2018-2022
Long-Range Plan

Approved by the Board of Trustees on 11/16/2017
Our History

Free public library service in Mishawaka and Penn Township was a grassroots movement. Development was slowed due to the disastrous Mishawaka fire of 1872. The fire destroyed most of the business area of the town, including a small library purchased with funds from the estate of William Maclure of New Harmony, Indiana. Another small township library, organized in the 1860’s, was also destroyed.

In 1873, a library was started by a society of women who paid membership dues to support the institution. The library, known as the “Ladies Library,” was dissolved in 1900 due to lack of membership. Its books were donated to the Methodist Episcopal Annex Library (First United Methodist Church) and the Lounge of the Mishawaka Woolen Manufacturing Company, later known as Uniroyal.

For seven years, the city remained without public library services. Then in 1906, positive action for library service came when the Mishawaka School Board levied a two-cent fee to be used for library purposes. On September 13, 1907, a library opened on the second floor of City Hall. The library remained a responsibility of the School Board until 1932 when an independent library with its own board was established. It presently operates under provisions of the Public Library Law of 1947.

The 28 sq. ft. room at City Hall comprised the city’s library until the Women’s Club, the Men’s Civic League, and available funds from the Carnegie Foundation spurred the impetus for a library building. These groups, combined with a gift of the property on the corner of Hill and First Streets from Mr. and Mrs. Fred G. Eberhart, made the Carnegie Library building possible. It opened on May 5, 1916.

During the 1930s, heavy use necessitated expansion of the Carnegie Library. With Works Progress Administration funds and a local bond issue, the building was remodeled in 1938 to allow the Children’s Division to move to the lower level with its own First Street entrance.

A North Side Branch served from 1950 through 1968 in a storefront building at 117 East Mishawaka Avenue. An Osceola Branch in a small store building was opened in 1943 on Lincoln Way West. It moved to the former Moran home at 206 Beech Road in 1955, where it served Penn Township patrons until it closed in October 1986. A collection of books loaned to classrooms and libraries in 26 public and parochial schools created additional service to the community. This collection remained in use until 1969 when reading and media centers were opened in all schools in the Mishawaka and Penn Township school systems.

By 1961, the Library recognized the need for additional space and established a Library Improvement Reserve Fund. With that fund as a base — plus a bond issue, the Library Board and the City Administration agreed on the present site of the current Mishawaka location at 209 Lincoln Way East. Construction began, and the original portion of the Mishawaka Library opened on July 26, 1969. In closing the Carnegie Library, employees pushed loaded book carts down Lincoln Way to the new building.

A bookmobile named the Wheel-borrow started in 1974, serving five areas once a week. All stops were inside the city limits. Due to lack of usage, this service was discontinued in July 1977.
During this time, the Mishawaka Public Library Board and the Penn Township Trustees began the process of turning the Library into a joint Mishawaka and Penn Township Public Library. This became a reality in November 1978, with the Library becoming known as the Mishawaka-Penn Public Library.

The Osceola Library remained the only branch until 1984. In 1980, the Library Board had a feasibility study conducted to determine the need for a new branch. In 1982, Cole Associates of South Bend was selected to be the Library’s architect, and a site was purchased at 602 Bittersweet Road. The planning was enlarged to include a major renovation of the downtown Library, and a $3 million bond issue was sold.

On March 24, 1983, ground was broken for the renovation of the downtown Library with Ira Mast & Son as general contractor. An addition of 9,525 sq. ft. was built at Mishawaka, and the entire interior was renovated. On March 31, 1983, ground was broken for the new 19,000 sq. ft. Bittersweet Library with Rome Builders as general contractors. On April 15, 1984, rededication ceremonies were held in the downtown Library. In December 1984, the new Bittersweet Branch Library was opened with dedication following on January 6, 1985. Because the Bittersweet Branch was built to serve the eastern part of the township, the Osceola Branch was closed in October 1986.

In 1994, plans began for the Library to grow again. The Paul F. Jernegan building was purchased for $85,000. As plans were made for a new police station, a deal was made with the city for the Library to purchase the old station, which was also the former Post Office, for $10. These additions would give the Library the entire “200 block” of Lincoln Way East.

With a $6.335 million bond, an expansion plan was approved in March 1996 to create a 62,000 sq. ft. building incorporating the police station. A groundbreaking ceremony took place on Thursday, May 22, 1997, and demolition of the Jernegan building, along with unused portions of the Post Office/Police Station, began.

The Library closed for the week of September 12, 1998, to move all the materials from the old section of the building into the new during the old section’s renovation. The new local history and genealogy section, named the Heritage Center, was opened in January 1999. During April 18 – 24, 1999, the Library held a Grand Opening Week.

In January 2001, the Mishawaka-Penn Public Library was approached by Harris Township with a request to develop a plan to provide library services. On February 28, 2001, the Harris Township Advisory Board accepted the Library’s plan, and Harris residents, for the first time, were eligible to receive Library cards without paying a non-resident fee. The Troyer Group of Mishawaka was selected to be the project architect, and plans were immediately begun for a branch library in Harris Township. Land was purchased on Elm Road, just north of the Harris Township Fire Station. The Harris Branch is 24,400-square-feet and cost approximately $5 million dollars. The Harris Branch opened in August 2004.

The System is now called the Mishawaka-Penn-Harris Public Library.
Mission Statement
The Mishawaka-Penn-Harris Public Library inspires and empowers our community by connecting patrons to literature, information, ideas and new experiences for lifelong enrichment.

Locations

Hours of Operation*

Mishawaka:
Monday, Wednesday, Friday: 10:00 a.m.-6:00 p.m.
Tuesday, Thursday: 10:00 a.m.-8:00 p.m.
Saturday: 10:00 a.m.-5:00 p.m.
Sunday: Closed

Bittersweet:
Monday, Wednesday: 9:00 a.m.-7:00 p.m.
Tuesday, Thursday: 9:00 a.m.-6:00 p.m.
Friday: Closed
Saturday: 10:00 a.m.-5:00 p.m.
Sunday: Closed

Harris:
Monday, Tuesday, Thursday: 10:00 a.m.-8:00 p.m.
Wednesday: Closed
Friday: 10:00 a.m.-6:00 p.m.
Saturday: 10:00 a.m.-5:00 p.m.
Sunday: Closed
OUR COMMUNITY

The Mishawaka-Penn-Harris Public Library system is comprised of Penn and Harris townships located within St. Joseph County. Within these townships, 43% (38,881) of the residents are registered library card holders.

