Hussey-Mayfield Memorial Public Library
Strategic Plan 2020 - 2023

Strategic Plan
2020-2023

Adopted by the
Hussey-Mayfield Memorial Public Library
Board of Trustees
on December 19, 2019

Strategic Plan Facilitator:

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Midwest Collaborative for Library Services

This document will be available online at the Library's website

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Acknowledgments

The development of the strategic plan took considerable time and the dedicated effort of many people. We would like to extend our sincere thanks to all those who helped make this plan a reality.

- 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, as well as the many residents who attended our community conversations and shared their aspirations 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 can the Library help?"

The Strategic Planning Committee recommended that the Library Board adopt five strategic focus areas for the period 2020-2023. The strategic areas of focus are:

DESIGN RESPONSIVE SPACES

We will design and update spaces, both inside and out, to foster connections, conversations, study, work, and play.

FOSTER KNOWLEDGE AND ENRICHMENT

We will offer a broad array of programs, services, and collections that enrich the lives of all ages.

PERSONALIZE SERVICES

We will enhance the experience of people using the Library by creating services tailored to meet the needs of individuals and increase convenience.

PROACTIVELY COLLABORATE

We will seek and initiate partnerships with various groups to expand our capacity and to position the Library as a leader in the community.

REMOVE BARRIERS

We will seek to identify and eliminate barriers to accessing and using Library services.

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. The MCLS approach to strategic planning is 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 14-person Strategic Planning Committee was assembled, which included representatives from the Library Board, the Library Staff, the Friends of the Library, and the Library Foundation.

3. At an initial meeting with the consultants, the strategic planning committee brainstormed a list of community leaders to interview, as well as a strategy to invite community members to participate in community conversations. The participants needed to represent as many groups and stakeholders in the Hussey-Mayfield Memorial Public Library's service area as possible. **Appendix A**

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. 36 community leaders participated in the interviews.

5. MCLS consultants, Michelle Bradley and Pamela Seabolt, conducted 5 community conversations with 56 residents. These conversations were 90-120 minutes long, and were about what they wanted their community to be, what challenges they face in realizing these aspirations, and how the Library might help.

6. MCLS consultants compiled the information from the community leader interviews and the community conversations to identify themes. This information was used to create a "Community Narrative" to summarize the public knowledge that was gathered.

7. Following the completion of the Public Knowledge Summary, the consultants conducted two focus groups with staff and one focus group with Library Trustees to gather input on which of the community's aspirations the Library could most strategically address.

8. In addition to the "public knowledge", Library staff created a data package that included a benchmarking report, five-year usage statistics, and demographics.

Library staff benchmarked data points from the Hussey-Mayfield Memorial Public Library against six other Indiana libraries of similar size, and six other national libraries of similar size with similar annual expenditures to understand how the Hussey-Mayfield Memorial Public Library stands in relation to its peers. Additionally, Library staff compiled and analyzed Library usage statistics over a five-year period and examined uses such as circulation of materials, Library visits, collection holdings, program attendance, etc. to identify trends. Lastly, staff reviewed demographic information, including population projections and poverty levels.

9. The Strategic Planning Committee met on October 11, 2019 to review the data package and 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 the basis for the development 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 areas of focus. **Appendix B**

10. On November 1, 2019, MCLS consultants returned to the Hussey-Mayfield Memorial Public Library to work with all Library staff on the creation of a tactical plan to address the key strategic focus areas that were identified by the strategic planning committee. The group answered the questions for each priority: "What will the customer experience?"; "How will the community benefit?"; "What activities might occur?" "What will success look like?"; "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 activities that make up the five-year strategic plan.

11. Next Steps: The Library staff will develop "values statements" that describe the beliefs and intents behind the core values. Additionally, they will develop targets and timelines for the objectives and develop a method to collect and report the data on the progress of the objectives. Staff will also develop an implementation plan to enact the strategies and organizational competencies throughout the 3-year period of the plan.

Hussey-Mayfield Memorial Public Library

Our Vision

To be an innovative, forward-thinking community hub that inspires a welcoming culture of connectivity and discovery well beyond the Library's walls.

We Value

- **Vision**
- **Enthusiasm**
- **Connection**
- **Exploration**
- **Collaboration**

Key Strategic Directions

Create Personalized Services

We will create experiences tailored to meet the needs of individuals and increase convenience.

Design Responsive Spaces

We will design and update spaces, both inside and out, to foster connections, conversations, study, work, and play.

Proactively Collaborate

We will seek and initiate partnerships with various groups to expand our capacity and to position the Library as a leader in the community.

Foster Knowledge and Enrichment

We will offer a broad array of programs, services, and collections that enrich the lives of all ages.

Remove Barriers

We will seek to identify and eliminate barriers to accessing and using Library services to ensure that all area residents and visitors may be fully served.

GOALS/OBJECTIVES/STRATEGIES

The Hussey-Mayfield Memorial 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.

GOALS, OBJECTIVES, STRATEGIES

Strategic Direction 1:
Design Responsive Spaces
We will design and update spaces, both inside and out, to foster connections, conversations, study, work, and play.

Goal 1: Position the Library as a Third Place; a destination to gather, engage, and connect in a welcoming and comfortable environment.
Objectives:
- ➢ People will broaden their social network at the Library
- ➢ People will agree that the Library environment is welcoming and comfortable
- ➢ Visits to the Library will increase

Potential strategies:
- Create a "work friendly" environment by providing "office space" for remote workers or offering businesses space to rent
- Instill family friendly practices such as providing a station for nursing mothers
- Foster social gathering and connections by creating a coffee shop space and personal activity space for events such as bridal showers, birthday parties and other social events
- Encourage recreation and gathering in outdoor areas, such as the development of outdoor picnic areas
- Investigate flexible/moveable shelving options in order to expand programming space
- Expand capacity for group meetings and study through the development of flexible meeting and study spaces

Goal 2: Cultivate space to develop and nurture creativity and exploration
Objectives:
- ➢ Program attendees will say they learned something new that is helpful
- ➢ Program attendees will say they intend to apply what they have just learned

