**WESTCHESTER PUBLIC LIBRARY
BOARD OF TRUSTEES
LONG RANGE PLAN**

January 1, 2016 – December 31, 2020

Westchester Public Library
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“Make no little plans; they have no magic to stir men's blood...Make big plans, aim high in hope and work.”

Daniel H. Burnham
US architect & city planner (1846 - 1912)

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Excerpt from: IAC 6-1-4 Minimum Standards for Public Libraries

(h) With the advice and recommendation of the library director, the library board shall adopt the following written plans and policies:

(3) A long-range plan of service for between three (3) to five (5) years. The plan, updates, and revisions must be filed with the Indiana state library. At a minimum, the plan shall include the following:

- (A) A statement of community needs and goals.
- (B) Measurable objectives and service responses to the community's needs and goals.
- (C) An assessment of facilities, services, technology, and operations.
- (D) An ongoing annual evaluation process.
- (E) Financial resources and sustainability.
- (F) Collaboration with other:
 - (i) public libraries; and
 - (ii) community partners.

SCOPE - This plan is intended to cover the calendar years 2015 to 2019.

THE MISSION OF THE WESTCHESTER PUBLIC LIBRARY SERVICE - Knowledge is essential for the maintenance and the continuous evolution of human society. It is the mission of the Westchester Public Library to be a dynamic library providing free and unprejudiced access to knowledge and information to improve the quality of life, learning, and the economy of the community.

THE VISION OF THE WESTCHESTER PUBLIC LIBRARY - It is the vision of the Westchester Public Library that the citizens of the library district receive the education, instruction and social support they need to be able to compete, succeed, and prosper in the modern world.

THE VALUES of the WESTCHESTER PUBLIC LIBRARY -

We defend the constitutional rights of all individuals to access and to use the library's resources and services.

We respect each person who uses the library and each employee of the library.

We value diversity.

We respect the privacy of every individual who uses the library.

We value friendly, knowledgeable service and will work to meet the expectations of our users.

We value effective communication with the staff and residents of the library district.

We value personal initiative, creativity, problem solving, enthusiasm, responsible risk-taking, planning for future needs and the effective use of technology.

We value using taxpayer dollars effectively and will seek to improve productivity.

We value the worth of other community groups and organizations.

We will work to manage the community resources entrusted to the library in an ethical and responsible manner.

COMMUNITY ANALYSIS – Please see the 2014 Community Analysis of Westchester Township for more information about the community.

COMMUNITY NEEDS – The following are considered to be the needs for a variety of service populations in the community that can be met by the library:

All Ages	Need to have access to information technologies and resources, and assistance to maximize their uses and benefits
Infants and Preschoolers	Need to be exposed to a social atmosphere of reading and learning
Children	Need to receive education to secure future employment that provides a living wage
Children and Teens	Need to have access to educational, instructional, and recreational after-school and weekend activities
Teens	Need to have access to information to help them make career decisions and further their education
Adults	Need to have access to information to succeed and prosper, and to enjoy a high quality of life
Seniors	Need to have access to medical information, volunteer opportunities, governmental services, and social interaction
Families	Need to have programs and services that support strong family values
Ethnic Groups	Need information about their heritage to be able to celebrate their cultures
Old and New Residents	Need to be able to identify with the community through our shared historical heritage
Local Business	Need to have resources to help expand their customer base and improve the local economy
Educational Institutions and Educators	Need to have supplemental informational resources for their students
Faith Based Organizations	Need to have access to supplemental information about their faith on behalf of their followers
Immigrants	Need to have access to education to assimilate and become contributing citizens

Workers	Need to have access to job training and retraining
Local Government	Need to work together to provide efficient and effective service
College Graduates	Need to be able to return to the community and find meaningful employment where they can raise a new generation of citizens
Distance Learners	Need to have access to technology to pursue their education
State and Federal Government	Need to be provided with information portals their citizens can access to be provided with government information and services
Patrons with Special Needs	Needs to have equal access to library programs and services
Homebound Patrons	Need to be provided with delivered informational materials and resources they are unable to access on their own
Community Organizations	Need to be provided with community “commons” – meeting spaces where their members can gather and pursue their common purposes and where members of the public can learn more about the activities, goals and objectives of these groups
Tourists	Need to be provided with information to explore the community and contribute to the local economy
Transients	Need to have temporary access to library services

COMMUNITY GOALS – The following are goals we have set for our community to attain from its public library service:

Our community will be provided with library resources and programs that anticipate and satisfy its needs for everyday information, enjoyment, and enlightenment.

Our community will look to the library for accurate, thorough answers to their questions, and the finest in modern public library customer service guided by friendly, knowledgeable staff.

Our community’s children will grow up in an environment that is rich in stories and literature, where reading is valued and encouraged.

Our community will have library resources to support schoolwork and independent learning at every age, helping to build skills and interests needed for life-long success.