The MPHPL Board of Trustees is appointed by the school boards of the Mishawaka and Penn-Harris-Madison School Corporations, the St. Joseph County Council, and the St. Joseph County Commissioners.

Demographics

The MPHPL system serves Penn & Harris townships:

**Population: 90,543 (2016)**
- Penn: 66,732
- Harris: 23,811

**Race (2015)**
- Penn: White 87.1%; Black 5.7%; Asian 1.3%; Hispanic 3.3%; Other 2.7%
- Harris: White 86.2%; Black 2.8%; Asian 7.2%; Hispanic 2.2%; Other 1.7%

St. Joseph County Unemployment Rate: 4.5% (2016)

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<thead>
<tr>
<th>Demographics</th>
<th>Penn Township</th>
<th>Harris Township</th>
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<tbody>
<tr>
<td>Age Range</td>
<td>Minors: 25%</td>
<td>Minors: 32%</td>
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<tr>
<td></td>
<td>20-39: 26%</td>
<td>20-39: 21%</td>
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<tr>
<td></td>
<td>40-59: 23%</td>
<td>40-50: 32%</td>
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<tr>
<td></td>
<td>60+: 20%</td>
<td>60+: 12%</td>
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<tr>
<td>Bachelor’s Degrees</td>
<td>15%</td>
<td>31%</td>
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<tr>
<td>Less than a high school education</td>
<td>12%</td>
<td>5%</td>
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<tr>
<td>High school students enrolled in private school systems</td>
<td>14%</td>
<td>18%</td>
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<tr>
<td>Household Income</td>
<td>$42,700 (10.47% below state avg.)</td>
<td>$80,600 (69.8% above state avg.)</td>
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<td>Real Estate Values</td>
<td>$111,800</td>
<td>$193,600</td>
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<tr>
<td>Family Status</td>
<td>12,100 two-parent households</td>
<td>5,568 two-parent households</td>
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<tr>
<td></td>
<td>4,753 single-parent households</td>
<td>667 single-parent households</td>
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</tbody>
</table>

Area higher-education institutions: Bethel College, Brown Mackie College, Holy Cross College, Indiana University South Bend, Ivy Technical Community College, University of Notre Dame, & St. Mary’s College.

http://www.bls.gov/eag/eag_in_southbend_msa.htm
http://www.city-data.com
http://www.stats.indiana.edu
http://statisticalatlas.com
http://www.statsamerica.org
Community Partnerships

Thanks to strong community support and collaboration with local agencies, MPHPL has successfully served the public for over 100 years. As we reflect upon the past and look to the future, we’re committed to strengthening these partnerships. Some examples of current collaboration include the following:

- In 1984, Mishawaka-Penn-Harris Public Library joined the St. Joseph County Public, Plymouth Public, and Bremen Public Libraries to form a cluster for sharing costs of a computerized ILS. This Cluster is called the NIDC (Northern Indiana Database Cluster). The directors and other representatives of the four Cluster libraries meet quarterly to review operations and plan for future initiatives. The Cluster also purchases databases and other digital products jointly.

- With the support of the Friends of the Library and the Board of Trustees, MPHPL maintains an endowment fund through the Community Foundation of St. Joseph County.

- Youth Services engages in outreach efforts with all K-12 schools within the MPHPL service area. This collaboration includes class visits to and from the Library as well as implementing school book clubs and attending open houses and literacy-based events throughout the school year.

- Youth Services loans picture book collections to area preschools and conducts monthly story times at three Headstart locations.

- Youth Services provides story time experiences at preschools and businesses throughout the community.

- Youth Services partners with the summer school lunch program to provide programming to children who make use of the service.

- Librarians maintain a Teen Advisory Group (TAG) that meets on a monthly basis.

- We partner with several local organizations such as Goodwill Industries, United Way, Sylvan Learning Center, Chamber of Commerce, and area senior centers. Activities include organizing events both at the library and at community partner locations, partnering to provide tax preparation, helping to provide SAT assistance, providing one-on-one technology assistance and providing technology programs at senior centers.

- The library promotes its events and services at various community events such as the HealthLinc Back-to-School Fair, HarvestFest, WinterFest, and the Battell Center Family-Fun Nights.

- Homebound services allow patrons to obtain materials if they are not able to visit the library. Homebound patrons may also request technology assistance, which is provided by our Digital Services Department.

- MPHPL cooperates with libraries in expanding patron services through local and statewide reciprocal borrowing agreements.

- Non-resident students of some local colleges receive full library benefits at no cost.

- Digital Cards are offered to all local K-12 students; teachers receive digital access as well.

- Large-scale programming, such as Comic-Con and Ask a Lawyer, allows us to partner with local businesses and organizations.
## The Process

### Contributors

<table>
<thead>
<tr>
<th>ADMINISTRATION</th>
<th>Donna Meeks, Chair*</th>
<th>Cindy Bodle</th>
<th>Lisa Book*</th>
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<tr>
<td></td>
<td>Eric Mims*</td>
<td>Dena Wargo*</td>
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<td>OPERATIONS</td>
<td>Dena Wargo, Chair*</td>
<td>Lensie Adams*</td>
<td>Donna Meeks*</td>
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<td>FACILITIES</td>
<td>Jeffrey Lake, Chair*</td>
<td>Dena Wargo*</td>
<td>Stacy Allin</td>
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<td>Rick Hoover</td>
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<td>SERVICES</td>
<td>Eric Mims, Chair*</td>
<td>Jennifer Ludwig*</td>
<td>Donna Meeks*</td>
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<td>Melissa Renner, Chair*</td>
<td>Kathy Bevilhymer</td>
<td>Debbie Clark</td>
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<td>Circulation</td>
<td>Erin Cook</td>
<td>Mary Anne DeKever</td>
<td>Ginny Jones</td>
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<td>Jacki Liechty</td>
<td>Babet McBain</td>
<td>Mitzi Miller</td>
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<td>Anne Britton</td>
<td>Kimberly Cashman</td>
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<td>Reannen Eichorst</td>
<td>Sarah Feldbaum</td>
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<td>Crystal Gleason</td>
<td>Barbara Gresik</td>
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<td>Bruce Runnels</td>
<td>Brandon Steven</td>
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<td>Eric Mims, Chair*</td>
<td>Bethany Barnes</td>
<td>Jacqueline Crise</td>
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<td>Ashley Barnard</td>
<td>Susan Freehan</td>
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<td>Betty Strantz</td>
<td>Brittany Young</td>
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<td>TECHNOLOGY</td>
<td>Laura Burch, Chair*</td>
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<td>Adam Russell</td>
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<td>BOARD OF TRUSTEES</td>
<td>Marcia Wells, President</td>
<td>Ellen West, Vice President**</td>
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<td>Naomi Rea, Secretary</td>
<td>Lisa Book, Treasurer*</td>
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<td>Mark Bagwell**</td>
<td>Brigette Gray</td>
<td>Roger Wright</td>
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<td>Roland Morin**</td>
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*Library Administration Team

**Administration & Policy Committee
Needs Assessment
While our staff are somewhat familiar with our users’ preferences and backgrounds, we believe that there is more that we can do to better serve our community. With an honest approach, we must ask ourselves, “Is the Mishawaka-Penn-Harris Public Library adequately meeting the needs of our community?”