Potential strategies:
- Develop a maker space to provide opportunities for people to explore their own interests, learn to use tools and materials, and develop creative projects

- Introduce state of the art digital equipment by creating a digital media room for use of virtual reality, podcasting equipment, gaming computers and other high-tech gadgets for community use and Library created virtual programs
- Foster outdoor exploration through the creation of play and programming areas, such as a sensory garden for bird watching, monarch waystation, bees, and gardening club activities

Goal 3: Develop space for Library services offsite and beyond the current building

Objectives:
➢ Circulation will increase
➢ The number of cardholders will increase
➢ People will say they accessed Library services remotely or off-site

Potential strategies:
- Explore feasibility of building a new branch Library to expand the reach of Library services beyond the village
- Implement bookmobile services to reach target populations and neighborhoods currently underserved
- Develop passive Library programming in community spaces such as outdoor story walk installations or history walk maps
- Improve technology capacity beyond the walls of the Library by increasing wi-fi access to outdoor and off-site areas

Strategic Direction 2:
Proactively Collaborate
We will seek and initiate partnerships with various groups to expand our capacity and to position the Library as a leader in the community.

Goal 1: Seek strategic partnerships with various community organizations in order to expand the capacity and services of the Library.
Objectives:
➢ Community partners will indicate that the Library helped them achieve their goals/mission
➢ A designated number of all Library programs will include a community partner
➢ The number of Library partnerships will increase

Potential strategies:
- Establish relationships and maintain awareness of potential partnership opportunities by embedding staff in various community groups and organizations
- Collaborate with local businesses and other organizations on community events and programs, such as Christmas in the Village
- Position the Library as a partner in the arts by hosting local artists shows, programs, and traveling exhibits
- Develop an outreach department, with staff dedicated to work with outside groups and organizations
- Develop collections that support potential partners (ie: scouts, homeschools, Kumon)

Goal 2: Position the Library as a boundary spanning organization within the community to connect people and services and increase awareness of community and Library resources
Objectives:
➢ People will say that the Library is a source for information on community events

Potential strategies:
- Position the Library as a key source of local community events through the creation of a shared community calendar
- Create a council for county service providers to cooperate and coordinate collections and displays to support and promote community events
- Increase awareness of local community information by developing a database of community resources, services and experts (scouts, tutors, etc.)
- Support awareness and use of local businesses and services through apps or programs that reward people for visiting the Library linked to businesses, or provides discounts to local businesses

Strategic Direction 3:
Foster Knowledge and Enrichment

We will offer a broad array of programs, services, and collections that enrich the lives of all ages.

Goal 1: Offer a variety of programs at flexible times and places to enhance the lives of community members of all ages.
Objectives:
- Program attendance will increase
- People will say that attending programs at the Library has enriched their lives

Potential strategies:
- Provide English classes for people learning English as a new language
- Enhance skills and abilities through series programs, such as weekly exercise classes or classes leading to certifications
- Bring people together to meet and connect by offering social programs, such as seed or recipe swaps
- Position the Library as a leader in lifelong learning by bringing in more speakers and experts, and hosting conferences
- Develop learning communities through such resources as Great Courses and Gale Courses
- Offer programming in off-site locations to expand reach

Goal 2: Provide readily available popular materials in a variety of formats, both traditional and non-traditional.

Objectives:
- Circulation of materials will increase
- People will say they tried something new at the Library

Potential strategies:
- Develop a collection of non-traditional materials (seeds, exercise kits, craft tools, cooking) for people to try out new tools and activities
- Purchase more popular and current materials for all age groups to anticipate and keep up with demand and decrease wait-times
- Enhance recreation through the establishment of a Bikes for Loan program

Strategic Direction 4:
Remove Barriers

We will seek to identify and eliminate barriers to accessing and using Library services.

Goal 1: Meet patrons where they are, providing services at flexible and convenient times and locations to accommodate those who have difficulty accessing the traditional building and hours.

Objectives:
- ➢ People will say that they were able to access Library services when and where they needed them.
- ➢ The number of cardholders will increase

Potential strategies:
- Accommodate various lifestyles by expanding hours of Library use. Consider Friday night hours
- Alleviate transportation barriers by providing remote holds pickup in Whitestown
- Accommodate various lifestyles by offering after-hours holds pickup
- Alleviate transportation barriers by offering book/material returns in remote locations
- Implement bookmobile services to reach target populations and neighborhoods currently underserved

Goal 2: Foster an accessible, safe, adaptable, and welcoming environment for all demographics and abilities

Objectives:
- ➢ People will say they were able to navigate and use the building with ease
- ➢ People surveyed annually will say the Library was welcoming
- ➢ People will say they were able to access the services at the Library that they wanted and/or needed

Potential strategies:
- Improve navigation of the building and services by updating wayfinding signage and developing a building/resource map
- Improve awareness of Library activities and programs by developing daily activity information resources, such as a digital activity app or Alexa skill, as well as a paper resource
- Expand access to electronic resources for all area students through development of a student ID/school card program for all students to have database access
- Remove barriers to basic Library access, especially for youth and low-income patrons, by eliminating overdue fines
- Further reduce economic barriers to Library access by lowering replacement costs of lost and damaged materials
- Make it easier for those with children or pets to visit the Library by offering 30-minute childcare or dog-care/crates
- Ensure that Library facilities are accessible for abilities by conducting an ADA compliance audit of the building

Goal 3: Position the Library as a role model for inclusion and growth

Objectives:
- ➢ People will say the Library offers programs and services that reflect their interests and needs
- ➢ People who attend a program designated as inclusive will say that it met their needs

Potential strategies:
- Take a lead role in creating an inclusive community by offering a "Welcome to broader Zionsville Community" program, including multiple community organizations; every 6 months
- Identify underserved groups, such as the elderly, disabled, sensory challenged, etc. and develop programming inclusive of their interests and needs, such as wellness, intergenerational, or ESL programs
- Offer cultural awareness training for staff

Strategic Direction 5:
Personal Services
We will enhance the experience of using the Library by creating services tailored to meet the needs of individuals and increase convenience.