Our community will be drawn to visit welcoming, safe library environments that reflect the community’s changing needs.

Our community will continue to use library resources to strengthen the community’s economy.

Our community will be able to look towards the library to help access, navigate, and to keep abreast of new technology.

ASSESSMENT OF FACILITIES, SERVICES, TECHNOLOGIES AND OPERATIONS – Please see the 2015 SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis of the Westchester Public Library.

SERVICE RESPONSES – The latest planning manual published by the American Library Association, *Strategic Planning for Results*, listed a number of library service responses instead of the traditional roles assigned to public libraries by earlier manuals.

The Westchester Public Library recognizes that all of these service responses are important to the community and will strive to meet or exceed the expectations of its users.

The library will not limit itself in its attempt provide these services to its citizens in whatever degree may be possible. Instead, it will attempt to provide as much service as possible in whatever area might be requested by the public at any given time.

1. **Be an Informed Citizen:** Local, national, and world affairs. Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.
2. **Build Successful Enterprises:** Business and non-profit support. Business owners and non-profit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations.
3. **Celebrate Diversity:** Cultural awareness. Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.
4. **Connect to the Online World:** Public Internet access. Residents will have high speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.
5. **Create Young Readers:** Early literacy. Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.
6. **Discover Your Roots:** Genealogy and local history. Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.
7. **Express Creativity:** Create and share content. Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.
8. **Get Facts Fast:** Ready reference. Residents will have someone to answer their questions on a wide array of topics of personal interest.
9. **Know Your Community:** Community resources and services. Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

10. Learn to Read and Write: Adult, teen, and family literacy. Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

11. Make Career Choices: Job and career development. Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

12. Make Informed Decisions: Health, wealth, and other life choices. Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.

13. Satisfy Curiosity: Lifelong learning. Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

14. Stimulate Imagination: Reading, viewing, and listening for pleasure. Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.

15. Succeed in School: Homework help. Students will have the resources they need to succeed in school.

16. Understand How to Find, Evaluate, and Use Information: Information fluency. Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

17. Visit a Comfortable Place: Physical and virtual spaces. Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

18. Welcome to the United States: New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics that they need to participate successfully in American life.

ONGOING EVALUATION PROCESS – The Library Director draft and annual *Plan of Service* to guide library operations each budget year. The Library Director shall also evaluate library programming and services on an ongoing basis, making adjustments to the annual *Plan of Service* as needed and making recommendations to the Library Board of Trustees when the matter might fall under the purview of library policy.

FINANCIAL RESOURCES AND SUSTAINABILITY – Although there have been some serious financial challenges in the library's past, at the present the library's financial condition is considered to be sound. For a snapshot of the finances, please see the library's *Plan of Service 2016*. As of this writing, the library has \$7,819,973.24 total reserves in the Library Improvement Reserve Fund and the Rainy Day Fund.

If the library exercises financial discipline and there are no dramatic changes in library legislation that would adversely impact revenues, there should be enough income and reserves to sustain a sound and varied program of public library service for the term of this plan.

SERVICE OBJECTIVES

“Ah, but a man’s reach should exceed his grasp, or what’s heaven for?”

Robert Browning

It is an objective of the Westchester Public Library to continue to provide high quality, efficient, effective, and modern public library service to its patrons.

It is an objective of the Westchester Public Library to continue to maintain the financial health of the organization through sound business practices including prudent budgeting and expenditure, and the accumulation and investment of reserve funds.

It is an objective of the Westchester Public Library to continue to serve a growing resident and nonresident population.

It is an objective of the Westchester Public Library to remain independent, to continue to resist the dissolution of the library district, and to continue to oppose efforts to mandate the consolidation of community libraries in Indiana.

It is an objective of the Westchester Public Library to continue to serve the residents of the towns of Westchester Township, and the residents of the towns who reside outside of the township acquired by the growth of the towns through annexation even though town growth outside of the township does not provide additional library revenue.

It is an objective of the Westchester Public Library to continue to provide access to the Lake County Public Library on behalf of its patrons.

It is an objective of the Westchester Public Library to continue to be governed by a well-trained Board of Trustees dedicated to providing the patrons of the library district with the highest possible quality of efficient and effective library service. When library vacancies occur, the Library Board will attempt to assist appointing authorities in the selection of qualified and dedicated Library Trustees.

It is an objective of the Westchester Public Library to continue to be governed by a nonpartisan, appointed Board of Trustees.

It is an objective of the Westchester Public Library to continue to meet and exceed Indiana’s Minimum Standards for Public Libraries.

It is an objective of the Westchester Public Library to continue to meet or exceed the input and output measures of public libraries of comparable size.

It is an objective of the Westchester Public Library to continue to examine the programs and services of other libraries, and to seek the opinions of the library's public through occasional formal patron survey, informal inquiry, and public suggestion.

The Westchester Public Library recognizes that all library roles are important and will continue to allocate percentages of effort accordingly.