In response, the following methods for patron feedback were implemented.

- Customer-service survey through e-mail and in-house (See Appendix A)
- Programming surveys distributed throughout the year
- Website contact form submissions
- In-house suggestion boxes

Staff focus groups were held on March 8 and May 24, 2017, to address patron feedback, as well as separate monthly department meetings. These meetings consisted of all staff in all departments and were the building blocks for the goals and objectives presented in this Plan.

The following were common responses from the community and, thus, a major focus when building the Plan:

- Increased hours
- Expanded collections
- Additional adult and family programming
- More community events

Service Responses
Service responses as defined in The New Planning for Results: A Streamlined Approach (See Appendix B) are goal-specific and thus included under the relevant goals listed in the Operations, Library Services, and Technology sections of this Plan.

Evaluation Process
The success of MPHPL achieving its stated goals is largely dependent upon a proactive evaluation process. To ensure the review of our progress is ongoing, the following procedures will be followed.

- The Administration Team will employ ways to evaluate progress including statistics, surveys, focus groups, and other community feedback.
- The Administration Team will present a bi-annual report to the Director.
- The Director will provide an annual report to the Board of Trustees.
OPERATIONS

Financial Resources and Sustainability

As a municipal nonprofit entity, MPHPL chiefly relies on external sources for funding. This presents some challenges in establishing and maintaining financial sustainability. Overall, the MPHPL Library is fiscally sound. The Library is funded primarily through property taxes. Collection of these taxes ranges from 95-98% annually. The assessed value of the district has increased slightly from $3,009,875,767 in 2015 to $3,410,734,357 in 2017.

The MPHPL Library also has two outstanding general obligation bonds. One bond will be paid off on January 15, 2018 and the other December 30, 2020. The Library’s Operating Fund from 2014 to 2017 has decreased from $5,071,845 to $4,879,651.00 with a 3.2% increase slated for 2018, not taking the full 4.0% of the Average Growth Quotient. The Library works closely with the State Board of Accounts and the Department of Local Government Finance to ensure that our practices and processes are in line with State standards.

In addition to the Operating Fund and the Bond & Interest Redemption Fund, which hold tax dollars totaling $1,062,962, the Library has 6 special funds that are from gifts, grants or bequests and total $161,405. The Library also has a Library Improvement Reserve Fund (LIRF) and Rainy Day Fund that hold tax dollars totaling $829,198. All numbers are as of July 31, 2017. The Library has an endowment fund in the St. Joseph County Community Foundation, which has $39,268 on deposit as of August 31, 2017. The Library participated in Give Local, held on May 9, 2017, for donations and matching funds from the Foundation, as well as receives annual interest checks from funds on deposit with the St. Joseph County Community Foundation.

The Library’s three buildings are in good physical shape, although in need of some refreshing. We are currently updating mechanical systems and renovating some spaces. We are also reviewing our ability to repurpose some space to provide areas for creative activities and for quiet study. Funding for these spaces will come from Operating, LIRF or bond money. Similarly funding for technology and physical spaces will come from a combination of Operating and Special funds.

As the local economy grows steadily, construction continues on both residential and commercial projects. Within the city limits, construction permits have increased significantly from $53.3 million issued in 2013 as compared to $98.4 million in 2016; $46.6 million have been issued as of September 28 for 2017. Several new businesses have opened in Mishawaka (Long Horn Steak House, Pot Belly Pig, and Holiday Inn Express are just a few). The AM General plant was awarded a $2.2 billion dollar contract on August 29, 2017, and is upgrading existing HUMVEES and building new HUMVEEs for foreign military and police use. The Saint Joseph Regional Medical Center expanded and now employs 2,626 people in its various facilities.

Since property taxes are not enough to fund the annual budget, the Library Board and Administration continually monitor miscellaneous revenues and explore ways to fund ourselves. We will continue to seek appropriate grants to fund programs, equipment purchases, and new collections.

In summary, MPHPL is fiscally sound with a fiscally conservative Library Board. We will continue to monitor actions by the State Legislature that may impact Library funding.
Note: Objectives are listed under the year that they will begin process toward realization. While not listed separately under each year, these objectives are on-going and will be continued into each fiscal year.

Administrative Office
The administrative office is responsible for all financial aspects of the Library. We prepare yearly budgets, track revenues and expenditures, process bank reconciliation, prepare monthly statements, process year-end financials, prepare information for Board meetings, complete annual reports and purchase supplies.

Goal: Streamline administrative processes

2018

Objective 1: Replace manual practices with an electronic process

Activities:
1) Create an online donation process for patron contributions
2) Create an online booking process for meeting room requests and payments
3) Create an electronic supply order form for purchasing

Responsible Party: Comptroller, IT Manager

Objective 2: Create a formal process to verify and cleanup the lists of assets

Activities:
1) Develop a process for tracking incoming and outgoing assets
2) Conduct a system-wide inventory to verify current asset lists
3) Implement a biennial inventory of physical assets at all locations

Responsible Party: Comptroller, Maintenance Manager, IT Manager
Facilities
Our Maintenance Manager oversees building functions system-wide. There are two full-time Maintenance Technicians stationed at the Mishawaka Library. Each member of the Maintenance Team travels between the three locations to complete various projects as assigned by the Maintenance Manager.

The security system at all locations was expanded to enhance patron and staff safety. Continued aesthetic and mechanical improvements are underway. Preventative maintenance will remain a priority to ensure that we provide a pleasant, inviting and safe environment to those we serve.