Goal 1: Provide personal and tailor-made assistance in using Library services, making all patrons feel special.

Objectives:
> People will rate the level of convenience in accessing Library services as very good or excellent

Potential strategies:
- Meet the needs of the individual by offering one-on-one appointments for technology or research assistance
- Enhance the reader's experience by providing formal readers advisory services (online forms, etc.)
- Make people feel welcome at the point of entry by coordinating a team of greeters
- Provide personal "shoppers" to assist patrons in selecting and checking out materials
- Improve/develop interactive assistance via customer service touch screens
- Improve Ask a Librarian (by department) service—make it more accessible. Make it easily available on-site
- Enhance Library space for personal needs, such as space for community members to share their skills or connect people with skills with people who want to learn the skill and developing spaces for people to meet 1:1
- Personalize off-site assistance by offering live chat with Library staff on the Library website
- Enable personal phone or device interaction with the Library by providing a Library app such as Boopsie

Goal 2: Develop conveniences that surprise and delight patrons

Objectives:
> People will say that in the last year, they had an experience with the Library that surprised or delighted them

Potential Strategies:

- Increase convenience by providing parking lot pickup of materials (like Kroger shopping)
- Encourage and enable Library patrons to make material requests by developing a simpler method for requests
- Increase access to Library materials for those who are temporarily or permanently homebound
- Enhance the experience of visiting the Library during special events by providing valet parking during Library events
- Install informative signage with daily information updates
- Offer the Library parking lot as remote parking for special community events
- Institute hospitality practices such as providing water bowls outside for dogs, or distributing treats for children

APPENDIX A

Strategic Planning Engagement

Community Leader Interviews

Community leader interviews will be conducted by the planning committee using a discussion guide prepared by MCLS, and notes will 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
- 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 2 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.

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

Community Leader Interview Process

Step #1
Hold a meeting on 8/09 with planning committee members to brainstorm names of community members in each category.

Step #2
From the generated list of names, select 30 names that are **community leaders** that will be interviewed one-on-one by the strategic planning committee members (using the criteria from the Aspen Institute to decide if they are a community leader.)

Step #3
Planning committee members choose at least two of the identified leaders to interview.

Step #4
Committee members should contact the assigned community leaders and ask if they can take a few minutes to answer some questions. You can do this however you feel comfortable: over a cup of coffee, over the phone, a visit to their office, or via email if that is the only way to reach them. Record your interview notes and submit to Kimberly Olivares at kimberlyo@zionsvilleLibrary.org or in person, by 8/30. The Library will scan and send them to engagement@mcls.org for compilation.

I will interview the following community leaders:

Name _____ Affiliation (s) _____

Name _____ Affiliation(s) _____

Appendix B:

Statement of Long Range Plan Compliance with Indiana Public Library Standards

A. Statement of Community Needs and Goals
   a) A 14-person Strategic Planning Committee was assembled, which included representatives from the Library Board, the Library Staff, the Friends of the Library, and Library Foundation.
   b) At an initial meeting with the consultants, Library staff and board members brainstormed a list of community leaders to interview, as well as a strategy to invite community members to participate in community conversations. The participants needed to represent as many groups and stakeholders in the Hussey-Mayfield Memorial 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. 36 community leaders participated in the interviews.
   d) MCLS consultants, Michelle Bradley and Pamela Seabolt, conducted 5 community conversations with 52 residents. These conversations were 90-120 minutes long, and were about what they wanted their community to be, what challenges they face in realizing these aspirations, and how the Library might help.
   e) MCLS consultants compiled the information from the community leader interviews and the community conversations to identify themes. This information was used to create a "Community Narrative" to summarize the public knowledge that was gathered. See Appendix C.
B. An assessment of facilities, services, technology, and operations
   a) Throughout the planning process, committee members and staff considered the facilities, services, technology and operations of the Library. During the staff retreat, staff specifically were 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 D.

C. Measurable objectives and service responses to the community's needs and goals.
   a. Five key strategic focus areas were identified to address community needs and goals. See Page 10.
   b. A vision statement was 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 F.
D. An ongoing annual evaluation process has been developed and will include a combination of both outputs and outcomes. See Appendix E.
E. Financial resources and sustainability. See Appendix F.
F. Technology Equipment Replacement Schedule. See Appendix G.
G. Professional Development Strategy. See Appendix F.
H. Collaboration with other public libraries and community partners. See Appendix F.

Appendix C: Community Report

Summary of Community Conversations and Interviews

The Library used a combination of both community conversations and one-on-one interviews with a wide variety of community residents and community leaders. The conversations and 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.

Five community conversations were held between August 24 and September 9, 2019. The conversations took place at the Hussey-Mayfield Memorial Public Library and the Royal Run Clubhouse. The conversations were facilitated by Pamela Seabolt and Michelle Bradley of the Midwest Collaborative for Library Services. These 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. 52 community members participated in the 90-minute conversations. Additionally, the members of the Library's strategic planning committee conducted one-on-one interviews with various leaders, seeking similar information to the community conversations. 36 community leaders were interviewed.

The notes from the conversations and 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 with words that community members used to describe their aspirations and concerns. Additionally, information on how the conversation participants and interviewees believe the Library can help the community to reach its aspirations are organized, themed, and aligned with specific aspirations or concerns that they might address.

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."

Hussey-Mayfield Memorial Public Library Community Narrative Public Knowledge Summary

The Hussey-Mayfield Memorial Public Library community aspires to be welcoming, diverse, and inclusive where people and agencies work collaboratively so it can grow sustainably. The community wants to be connected, engaged, active, aware, informed, generous, involved, one that supports education and recreation throughout a person's lifetime, and where people of all backgrounds, regardless of race, religion, socio-economic status, or age are supported.

Sustainable Growth – Every conversation, and in almost every interview, the topic of growth and the importance of growing sustainably was woven into all of the aspirations for the community. In almost all of the conversations, people were excited about the growth and the opportunities it was providing the community, including increased diversity of the community and businesses in the village. Along with the belief that the growth of the community was positive, however, there were concerns expressed through the conversations around ensuring that the growth was sustainable to the community.