It is an objective of the Westchester Public Library to continue to seek funding at a level which will allow it to continue to provide superior quality library service to an increasing number of library patrons.

It is an objective of the Westchester Public Library to plan for expansion of facilities to provide additional space for library collections, services and programs.

It is an objective of the Westchester Public Library to maintain its facilities at their current locations.

It is an objective of the library to plan for the expansion of the Thomas Library.

It is an objective of the library to continue to own and operate the Hageman Library in the Town of Porter.

It is an objective of the library to continue to operate the Westchester Township History Museum, preferably at the Brown Mansion.

It is an objective of the library to seek ways to expand parking at its central locations.

It is an objective of the library to maintain current library operating hours.

It is an objective of the library to continue to maintain all its equipment in a safe and serviceable condition and to acquire new equipment as deemed desirable or necessary.

It is an objective of the library to continue to seek, employ, and retain staff members dedicated to providing the finest quality library service to the community.

It is an objective of the library to continue to provide the staff with the training opportunities they need to perform their tasks efficiently and effectively.

It is an objective of the library to provide its staff with fair and reasonable compensation for their performance.

It is an object of the library to maintain relevant collections of materials its patrons need and desire through the acquisition of new items and the weeding of dated materials, and to develop new collections in useful formats.

It is an objective of the library to maintain its program of topical adult programming, increase public participation in library programming, and to offer the community new and innovative opportunities for education and instruction.

It is an objective of the library to provide a strong series of well attended young adult program opportunities.

It is an objective of the library to continue its tradition of providing attractive, innovative juvenile programming.

It is an objective of the library to maintain its integrated library system.

It is an objective of the library to increase the informational content of the library's web site through loading unique collections and subscribing to additional online resources.

It is an objective of the library to continue to provide general, family-friendly library service at the Hageman Library.

It is an objective of the library to continue to provide courteous, efficient, and effective circulation services.

It is an objective of the library to maintain the quality of the reference service provided to our patrons.

It is an objective of the library to continue to provide serial services, access to the Internet, and public instruction in technology.

It is an objective of the library to continue its expansion of its audio-visual collections and the space available to house the collection. It is also an objective to explore downloadable video.

It is an objective of the library to maintain high quality technical services and reduce delays in acquisitions, cataloging and processing as much as possible.

It is an objective of the library to continue to collect, organize, preserve, and disseminate local history information through its museum services.

It is an objective of the library to continue to provide the custodial staff with the support it needs to clean and maintain library grounds, equipment, and facilities.

It is an objective of the library to continue to offer used book sales to the public through the Friends of the Westchester Public Libraries.

It is an objective of the library to continue to provide its program of service to the homebound.

It is an objective of the library to continue to provide consumers with the resources they need to make informed decisions.

It is an objective of the library to continue to provide resources on cultural heritage.

It is an objective of the library to continue to offer collections and programs on current topics and titles.

It is an objective of the library to continue to provide resources and assistance in the support of formal learning.

It is an objective of the library to continue to provide its patrons with a sound collection of information resources.

It is an objective of the library to continue to provide government information and referral.

It is an objective of the library to continue to offer instruction in information literacy and the uses of new technologies.

It is an objective of the library to continue to provide its patrons with the resources they need for lifelong learning.

It is an objective of the library to continue its emphasis on local history and rely upon other libraries for genealogy collections and services.

COLLABORATION WITH COMMUNITY PARTNERS

It is an objective of the library to continue to provide the community with free public meeting space, and to consider the possible expansion of such space in any facility expansion.

It is an objective of the library to consider a remodeling of the Library Service Center which might allow the temporary division of the meeting room for the purpose of hosting multiple meetings simultaneously.

It is an objective of the library to continue its close collaboration with the Friends of the Library.

It is an objective of the library to continue to collaborate with the Westchester Township Trustee in assisting with Trustee programming and by continuing to rent space and to provide support service to the Trustee office.

It is an objective of the library to continue to support the efforts of the Adult Learning Center and to further assist the Center by continuing to make access to new technologies available to its teachers and students.

It is an objective of the library to continue its business and career information services through programming, specialized collections and support for the Duneland Chamber of Commerce.

It is an objective of the library to continue to work with other community organizations such as the public schools, private schools, and homeschool families to provide them with supplemental resources for their students.

It is an objective of the library to continue to maintain files, directories, and databases for the purpose of referral to other community organizations and agencies.

COLLABORATION WITH OTHER PUBLIC LIBRARIES

It is an objective of the library to continue to participate in the state-wide agreement for reciprocal borrowing.

It is an objective of the library to continue to participate in interlibrary loan efforts and to lend materials when requested.

It is an object of the library to continue to participate in a variety of professional library and technical organizations by encouraging staff to attend workshops and conferences and for staff to offer programs about our own programming and services.

It is an objective of the library to continue to encourage staff to participate in state and regional counterparts groups.