Goal 1: Enhance buildings and grounds at each location

Service Response #17, Visit a Comfortable Place

2018

Objective 1: Complete the Mishawaka Library renovation

Activities:
1) Paint walls and install new flooring on the main and lower levels
2) Update public restrooms
3) Repave the parking lot and complete sidewalk repair
4) Repair clerestory window seals
5) Replace landscaping
6) Relocate Technical Services department to main floor
7) Create a quiet room for adult patrons
8) Replace existing dumpster enclosure

Responsible Party: Asst. Director of Operations, Maintenance Manager

Objective 2: Complete current Bittersweet Branch renovation

Activities:
1) Replace all air handlers
2) Paint walls and install new flooring
3) Repave the parking lot
4) Update the lighting fixtures
5) Relocate Teen area closer to the Youth Services desk
6) Build a children’s activity room for programming

Responsible Party: Asst. Director of Operations, Maintenance Manager
**Objective 3:** Complete current Harris Branch renovation

**Activities:**
1) Repave the parking lot
2) Build offices for Circulation and Reference supervisors
3) Replace landscaping in garden area

**Responsible Party:** Asst. Director of Operations, Maintenance Manager

2021

**Objective 4:** Complete additional Mishawaka Library renovation

**Activities:**
1) Relocate exterior drive-up book drop to facility’s interior
2) Reconfigure parking lot traffic flow to accommodate interior book drop
3) Replace main sewer pipe to road

**Responsible Party:** Asst. Director of Operations, Maintenance Manager

**Objective 5:** Complete additional Bittersweet Branch renovation

**Activities:**
1) Update Bittersweet bathrooms
2) Extend parking area for additional public parking spaces
3) Reconfigure current outdoor area to provide a patron courtyard

**Responsible Party:** Asst. Director of Operations, Maintenance Manager

**Objective 6:** Complete additional Harris Branch renovation

**Activities:**
1) Relocate Teen area closer to the Youth Services desk
2) Improve exterior lighting
3) Replace existing roof

**Responsible Party:** Asst. Director of Operations, Maintenance Manager
Goal 2: Maintain safe facilities for patrons and staff

Service Response #17, Visit a Comfortable Place

2018

Objective 1: Equip staff with necessary tools for handling building emergencies

Activities:
1) Produce department tool kits for non-disaster, urgent building issues (such as overflowing toilets, replacing paper towels)
2) Digitalize and post records of banned and problematic patrons for immediate retrieval
3) Label building apparatus at all locations with instructions and visuals for visual aid in addressing building-issue emergencies
4) Update and post building floor plans

Responsible Party: Asst. Director of Operations, Asst. Director of Library Services, Maintenance Manager

2020

Objective 2: Strengthen security measures within the buildings

Activities:
1) Increase police officer’s hours to provide full Saturday and evening coverage at the Mishawaka Library
2) Extend camera coverage to include remaining “blind spots” at all locations
3) Install a building-wide paging system at the Mishawaka Library

Responsible Party: Asst. Director of Operations, Maintenance Manager, IT Manager
Human Resources

MPHPL is committed to employing service-minded staff to ensure our customers are treated in a friendly, helpful and courteous manner. In our 2017 Customer Service survey, 71% of the respondents ranked us 5 in 5 for customer service, and 88% ranked our customer service 4 or higher on a 5-point scale. Our desire is to ensure that we fulfill and even exceed our patrons’ needs and expectations on an ongoing basis.

Goal: Sustain an educated, professional staff in all service areas

Service Response #8, Get Facts Fast
Service Response #17, Visit a Comfortable Place

2018

Objective 1: Ensure employees grow professionally to provide a positive customer-service experience

Activities:
1) Develop mandatory on-going customer-service training for all staff no less than twice a year
2) Acquire external and in-house training resources for professional-development
3) Develop a systematic tracking process to ensure all staff participate in professional development

Responsible Party: Human Resources Manager, Asst. Director of Library Services

Objective 2: Ensure supervisors are equipped to successfully manage their teams

Activities:
1) Require monthly scheduled coaching and feedback sessions with staff
2) Revise yearly staff-evaluation process to ensure more frequent, consistent feedback
3) Create Leadership curriculum for newly promoted or newly hired supervisors

Responsible Party: Human Resources Manager, Asst. Director of Library Services

Objective 3: Equip employees with necessary processes for handling building emergencies

Activities:
1) Rework current emergency procedures manual to provide easily accessible and succinct instruction
2) Create a cyclical training plan for staff to address situational awareness and emergency response
3) Schedule subject-specific safety training during Quarterly In-Service meetings

Responsible Party: Asst. Director of Operations, Asst. Director of Library Services
Marketing

Over the past few years, MPHPL has ramped up our marketing initiatives and approach to ensure the community is aware of the multitude of programming and services that we provide. Our Marketing Manager and our Marketing Specialist handle the numerous mediums used to promote our product offerings, as well as ensure our success in achieving the objectives of our Communication Plan as listed below.

**Goal: Increase the visibility of MPHPL’s programs and services**

*Service Response #9, Know Your Community*

2018

**Objective 1:** Expand marketing boundaries beyond our physical locations

**Activities:**
1) Grow the number of social media followers by 10%; the Adestra newsletter recipients by 10%; the number of hits to the online Program Guide by 5%
2) Campaign area businesses on a quarterly basis for permission to display Program Guides and posters/flyers
3) Increase the number of news outlet submissions to no less than two per month
4) Wrap the new transport van with MPHPL branding
5) Post the approved 2018-2022 Long-Range Plan on the MPHPL website

**Responsible Party:** Marketing Manager, Community Outreach Librarian, Maintenance Manager

**Objective 2:** Provide marketing support to all service departments

**Activities:**
1) Increase the types of take-away marketing items for outbound programs and initiatives (parks, malls, festivals)
2) Update and create standardized signage throughout all locations
3) Create a process to ensure the marketing team is present for photo coverage at new and large-scale events

**Responsible Party:** Marketing Manager, Programming Coordinator
Objective 3: Develop a Demographic Plan to address large-scale community change

1) Analyze 2020 census data to identify our core service population
2) Obtain a Geographic Information System (GIS) to target underserved areas
3) Develop a marketing campaign that is responsive to demographic shifts

Responsible Party: Marketing Manager, Administrative Team
LIBRARY SERVICES

Three areas fall under “Services” in the MPHPL system: Adult Services, Technical Services and Youth Services. Adult Services and Youth Services are under the direction of a system-wide Coordinator; Technical Services falls under the supervision of the Asst. Director of Library Services. Coordinators are part of the Administration Team, and their duties and authority entrust them with the vision for and management of their service areas.