Many expressed the growth as an opportunity for the community to remain innovative, but this was tempered with a desire to ensure there was a diversified tax base through growth in business and industry in addition to the residential growth. The rapid residential growth in the community has also caused disparity of affordable housing options and some who work in the community are unable to live here because they cannot find housing to meet their needs. People also felt that the Zionsville schools were a major draw to those moving into the community, but expressed concerns around whether the schools would be able to keep up with the growth, citing instances where students needed to share lockers at school because of student population.

Many people desired to maintain a walkable or bikeable community, but mentioned concerns of neighborhoods becoming isolated, in part because of their location when built being physically separated from other neighborhoods, but also because of a lack of sidewalks connecting neighborhoods together. Transportation was also a concern of the community in maintaining sustainable growth because as population increases the infrastructure is not supporting increased traffic patterns in the community, especially during the times children are being picked up or dropped off from their schools or the school buses are trying to navigate the roads. One suggestion from multiple conversations was adding a trolley

line that would navigate the main thoroughfare. The community also felt that some in the community do not have reliable transportation. Those who relied on others for transportation such as youth, seniors, or families with a single vehicle, would become isolated without public transit options.

Quite a bit of conversation happened around a desire for Zionsville to be a "live, work, and play" community where they had access to everyday necessities without having to leave the community. The community wants more businesses that support the residential community, and for the community to show their support of local businesses by spending money locally rather than outside of the community. A concern for a lack of trade jobs or volunteer opportunities, especially for teens, was discussed in the conversations and interviews, as well. Opportunities need to be provided for teens to gain necessary experience and to have adequate transportation options to take advantage of those opportunities.

Connected & Engaged – Throughout many of the conversations and interviews a desire for people to be connected and engaged was discussed in a variety of ways. The community wanted to be connected with each other and have opportunities to come together as a community to engage with each other and share and hear diverse views. They expressed a desire to have common community spaces, either new spaces such as a community center, or utilize existing spaces such as the Library or Town Hall, where they could come together for activities, events, or just to have conversation.

Those that are brand new to the community felt disconnected and unsure of what services or organizations they had access to, or how to get involved. On the flip side of that, long-time residents also expressed a desire in connecting with newcomers to get them more active and involved in the community. A desire for activities and events specifically for seniors to connect and engage was also discussed in many of the conversations and interviews.

In all of the conversations and many of the interviews, the Library was seen as that neutral and safe space to provide information and education on different cultures and religions, as well as connecting people in the community and engaging them on these issues.

Welcoming, Diverse, Inclusive, Safe, Sense of Community – Being welcoming and cultivating a sense of community was talked about often. People wanted, and felt like Zionsville is, a welcoming community to everyone. It was also felt that Zionsville had a "small-town feel" that cultivated a sense of community to those who live here, and expressed a desire to continue to have that "small-town feel" despite the rapid

rate of growth. Newcomers to the community expressed the desire to have that safe, small-town community feel as a reason for moving to the community, and long-time residents expressed this same feeling as the reason they stayed in or moved back to the community to raise their families.

In all of the conversations and most of the interviews a desire to live in a diverse and inclusive community made up of multiple races, religions, socio-economic statuses, and ages was repeatedly expressed. However, people felt that there is a lack of diversity in the community and that there would be a benefit to the community and to the tax base to have more diversity.

Educated– The topic of education cropped up in various ways in the conversations. First, people felt that the quality of the schools and level of educational attainment were a benefit to the community and felt that it was a draw to newcomers in the community. There were also references to education as a desire for lifelong learning opportunities for topics such as technology skills, learning languages, cooking, art and creativity, and learning about a variety of cultures or religions. The opportunity to attend events celebrating cultural or religious holidays of all types was discussed many times, and the Library's international festival and the Whitestown Festival of Lights were mentioned often as shining examples of this.

Active – The community wants to be active with ample opportunities for outdoor recreation and plenty of green spaces. A desire for a walkable and bikeable community and other areas to ride bikes as a family was also discussed, as well wanting more nature parks and trails in the community.

Collaborative – Collaboration and partnerships were discussed during the conversations and interviews. The importance of the community organizations and agencies working together was stressed, especially because of the rapid growth in the community. Organizations need to come together to ensure that residents are getting the support they need and to ensure services won't be duplicated.

Aware – Ensuring that the community is aware of the reality of crime in the community, that there are underprivileged in need of help in the community, and knowing who is a part of the community is important. Along with that is a desire to be aware and well-informed by having one place or organization they could go to or receive information from about the community. The type of communication was varied with some looking to social media as their source of information, while others wanted print communication or to have more information placed in the weekly newspaper.

Involved, Supported, Generous – Being involved in the community was expressed in multiple ways such as attending or participating in community events, participating in community organizations, or being involved and active with local government. The community also felt it was important to actively support others in their community by knowing and helping those in their neighborhoods, as well as helping to support local organizations and businesses. The importance of feeling personally supported by neighbors, in their neighborhoods, and in the community was also expressed, as was being generous and kind by giving back to the community in some way.

Aspirations

Educated
Safe Vibrant Generous
Supportive
Active Inclusive Collaborative
Kind
Sense of Community Innovative
Sustainable Growth
Involved Engaged
Diverse Friendly Neighborly
Aware
Welcoming
Open Connected

WordItOut

Concerns

Awareness
Disengaged
Transportation
Collaboration
Opportunities for teens
Community Spaces
Growth
Lack of Diversity
Acceptance Job Opportunities
Sidewalks
Isolation
Communication
Affordable Housing

WordItOut

How Can the Library Help?

Conversation participants and interviewees were asked how the Library can help achieve the community aspirations and address community concerns. The responses were compiled and loosely themed, followed by some of the specific suggestions under each category. Some suggestions could fall under more than one category. The suggestions could be a combination of activities the Library already conducts, or ideas for new activities. Under each category are listed some of the community aspirations and concerns that might be addressed by the theme.

Enrichment

Many see the Library as playing an important role in providing opportunities for enrichment, beyond traditional classroom learning, to people of all ages in the community. The Library provides excellent children's programming opportunities, but many would like to see the opportunities for adults, teens, and families expand. Teens expressed that they would appreciate program and volunteer opportunities year-round and would like for student Library cards to be available so that those who don't live in the Library district are still able to use the Library. Some specific program ideas that were generated included trivia nights, arts or cultural experiences, writing groups, life skills classes (basic financial literacy, computer use, job development, etc.), men's book clubs, or pop-up programming at community events or organizations. Building on the desire to provide enrichment experiences, some also expressed an interest in expanding services to lend other objects such as museum passes or artwork.

Some suggested the Library could look to resources and people in the community for expertise and collaboration in providing programming, educational opportunities, and diverse collections. Discussion was around it being essential to continue to evaluate the Library's services to ensure that a diverse group of people find programs they are interested and able to participate in, that program times are appropriate, and that the number of programs offered meets the demand.

Many look to the Library to be an innovative leader in technology by having newer devices and equipment available and maintaining adequate infrastructure and broadband to meet advancing technology needs. People also expressed interest in wanting to use the Library's digital services but felt that they needed assistance to know what was available and to set the services up on their devices. Providing regular drop in technology help opportunities and providing online tutorials or videos was suggested to help bridge that gap.

The conversation around the Library's opportunities to provide educational enrichment addresses the community's **aspirations** of Sustainable Growth, being Educated, Diverse, Involved, Collaborative, and Innovative; and speaks to the community's **concerns** around Growth, Lack of Diversity, Opportunities for teens, Collaboration, Awareness, and Communication.

Platform and Place for Engagement

Some suggested that the Library is an ideal place to provide neutral space to convene conversations around community issues. That the Library could "Be a safe space for brave conversations and multiple viewpoints." This concept leads to the use of the Library as a community center, where there can also be opportunities for cultural engagement. One specific idea was to engage patrons with an aspirational question of the day when they are checking materials out. Many suggested that the Library continue to engage people in the community beyond the strategic planning process.

Adults and teens had a desire to know more about how the Library operates and makes decisions. Suggestions included a "Meet the trustees" event and an orientation on Library governance that included information on the board of trustees, the Friends of the Library, and the Library Foundation. People were also interested in learning more about how the Library makes collection decisions, and how they could be more involved in that process. There is a yearning to be more participative in the decisions of the Library.

The discussion around opportunities for the Library as a platform and place for engagement addresses the community's **aspirations** of being Engaged, Connected, building a Sense of Community, being Collaborative, Supportive, Involved, Diverse, Aware, and Open; and speaks to the community's **concerns** around a Lack of Diversity, being Disengaged, Isolation, Acceptance, Collaboration, Awareness, and Community Spaces.

Community Gathering Place – Third Space

The importance of the Library as a place the community can gather was expressed in various ways in the conversations and interviews. Many suggested it was time to reimagine the atmosphere of the Library, so it felt like a space where all are welcome and a space to "meet everyone's needs." Some specific suggestions were designated space where noise isn't a concern, space where adults or children with sensory issues are comfortable, space where remote workers can use the Library to work and be comfortable, more space specifically for older school kids and tweens, art inside and out, and a café/coffee shop or a coffee shop atmosphere with an espresso machine and snack options beyond a vending machine.

Some also made the suggestion to allow those in the community to come in and "take over" Library spaces where they could plan and offer events for the community. Along those same lines people suggested partnering with community events or organizations and holding events in the parking lot in order to draw people into the Library. Some specific suggestions of events were a mini Farmer's Market or a food truck rally. A collaboration with the school was also suggested so that a bus route to the Library was provided, as it's not easy for everyone to walk to the Library and they may not have adequate transportation there until the evening hours, if at all.

The suggested opportunities for the Library as a gathering place for the community addresses the community's **aspirations** of having Sustainable Growth, being Safe, Collaborative, Involved, Diverse, Friendly, Welcoming, Neighborly, Aware, Engaged, and Connected; and speaks to the community's **concerns** of Community Spaces, Acceptance, Isolation, Opportunities for teens, Transportation, Isolation,

and Disengaged.

Community Information Hub

During the conversations and interviews the Library serving as a community information hub was discussed in multiple ways. Some suggested that the Library should serve as a community repository for information and could share community volunteer needs, needs community organizations may have, and provide a kiosk people can access for community information. Many also wanted to see an aggregated community calendar so there was just one place the community had to look for community events.

Other suggestions centered around the Library reaching out to the community about their own events, programs, and services, and clearly communicating where that information can be found. Some specific suggestions were that the Library should "be present" at community events such as setting up a booth at the Farmer's Market or other community events to share information, have a stronger social media presence especially on Instagram and the Mom's Group on Facebook.

The suggestions for the Library as a hub of community information addresses the community's **aspirations** of being Connected, Engaged, Involved, Aware, Welcoming, Sense of Community, Active, Supportive, Collaborative, Generous, and Educated; and speaks to the community's **concerns** of Collaboration, Community Spaces, Isolation, Communication, Disengaged, and Awareness.

Library as Connector

During the conversations, the Library serving as a connector for the community was woven into many ideas and suggestions. One of the most voiced suggestions for the Library serving as connector in the community was the creation of a "Library of Experts" or a "Time/Talent Bank," which would be a database of community members who have the time and are willing to share their expertise with the community. It was also suggested various people from the community with expertise or talent could provide a type of pop-up programming and share their knowledge or teach a skill at the Library's booth for community events. People also talked about the importance of meeting people where they are and providing mobile Library services to areas of the community without easy access to the Library. Connecting people with opportunities to donate to the Library was also suggested, by providing specific needs or projects that people can give to monetarily.

The Library has a unique role to play in connecting people to service and volunteer opportunities by providing opportunities for volunteerism and service for the Library. One specific suggestion to instill the importance of volunteerism at a young age is to create a Library ambassador program for kids, where they meet at the Library and then "spread the word" about the Library to other kids. Teens also spoke about wanting volunteer opportunities at the Library year-round.