Increased Hours of Operation

Patrons continue to request the reinstatement of hours reduced in 2015. MPHPL Administration continues monitoring traffic patterns, budgetary allowances and staffing levels in hopes of expanding hours in the future.

Adult Services

Adult services consists of Circulation Services and Reference Services (which includes Digital Services). At the branches, the Circulation and Reference desks share one service point while at the main location, these desks are separate. Each location employees a full-time Circulation Supervisor separate from the Reference Supervisor.

Circulation Services

Circulation Services is the “face of the library,” being the first to greet our patrons. They are models of excellent customer service.

Goal 1: Improve servicing efficiencies for library staff and patrons

2018

Objective 1: Substitute paper transactions with electronic communications

Activities:
1) Expand use of Adestra for circulation updates and informative messages
2) Provide option for email or text due-date receipts
3) Investigate online payment through MPHPL app

Responsible Party: Adult Services Coordinator, Marketing Manager, Comptroller

Objective 2: Equip staff with essential tools to perform everyday job duties

Activities:
1) Provide necessary “permissions” for staff access to Sierra
2) Provide staff training in Sierra functions and other software
3) Review and streamline procedures (such as holds, billings, etc.)

Responsible Party: Adult Services Coordinator, IT Manager
2021

Objective 3: Reconfigure workspaces for increased efficiency

Activities:
1) Evaluate self-service holding area and re-shelving areas
2) Reconfigure the service desk at the Mishawaka Library
3) Reconfigure exterior book drops at Mishawaka Library

Responsible Party: Adult Services Coordinator, Asst. Director of Operations

Goal 2: Enhance customer satisfaction through a more enjoyable experience

Service Response #8, Get Facts Fast
Service Response #9, Know Your Community

2018

Objective 1: Streamline and simplify library card preparation

Activities:
1) Explore and implement alternatives to current method of library card application
2) Develop an online application and online form for updating patron contact information
3) Link family library accounts

Responsible Party: Adult Services Coordinator, IT Manager

Objective 2: Increase assistance to patrons entering the Mishawaka premises

Activities:
1) Supply patrons with materials for self-guided tours (paper, apps)
2) Collaborate with Coordinators to “float” staff from other areas during peak times of the day
3) Cross-train Circulation staff to place holds, locate materials and provide traditional ready-reference service

Responsible Party: Adult Services Coordinator, Asst. Director of Library Services
2019

Objective 3: Increase staff exposure to excellent customer-service practices

Activities:
1) Evaluate and create a systematic schedule for staff participation in professional development opportunities
2) Increase onsite and online training activities for staff
3) Provide a focus on complex patron interactions (such as homeless, domestic violence, dementia, and other disabilities)

Responsible Party: Adult Services Coordinator

Reference Services
Reference and Information Services staff help patrons to locate materials to access all things informational, recreational, educational, and cultural. Reference librarians and reference technicians provide valuable services in person, over the phone, or by e-mail. A reference supervisor is housed at each location; the Digital Services librarian services all locations. Our local history Heritage Center is housed at the Mishawaka Library.

Goal 1: Expand adult internal and outreach programming

Service Response #3, Celebrate Diversity
Service Response #6, Discover Your Roots
Service Response #11, Make Career Choices
Service Response #13, Satisfy Curiosity

2018

Objective 1: Increase patron visibility to Adult programs and services

Activities:
1) Write articles for local organizations to publish in newsletters and other formats
2) Submit more programming information to local news outlets
3) Heighten publicity for specialized services of the Heritage Center and Harris Maker Space

Responsible Party: Adult Services Coordinator, Marketing Manager
2019

Objective 2: Expand library programs to address the diverse needs of our MPHPL community

Activities:
1) Offer job-skills roundtables or workshops to include resumes, interviewing skills, workplace skills
2) Increase the number of adult programs for seniors and millennials
3) Increase adult outreach programs for underserved populations

Responsible Party: Adult Services Coordinator, Youth Services Coordinator

2022

Objective 3: Expand Digital Services programming to the branch locations

Activities:
1) Create computer area where classes can be held
2) Purchase necessary equipment/software
3) Cross train staff for proficiency in gaming and educational programs

Responsible Party: Adult Services Coordinator, Youth Services Coordinator, IT Manager

Goal 2: Increase patron access to and proficiency in technology

Service Response #14, Stimulate Imagination
Service Response #16, Understand How to Find, Evaluate and Use Information

2018

Objective 1: Boost awareness of electronic tools and services

Activities:
1) Train reference staff to promote library products like databases, e-resources, and book lists
2) Create staff accounts to demonstrate digital products to patrons
3) Create links to Bibliocommons lists in the Shelf Life newsletter
4) Make digital resources more prominent on the website by adding sliders or other promotional techniques
5) Produce informational handouts to promote databases and digital products

Responsible Party: Digital Services Librarian, IT Manager, Marketing Manager
Objective 2: Increase staff proficiencies in patron-accessible digital products

Activities:
1) Schedule staff training sessions on digital products
2) Maintain up-to-date training documents as technologies change
3) Develop user documents for new products

Responsible Party: Digital Services Librarian, Adult Services Coordinator

Goal 3: Provide a relevant, up-to-date and varied collection for the MPHPL community

Service Response #4, Connect to the Online World

2020

Objective 1: Expand MPHPL collections

Activities:
1) Explore non-traditional types of holdings such as seed libraries, tools, library kits for testing electrical efficiency of a home, microscopes/telescopes, and renting of piano time
2) Increase funding for ILL to enable borrowing from libraries outside the U.S.
3) Implement in-house checkouts for requested items (such as phone chargers and head phones)

Responsible Party: Adult Services Coordinator, Asst. Director of Library Services

Objective 2: Increase technology-related collections for patron use

Activities:
1) Investigate digital magazine platform
2) Investigate streaming music services
3) Purchase laptops/tablets for in-house circulation

Responsible Party: Digital Services Librarian, IT Manager
Technical Services

The Technical Services department oversees the acquisition, cataloging and processing of all materials added to the Library collection, including books and audiovisual materials. The department strives to acquire and make library materials available to users in the most timely and effective manner possible by following effective quality-control practices.