Other suggestions were around the Library facilitating the connections of people in the community by intentionally creating opportunities for people to connect through events and programs. One specific suggestion for this was to give people time and space to introduce themselves at Library programs/events,

especially at children's events where parents attend and participate. It can be intimidating to meet new people and having time to connect is invaluable. Personal invitations to events are also appreciated. Teens especially voiced a desire that they be invited personally and not just have the invitation go to their parents - include the teen and parents both on the invitation.

The Library can also help connect people to what's going on in the community by creating Library exhibits or displays that correspond to community events, and providing shelf or display space for people to display artwork (does not have to be professional artists, just those interested), by sharing other organizations' opportunities for service, collaborating with other organizations to provide services, and advocating for the underserved. One specific suggestion for collaboration was to partner with Town Hall to promote the use of their meeting space if the Library's space is full and vice-versa.

Suggestions for the Library serving to connect people to the community addresses the community's **aspirations** of having Sustainable Growth, providing a Sense of Community, being Connected, Engaged, Active, Supportive, Generous, Collaborative, Kind, Innovative, Educated, Involved, Aware, Friendly, and Welcoming; and speaks to the community's **concerns** of Growth, Acceptance, Isolation, Communication, Collaboration, Community Spaces, Disengaged, Awareness, and Opportunities for teens.

Platform for Cultural Exchange

People wanted to have exposure to diverse cultures of people and felt that the Library was an important part of providing those experiences. There was discussion around the importance of examining Library policies, procedures, and practices for implicit biases. Including the process for book donations or suggestions for purchasing materials in other languages or representing diverse cultures was discussed. Specific suggestions for inclusiveness centered around sharing information, creating displays, and offering programs that are culturally diverse, by using an international calendar of events and being inclusive by celebrating more than just Christmas. Many people also wanted to expand the Library's International Fair and offer it more frequently, as well as have the Library participate in the schools International Nights. Suggestions were also made to have culturally diverse and inclusive displays at the Library such as for Black History Month, Pride Month, information about the Holocaust, and religions other than Christianity.

Suggested opportunities for the Library as a platform for cultural exchange addressed the community's **aspirations** of being Educated, Diverse, Aware, Welcoming, Open, and Connected; and speaks to the community's **concerns** of Awareness, Lack of Diversity, and Acceptance.

Personalized Experiences

During the conversations and interviews, a craving for personalized services from the Library became apparent. Many expressed an interest in the Library capturing people's personal interests in order to deliver more customized services from program/event notifications to book recommendations. Specific suggestions were customized text alerts or notifications through an app with recommendations for Library programs, events, services, books, etc. based on personal interest and providing a news aggregator for

online newspapers (The New York Times, the Washington Post, etc.).

Other suggestions to creating more personalized experiences at the Library centered around creating more welcoming encounters for those signing up for a new Library card. Specific suggestions were personally introducing people to the Library's services including how to experience the Library's programs (imagine not having participated in Library programs before), share how the Library communicates with the public, and share or provide information about how people can locate community information.

Conversation around the Library providing personalized experiences to individuals addressed the community's **aspirations** of Sustainable Growth, being Supportive, Innovative, Engaged, Friendly, Aware, Welcoming, and Open; and speaks to the community's **concerns** around Awareness and Communication.

Appendix D: Strategic Planning Committee SOAR Analysis

Hussey-Mayfield Memorial Public Library
SOAR (Strengths, Opportunities, Aspirations, Results) Assessment
(strengths and aspirations are grouped and labeled through affinity mapping)

Strengths
What about the Hussey-Mayfield Public Library makes you proud? How does that reflect our greatest strengths?

We have vision (We lead the way)
Staff vision
Constantly looking for new opportunities
Friendly, innovative, creative staff
High quality collection
Attractive facility
Beautiful and inviting building
Flexible spaces
Responsive programming
Try new things, not afraid to fail

We have enthusiasm
Welcoming and dedicated staff
Teamwork—smiles and connections
Engaged staff—cares across the Library
Responsive
Staff have a "can do" attitude
Staff think about the Library when not at work
Knowledgeable
Excellent customer service
Staff are caring and committed
Welcoming
Know people by name—personal relationships
Customer focus
Responsive customer service—there for them

We are community connectors
Library/community engagement
Comfortable and safe environment
Small-town feel
Positive community reputation
Community support
Super users
Connection with community—get things done
Dedicated patron base

Interested patrons
Sense of community
Supportive community

We are explorers
Outstanding/great/first class programming
Online services
Youth programming
Innovative and enriching programs
Collections are well maintained and relevant
Abundance of resources-databases
Trust to attract world class speakers/authors

We are collaborators
Outreach
Evergreen
Friends of the Library
Engaged and supportive Friends of the Library
Strive to keep up with technology
Engaged and supportive Library Foundation
Evergreen Indiana consortium

Aspirations
What is going on in the future that demonstrates the ideal Hussey-Mayfield Memorial Public Library you would be most proud to see?

Reaching into the Community
Additional branch
Dedicated outreach department at Library
Expand to Perry-Worth Townships
Outside the walls
More community outreach
Engaged and connected collaboration with the schools
Transportation assistance/Bookmobile
Branch in Whitestown
Expanding to provide service to all through other branches or digital services
Multiple branches and more card holders
Expanding/provide service to all/more—other branches and digital opportunities

Culture of Innovation
RFID checkouts
High tech self-checkout and search computers
Drones
Cutting edge technology
Flexible collections/respond to demands
Makerspace area/department
Cutting edge
Streamlined holds/non-open pickup
Non-traditional items to borrow

More programs
More programming (constant)
Out of the box programs
Newsworthy
Change agent
We are the innovator in the community
Initiative

Community Hub
Hub
3rd place—preferred destination
Community center/hub
Primary community hub
Life-long use of Library
Everybody's third space
More people are utilizing the Library
#IlovetheLibrary
Partners in community
Library is the place to be
A place of connection
Be the reason people move to Zionsville
We are awe-inspiring

Welcoming, Forward-Thinking Spaces
Greeter/concierge (volunteer?)
More reading spaces/open spaces
Open concept
Beautiful landscaping
Handicap accessible/transportation
Flexible spaces
Renovated building (open)
Coffee bar/area
Performance/theatre space
Redesign for co-working, discussions, performances
The updates to interiors were spot on

Loner Aspirations—Didn't go into any group
Empowered staff
Sarah is still the Director
Like Carmel, but not
Grown but still sense of community

Opportunities
What are the most strategic opportunities for the Hussey-Mayfield Memorial Public Library to meet the aspirations of the community and to achieve the visions you have created for the future of the Library?

Community gathering space
Physical space-building updates
Coffee shop

Outdoor areas/space
Responsive, forward-thinking programming
Collaboration/partnerships with businesses, town, schools, non-profits
Outreach—Library services where people live and work
Makerspace/business space—collaborate with Z Works—sound proof room--music
Bike rentals
Bookmobile/program mobile
Spanish story time
Meeting/study spaces
Art displays
Non-traditional items in collection/new and different collections
Human Library
Library cards to all ZCS students
Cooking classes
Adulting classes for teens
Innovative technology
Personalized services
       Drop-in technology help
       Readers advisory
       Concierge service-welcome station-greeters
Social/connection events
Shared calendar/community calendar
Longer/more involved program series
Branch (Whitestown?)
Fine-free (no fines)
ESL classes
Embed in Community groups
Community conversations
Social space—lounging, relaxing, meeting friends
Repository for information—kiosk, community info, agencies
Retool existing shelving to allow for easier changes in configuration of collections
Outreach librarian/department
Improved basic technology service—wireless
Expand programming offerings
5 Key Strategic Directions (Opportunities)
1. Responsive spaces
2. Proactive collaboration
3. Hub of knowledge and enrichment
4. Removal of barriers
5. Personalized services

Results
How will we know we are succeeding? What types of outcomes/impacts might we see?

Responsive spaces
Increased foot traffic/door count
Usage of new spaces/rooms—room reservations
Visits to bookmobile
Coffee bar sustainable

Increased cardholders
Program attendance
Completion of building renovation
More use per capita
Spending

Proactive collaboration
Number of embedded staff
Number of community partners
Number of community events the Library attends
Number of programs and participation numbers
Sub-plan for collaborations and ability to achieve those specific collaborations (teens, outdoor, etc.)
Increased cardholders
Increased partner activity
Community engagement rate

Hub of knowledge and enrichment
Usage of digital services
Number of program attendance
Greater variety of services
Increase in diversity of types of programs
More digital offerings
Collection use will increase
More TAS programs—inside and outside
Uses of Makerspace
Doctoral dissertations
Number of bike rentals

Removal of barriers
More use of building
More use of collections
More cardholders per capita
More staff outside of building
Increase in circulation
Decrease in inactive users
Increased holds—fewer holds not picked up
More student cards
Fine-free
Use of bookmobile
Map of Library

Personalized services
More opportunities/offerings
# of drop-in technology help
Welcome/concierge use
Map of Library use
# of after hours pickups
Increase in reference interactions
Increase in number of first-time program attendees

Appendix: E   Organizational Competencies

Organizational Competencies

Staffing
- Design staff development plan to include: cross training, live chat, after-hours holds pickup, outreach, makerspace
- Consider staffing needs for increased programming, outreach, makerspace, and marketing
- Recruit volunteers as greeters
- Consider computer lab aide or IT consultant position

Funding
- Explore grant funding for new services/materials/spaces
- Review funds allocation, including LIRF funds, to achieve strategic focus area goals and strategies (new signage, flexible furniture, flexible shelving, increased staffing
- Consider option for offering fee-based programming
- Consider charging user fees for maker space supplies
- Investigate/consider expansion of Library service area
- Explore co-funding programs/services with partners
- Seek in-kind donations for programs and collections

Policies
- Review/update circulation policy for non-traditional items, such as bikes, kits, and other things.
- Review/update materials replacement fee policy
- Review liability policy for makerspace and loan of non-traditional items
- Create a volunteer agreement/policy
- Review/update holds policy to include after-hours and off-site pickup
- Review/update parking policy
- Devise policies on use of outdoor spaces
- Review/update meeting room use policies
- Review/update collection development policies

Facilities
- Review space requirements for bikes, art displays, Library of things, 1:1 meetings, social areas, coffee area
- Develop designated parking places for parking lot pickup
- Consider moving collections space in order to increase space for other activities
- Investigate possibilities for new branch location

Technology
- Maintain/update technology
- Develop a community input method
- Develop personalized reading forms (for pickup and readers advisory)
- Implement live chat on Library website
- Implement touch screen kiosk for customer assistance
- Investigate Library app (Boopsie?)
- Implement community calendar/integrate into website

- Develop technology for off-site checkout for bookmobile, etc
- Investigate rewards apps
- Look into responsive mapping
- Increase wifi access for outside of building/offsite
- Purchase laptops to checkout
- Implement wireless printing
- Implement a collection map

Collection
- Maintain/update collection
- Purchase multiple copies of popular items
- Purchase materials to support programming
- Develop new processing procedures for new non-traditional materials
- Develop resources/collections to support strategic partners
- Develop opening day collection for new branch and bookmobile

Potential Partners
- Develop a roster of local experts for programs
- Lions Club
- Education partners—schools, homeschools
- Non-profits
- Local governments
- Local businesses
- Other libraries
- Indianapolis area organizations
- Clubs
- Zionsville Chamber of Commerce
- Health Department (certification for kitchen)
- Childcare services
- Senior services
- Indiana State Library
- BACA
- Police and fire departments
- Youth assistance programs
- Parks department/nature center
- Master gardeners
- Sullivan Munce Cultural Center
- Witham Health
- Scouts

Marketing
- Airplane with banner ad—Drone
- Viral marketing tactics
- Targeted marketing
- Market joint projects
- Cookies
- Meet with the Zionsville Chamber of Commerce to facilitate growth
- Facilitate business growth by marketing new services within the community