Goal 1: Expedite patron wait time for materials

2018

Objective 1: Decrease processing time between receipt and distribution of items to 5 business days

Activities:
1) Purchase new label printers and update tagging equipment
2) Explore electronic invoicing with vendors
3) Cross-train staff from other departments to assist during times of high-volume acquisitions

Responsible Party: Asst. Director of Library Services, IT Manager

2020

Objective 2: Improve procedures for repair of materials

Activities:
1) Update CD/DVD buffing equipment
2) Centralize mending procedures
3) Create materials to provide training to staff

Responsible Party: Asst. Director of Library Services, IT Manager
Goal 2: Provide a relevant, up-to-date collection

Service Response #1, Be an Informed Citizen
Service Response #12, Make Informed Decisions

2019

Objective 1: Develop a system-wide inventory process and schedule

Activities:
1) Identify and obtain necessary hardware
2) Develop procedures for staff training
3) Collaborate with Coordinators to schedule inventories on a continuous basis

Responsible Party: Asst. Director of Library Services, IT Manager

Objective 2: Overhaul existing collection management procedures

Activities:
1) Centralize weeding procedures system wide
2) Create a systematic refresh system that pairs with an annual weeding schedule
3) Eliminate the splitting of series holdings between branches
4) Implement a consistent process for system-wide shelf reading

Responsible Party: Collection Development Specialist, Asst. Director of Library Services
Youth Services
Youth Services addresses the educational and recreational needs of children from birth through 12th grade by connecting with youth, parents/caregivers, educators and other youth-focused community partners. They have endeared themselves as a trusted resource to the families in our library community. All MPHPL locations have a dedicated Youth Services team that includes an MLS Youth Services Supervisor.

Goal 1: Strengthen our relationships within the MPHPL community to expand library services and share resources with partnering agencies

Service Response #4, Connect to the Online World
Service Response #9, Know Your Community
Service Response #11, Make Career Choices
Service Response #15, Succeed in School

2018

Objective 1: Market digital access cards to include all area public and parochial schools

Activities:
1) Collaborate with schools to determine desired databases for students
2) Purchase popular databases for elementary-aged students
3) Develop an assessment plan for usage of digital access products

Responsible Party: Asst. Director of Library Services, Youth Services Coordinator, Marketing Manager

Objective 2: Increase partnerships with teen service organizations to instill the necessary skills to become productive, successful adults

Activities:
1) Continue partnership with Sylvan to provide Free SAT and ACT testing
2) Collaborate with educational partners in the area to introduce FAFSA workshops and an annual college fair
3) Partner with other community organizations to present workshops on general life skills

Responsible Party: Youth Services Coordinator
2020

Objective 3: Increase our visibility during outreach ventures; expand outreach offerings

Activities:
1) Purchase an outreach vehicle that will support mobile programming, distribution of library cards, and circulation of materials
2) Partner with preschools to provide rotating book collections similar to what we offer to the local Head Start classes
3) Employ a full-time Youth Services Outreach Librarian

Responsible Party: Youth Services Coordinator, Asst. Director of Library Services, IT Manager

2022

Objective 4: Partner with local schools to integrate library tours and research assistance into classroom curriculum

Activities:
1) Collaborate with School City of Mishawaka and Penn Harris Madison School Corporation to prepare an implementation plan
2) Investigate grant opportunities to supplement funding for annual class tours
3) Develop library instruction for staff training

Responsible Party: Youth Services Coordinator
Goal 2: Provide programs that address the educational, recreational and diverse needs of youth and families with children

Service Response #5, Create Young Readers
Service Response #10, Learn to Read and Write
Service Response #14, Stimulate Imagination
Service Response #15, Succeed in School

2018

Objective 1: Increase the visibility of Youth Services programs and services

Activities:
1) Increase the number of internal digital signs at all locations
2) Provide more promotional videos for large-scale service programs
3) Submit more programming information to local news outlets

Responsible Party: Youth Services Coordinator, Marketing Manager, IT Manager

Objective 2: Streamline programming to maximize attendance and scope of activities to target youth at all developmental stages

Activities:
1) Offer repeated performances of popular programs
2) Share programs and staff among the branches
3) Incorporate STEM programming for elementary children
4) Create teen programs with focus on socialization skills
5) Implement a homework-assistance program at all three locations

Responsible Party: Youth Services Coordinator
Objective 3: Expand long-term reading investment programs (similar to our 1,000 Books Before Kindergarten) to include elementary and junior high students

Activities:
1) Explore grants for initial funding
2) Create a design package and tracking system
3) Develop an assessment plan to track success

Responsible Party: Youth Services Coordinator, Asst. Director of Library Services, Marketing Manager
Goal 3: Ensure staff members stay well informed of changing technology, community needs and methods to find and provide information

2018

Objective 1: Increase our presence at notable Youth Services forums

Activities: 
1) Send three staff members to the annual Mock Caldecott workshop 
2) Send at least one staff member to the quarterly North Central children’s roundtable 
3) Send supervisors to the annual Children’s and Young People Division Conference and explore feasibility of sending supervisors to the annual YALSA, ALA, and/or bi-annual PLA conference

Responsible Party: Youth Services Coordinator

Objective 2: Expand in-house training opportunities

Activities: 
1) Require Youth Services staff to view online webinars, especially those targeting reader advisory skills 
2) Require Youth Services staff to complete annual summer reading software training 
3) Collaborate with Adult Services to ensure Reference staff are trained in summer reading procedures

Responsible Party: Youth Services Coordinator
PROFESSIONAL DEVELOPMENT

MPHPL values the contribution that employee professional development brings to our daily operations and patron services. The Library supports all departments partaking in educational opportunities on a consistent basis; a budget formula has been created to allow staff to attend professional conferences on a regular basis.

Internal Training
The Library holds in-service training on a quarterly basis. Staff are updated on internal policies and State matters, trained on new products and services, and apprised of library matters in general. Some sessions provide staff the opportunity to earn LEUs. Staff are provided access to online training through Gale courses, Lynda.com, and free and paid webinars conducted by various sources. Participation in these webinars are conducted on library work time.

Professional Conferences
Time off with pay is given to attend professional conferences. It is expected that all supervisors will attend a major conference at least every other year, and that Administrators will attend one major conference per year (examples of major conferences include but are not limited to ILF, ALA and MCLS). Non-supervisory staff are assigned participation by their supervisor.

Certification Tracking
Employees are required to log their LEUs with their Supervisor, who is responsible for monitoring certification expiration dates. Renewal of certificates are filed with the Human Resources office.
TECHNOLOGY

Assessment

MPHPL relies on technology to effectively and efficiently serve our community. As part of the Northern Indiana Database Cluster (NIDC), our library shares access to the Sierra integrated library system (ILS) with the St. Joseph County Public Library, the Plymouth Public Library, and the Bremen Public Library. The ILS is hosted on servers at SJCPL, and system maintenance is provided by their IT and Cataloging staff.

In 2015, the NIDC implemented a new patron-discovery layer to interface with our ILS. Bibliocommons provides a user friendly way for patrons to search for materials, place holds, renew items, and pay fines. MPHPL provides our users eBooks access through the Overdrive platform as a part of the Indiana Digital Download Center (IDDC). Patrons can choose from a collection of over 32,000 eBooks, audiobooks, and streaming videos.

MPHPL provides access to online databases for patron research. The Library purchases 6 popular databases and provides access to an additional 18 databases through the NIDC. Patrons have access to Inspire (Indiana’s virtual library) through the Indiana State Library. This combination of online resources allows users to learn a language through Rosetta Stone, find information about products with Consumer Reports, take online courses through Lynda.com, research family history with Ancestry.com, and much more.

The internet service provider (ISP) for the library is Educational Networks of America (ENA). ENA provides 75 Mbps of bandwidth through a fiber-optic link at MPHPL’s main library. The Bittersweet Branch and the Harris Branch are linked to the Mishawaka location by 100 Mbps fiber-optic cables to form a virtual private network (VPN). All locations provide access to public wireless internet (Wi-Fi). The Wi-Fi service is provided by ENA through multiple access points. The Mishawaka location has 6 access points, Bittersweet has 2, and Harris has 3. MPHPL is able to obtain usage statistics through ENA’s online administrative portal, MyENA. ENA also provides content filtering to ensure compliance with the Children’s Internet Protection Act (CIPA).

Patrons can access the internet in our public computer labs. The Mishawaka Library provides 18 public computers for adults; Bittersweet, 8; Harris, 6. All locations provide a separate computer that is compliant with the Americans with Disabilities Act (ADA). All “adult” computers allow Internet access through multiple web browsers. The full Microsoft Office Suite allows patrons to write reports, draft resumes, create spreadsheets, and more. Staff are available at all times to provide assistance with public computers.

Public computers are available to children. Each computer provides access to the internet, as well as the full Microsoft Office Suite. All locations provide 3 children’s computers. In 2016, Youth Services added iPads for children’s gaming.

The Heritage Center is located at the Mishawaka Library and provides hardware and software for genealogy and local history research. The Heritage Center has public workstations with internet access and links to relevant databases, as well as microfilm readers.
Other Equipment

- Fax machines
- Photocopiers
- Flatbed scanners
- Color printers
- Projectors with laptop computers
- 55” HD Smart TVs in meeting rooms
- Self-Check machines
- Staff computers and thin clients
- Online public access catalogs (OPACs)
- Network equipment: servers, switches, and firewall

Technology Plan

Technology plays a vital role in almost every service that the library provides. The Technology Assessment Steering Committee (TASC) works with the IT Manager and our IT Consulting Firm to ensure that MPHPL patrons have access to the hardware and software they need in order to utilize the Library for work or play. MPHPL is committed to making this technological access a top priority.

Goal 1: Provide to staff and patrons consistently updated technology

Service Response #4, Connect to the Online World
Service Response #17, Visit a Comfortable Place

2018

Objective 1: Adhere to 5-year refresh schedule to replace hardware and software

Activities:
1) Update staff workstations with new computers and software
2) Replace patron computers and software
3) Refresh network equipment
4) Replace self-check machines at all locations

Responsible Party: IT Manager, TASC
Objective 2: Increase internet performance at all locations

Activities:
1) Obtain E-Rate funding for increased internet connectivity
2) Increase internet bandwidth as needed
3) Increase the number of wireless access points as needed

Responsible Party: IT Manager

2019

Objective 3: Utilize the full capabilities of our current technology to meet patron needs

Activities:
1) Enable features on public copy machines for scanning items to digital files
2) Implement wireless printing
3) Install at least 2 PCs for parent use in Children’s area at each branches
4) Designate 4-8 computers for teen use at all branches

Responsible Party: IT Manager

Goal 2: Implement access to new and emerging technology

Service Response #7, Express Creativity
Service Response #17, Visit a Comfortable Place

2019

Objective 1: Acquire a variety of technological items to expand services

Activities:
1) Implement laptop check-outs for patron use in library facilities (amount to be determined at time of implementation)
2) Add at least 2 Macintosh computers in all Adult computer labs
3) Install a SimpleScan machine at all locations for patron self-service faxing and scanning
4) Expand new software options on patron computers (according to demonstrated need)
5) Install charging docs and outlets at Mishawaka and Bittersweet
6) Acquire a Smartboard at each location for programming sessions

Responsible Party: IT Manager, TASC
Objective 2: Create technology-based spaces at the Mishawaka and Bittersweet locations

Activities:
1) Convert existing floor space into Maker Space room at the Mishawaka Library
2) Acquire portable gaming consoles (to accommodate 6-12 participants) at the Bittersweet Branch
3) Create policies; train staff

Responsible Party: IT Manager, TASC, Youth Services Coordinator

Technology Refresh Schedule

<table>
<thead>
<tr>
<th>Year</th>
<th>PC Computers</th>
<th>Thin Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>21</td>
<td>32</td>
</tr>
<tr>
<td>2019</td>
<td>36</td>
<td>40</td>
</tr>
<tr>
<td>2020</td>
<td>33</td>
<td>4</td>
</tr>
<tr>
<td>2021</td>
<td>22</td>
<td></td>
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<tr>
<td>2022</td>
<td>21</td>
<td>32</td>
</tr>
</tbody>
</table>
GLOSSARY

ENA-Educational Networks of America

ILS-Integrated Library Systems

IT Consulting Firm-The Library outsources most of its Informational Technology needs to an external company

NIDC-Northern Indiana Database Glossary

SAM-The SAM (Smart Access Manager) system is a session management system provided for patron use in managing their financial and computer usage account status with the library

TAG-Teen Advisory Group

TASC-The Technology Assessment Steering Committee is an internal committee comprised of four Administrative Team members who hold responsibility for ensuring technology needs are addressed in a methodical manner

Task Force—an impermanent committee assigned to address a specific concept or problem relevant to library operations
**Appendix A**

**2017 CUSTOMER SERVICE SURVEY**

* Required

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![Library Logo](image)

**Gender * **

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
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</thead>
<tbody>
<tr>
<td>Gender</td>
<td>☐</td>
<td>☐</td>
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</tbody>
</table>