- Mascot
- Direct marketing to organizations
- Purchase materials and supplies for marketing, such as tents, tables, hand warmers, costumes
- Provide patron education for after-hours holds pickup
- Messaging for fine-free policy
- Messaging for need for new branch Library
- Marketing campaign for new branch location
- Marketing for new collections/services
- Partner recognition program
- Video tours

Other
- Legal advice regarding new services
- Need for more procedural documents/standard operating procedures
- Staff communication plan
- Consider security for outdoor areas
- Courier service between branches
- Secure contract for coffee service/vendor

Appendix F: Evaluation

Hussey-Mayfield Memorial Public Library
Strategic Plan 2020-2023
Evaluation Plan

Responsive Spaces

People will broaden their social network	Survey	Annually
People will agree that the Library environment is welcoming	Survey	Annually
Visits to the Library will increase	Count	Annually
Circulation will increase	Count	Annually
Number of cardholders will increase	Count	Annually
People will say they accessed Library services remotely	Survey	Annually

Proactive Collaboration

Community partners will indicate that the Library helped them	Survey	Annually
A designated number of Library programs will include a partner	Count	
The number of Library partnerships will increase	Count	Annually
People will say the Library is a source for community information	Survey	Annually

Knowledge and Enrichment

Program attendance will increase	Count	Annually
People will say Library programs enriched their lives	Survey	Each Program
Circulation of materials will increase	Count	Annually
People will say they tried something new at the Library	Survey	Each Program

Remove Barriers

People will say they could access Library services when/where wanted	Survey	Annually
Number of cardholders will increase	Count	Annually
People will say they were able to navigate building with ease	Survey	Annually
People will say the Library is welcoming	Survey	Annually
People will say they were able to access services at Library they need	Survey	Annually
People will say Library programs/services reflect their interests/needs	Survey	Annually
People who attend inclusive programs will say it met their needs	Survey	Each program

Personal Services

People will rate the level of convenience as very good or excellent	Survey	Annually
People will say they had a Library experience that surprised or delighted	Survey	Annually

Appendix G:
Communications Plan

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

- Long range 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 which state the values, vision, and key priorities, will be distributed at the Library and other locations.
- Presentations on the plan will be made to local service organizations, such as Rotary.
- An announcement about the new long range plan will be made in the Library's 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.
- The Hussey-Mayfield Memorial Public Library Foundation will fundraise and offer grants for some projects.
- The Friends of the Hussey-Mayfield Memorial Public Library will fundraise and offer grants for some projects.
- Funds may be used from the Hussey-Mayfield Memorial Public Library gift fund.
- The Rainy Day and LIRF funds will be sufficient to appropriate funds for most capital projects.
- Collaboration with other groups in providing programs and services will enable cost-sharing.

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 administration of the Library twice a year and recommendations for training opportunities will be given as appropriate.
- The Library will continue to use Niche Academy to provide training modules for all staff as needed.
- A Staff Development Committee will be developed to address needs in staff training and identify and provide learning opportunities.
- All staff will be encouraged to attend district and other conferences each year, and other training opportunities sponsored by or approved by the Indiana State Library or other relevant organization.

Collaboration

- The Hussey-Mayfield Memorial Public Library is part of the Evergreen Indiana Library consortium and also participates in interLibrary loan services.
- The Library has memberships in Midwest Collaborative for Library Services (MCLS), the Indiana Library Federation (ILF), and Lyrasis.
- Library staff participate in regional public Library roundtables and meetings.
- Community partners include Sullivan Munce Cultural Center, Zionsville Parks Department, the ARC of Greater Boone County, and Zionsville Community Schools.

Appendix H: Equipment Replacement Schedule

All equipment shall be assessed on an ongoing basis and replaced as needed and as funds allow, using the following replacement chart as a guideline.

Internet Speed - 100.0MBPS

INVENTORY CATEGORY	#	YEAR ADDED	REPLACE				
			2020	2021	2022	2023	2024
Adult Public Internet Desktop PC	20	2015(12),2019(8)	x				
Children Public Internet Desktop PC	2	2018(2)					
Public Computers on Wheels	3	<2014(1),2018(2)	x				
Public Laptop	14	2015(2),2019(12)					
Public OPAC	16	2018(16)					
Staff Desktop PC	34	<2014(6),2014(12),2017(4),2019(12)	x	x			
Staff Laptop	27	<2014(2),2014(1),2015(3),2017(2),2018(15),2019(4)	x				x
Children's Game PC	3	2015(3)	x				
Children's Learning PC	7	2018(2),2019(5)					
Tablets	22	<2014(7),2014(4),2015(3),2017(4),2018(3),2019(1)					
Server	5	<2014(4),2016(1)	x				
Security System DVR	1	2017(1)					x
Appliances (Desktop Servers)	6	<2014(4),2017(2)	x				
Public Use Copier	2	2015(2)					
Staff Use Copier	1	2015(1)					
Public Use Printer	1	2015(1)			x		
Staff Printer	15	<2014(3),2015(7),2018(3),2019(2)					
Receipt Printer	23	2014(10),2017(6),2018(1),2019(6)					
Spine Label Printer	3	<2014(3)					
Phone System	1	2016(1)			x		
Phones	59	2017(32),2018(19),2019(8)					
Scanner	3	<2014(1),2019(2)					
Firewall	1	2018(1)		x			
Managed Switch (PoE)	7	<2014(1),2016(1),2017(4),2019(1)					
Unmanaged Switch (PoE)	8	2018(3),2019(5)					
Unmanaged Switch	17	<2014(7),2016(2),2017(5),2018(3)	x				
Wireless Access Point	19	2019(19)					
NAS	2	2016(1),2019(1)					
ThinClient	10	<2014(10)	x				
Self Check PCs	6	<2014(6)	x				
Spine Label Printer	3	<2014(3)					
Sentry Self Check PC	6	<2014(6)	x				
Plotter	1	2019(1)					
Digital Marketing Displays	2	2018(2)					