**Please indicate your age range * **

<table>
<thead>
<tr>
<th>Age Range</th>
<th>☐ 13-18</th>
<th>☐ 19-29</th>
<th>☐ 30-39</th>
<th>☐ 40-49</th>
<th>☐ 50-59</th>
<th>☐ 60-69</th>
<th>☐ 70+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>☐</td>
<td>☐</td>
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</table>

**How many people in your household hold a Mishawaka-Penn-Harris Public Library card? * **

- ☐ None
- ☐ One
- ☐ Two
- ☐ Three
- ☐ Four
- ☐ More than Four

**Which location do you visit most? * **

<table>
<thead>
<tr>
<th>Location</th>
<th>Mishawaka</th>
<th>Bittersweet</th>
<th>Harris</th>
<th>Digital Patron</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tbody>
</table>
What services and collections do you regularly use? (check all that apply) *

- [ ] Children's
- [ ] Young Adult
- [ ] Adult
- [ ] Heritage Center
- [ ] Computer Lab
- [ ] None

What type of materials do you use? (check all that apply) *

- [ ] Books
- [ ] Large Print
- [ ] Reference Books
- [ ] Magazines
- [ ] Newspapers
- [ ] Books on CD
- [ ] DVDs
- [ ] Music CDs
- [ ] Public Computers
- [ ] Databases
- [ ] eBooks (Overdrive/Hoopla)
- [ ] eAudiobooks (Overdrive/Hoopla)
- [ ] Streaming Movies (Hoopla)
- [ ] Streaming Music (Hoopla)
- [ ] None
How would you rate the following library services on a scale of 1 to 5 with 5 being excellent? *

<table>
<thead>
<tr>
<th>Service</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>N/A</th>
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<tbody>
<tr>
<td>Customer Service</td>
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<tr>
<td>Collections (Books, Movies, CDs, etc.)</td>
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<tr>
<td>Programs (Classes, storytimes, etc.)</td>
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<td>Online Services (Hoopla, Overdrive, Databases)</td>
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<td>Inter Library Loan</td>
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<tr>
<td>Computers</td>
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<tr>
<td>Wireless Internet Access</td>
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<tr>
<td>Hours of Operation</td>
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<tr>
<td>Meeting Rooms</td>
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<tr>
<td>How would you rate the overall library?</td>
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</tbody>
</table>

The library offers many programs throughout the year. Please select Yes or No to the following statements. *

<table>
<thead>
<tr>
<th>Statement</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>The library offers programs that meet my needs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It is easy to register for library programs</td>
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<tr>
<td>There are a wide variety of programs offered at the library</td>
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<tr>
<td>Programs are well organized and presented</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have attended a library sponsored program off-site (not on library premises)</td>
<td></td>
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</tr>
</tbody>
</table>
I would like the library to offer more programs in the following areas (check all that apply)

☐ Children's
☐ Young Adult
☐ Adult
☐ Family Programs
☐ Storytimes
☐ Computer Classes
☐ Book Discussions
☐ Job and Career Development
☐ Educational Classes
☐ Genealogy and Local History

☐ Other: ________________________________

Please list below any ideas you have for specific programming you'd like to see the library offer

Your answer

What days/times would you like to see the library offer more programming?

Your answer

Please rate our facilities on a scale of 1 to 5 with 1 as poor and 5 as excellent. *

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>N/A</th>
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</thead>
<tbody>
<tr>
<td>Welcoming and Inviting</td>
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<td></td>
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<tr>
<td>Clean</td>
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<tr>
<td>Good Interior Lighting</td>
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<tr>
<td>Convenient Parking</td>
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<tr>
<td>Good Outdoor Lighting</td>
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<tr>
<td>Safe and Secure</td>
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</tr>
</tbody>
</table>
What words would you use to describe our community?
Your answer

What are your aspirations for our community?
Your answer

What is the largest need in our community?
Your answer

What do you see as the biggest strength of our community?
Your answer

What are some potential challenges to reaching our community goals?
Your answer

How can the challenges facing our community be addressed?
Your answer

Please add any additional comments that will help the library meet your needs
Your answer

Submit

Never submit passwords through Google Forms.
Customer Service Survey Results

Survey Methods

- E-mails to patrons in our system who have given us their e-mail account when applying for a library card. We used our new Adestra product to send this e-mail
- Website promotional slider
- Social media posts
- Survey was promoted on our public access computers
- Survey ran from March 20-May 1, 2017

Survey Respondents

- 41% of our service population has a resident MPHPL card; 1.6% of cardholders responded
- 783 total respondents; 99% are current library patrons
- 78% of respondents are female
- 73% of respondents are over age 40; 53% of respondents are over age 50

Services and Collections

- 88% of respondents gave the library an overall rating of 4 or higher
- The majority of 1-3 ratings came from the reduction of library hours

When asked what would help the library meet their needs, the top 4 answers were:

- Expand library hours (19%)
- Expand library collections (14%)
- Reduce noise in the library (5%)
- Offer coffee (2%)
Services and Collections cont.

Programming

When asked for times patrons would like to see more programming, the top 4 answers were:

• Evenings (36%)
• Weekends (32%)
• Afternoons (6%)
• Summer (3%)

• 5% of respondents have attended a library event that was held off-site
Community Responses

When asked their aspirations for the community, the top 4 answers were:

• Education (10%)
• Safety (9%)
• Growth (5%)
• Infrastructure (5%)

When asked the largest need in our community, the top 5 answers were:

• Education (11%)
• Infrastructure (6%)
• Poverty/Jobs (6%)
• Safety (4%)
• Activities (4%)

When asked the biggest strength of our community, the top 5 answers were:

• People (13%) (Caring, Friendly, Helpful)
• Education (6%) (Notre Dame, local public schools)
• Safety (5%)
• Parks (5%)
• Size (3%) (Small town)

When asked the potential challenges to reaching community goals, the top 5 answers were:

• Lack of Money/Funding (13%)
• Lack of volunteers (5%)
• Divisive politics (4%)
• Lack of time (4%)
• Lack of awareness (4%)

When asked how can the challenges facing our community be addressed, the top 3 answers were:

• Communication (9%)
• Education (6%)
• Community Involvement (3%)
Appendix B: Service Responses

1. **Be Informed Citizens: Local, National, and World Affairs**
   Citizens 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 tools 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: Emergent Literacy**
   Preschool children 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 explore their heritage, to connect the past with the present through their family histories, and to understand the history and traditions of the community in which they live.

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 Fast Facts: 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 and Family Literacy**
    adults 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**
    teens and adults 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 who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

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 Literacy**  
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: Public 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 America: Services for New Immigrants**  
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.