

LONG-RANGE PLAN 2023-2027



OUR MISSION

The Mishawaka-Penn-Harris Public Library inspires and empowers our community by connecting patrons to literature, information, ideas and new experiences for lifelong enrichment.



Mishawaka Library
209 Lincolnway East
Mishawaka, IN 46544

Monday	9 a.m. - 6 p.m.
Tuesday	9 a.m. - 8 p.m.
Wednesday	9 a.m. - 6 p.m.
Thursday	9 a.m. - 8 p.m.
Friday	9 a.m. - 6 p.m.
Saturday	10 a.m. - 5 p.m.
Sunday	CLOSED



Bittersweet Branch
602 Bittersweet Road
Mishawaka, IN 46544

Monday	10 a.m. - 7 p.m.
Tuesday	10 a.m. - 6 p.m.
Wednesday	10 a.m. - 7 p.m.
Thursday	10 a.m. - 6 p.m.
Friday	CLOSED
Saturday	10 a.m. - 5 p.m.
Sunday	CLOSED



Harris Branch
51446 Elm Road
Granger, IN 46530

Monday	10 a.m. - 8 p.m.
Tuesday	10 a.m. - 8 p.m.
Wednesday	CLOSED
Thursday	10 a.m. - 8 p.m.
Friday	10 a.m. - 6 p.m.
Saturday	10 a.m. - 5 p.m.
Sunday	CLOSED

ABOUT US

The Mishawaka-Penn-Harris Public Library system is comprised of Penn and Harris townships located in St. Joseph County, IN. Within these townships, 46% (42,781) of residents are active library card holders.

The seven-member 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.





Board of Trustees



Mark Bagwell



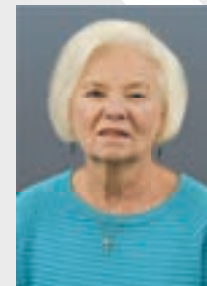
Karen Baldini



Dee Dee Gerber



Jenny McNeil



Naomi Rea



David Straughn



Roger Wright

MPHPL Executive Team



Donna Meeks
Director



Jennifer Ludwig
Director of Patron Services



Eric Mims
Comptroller



Dena Wargo
Director of Operations

PENN & HARRIS TOWNSHIPS

EDUCATED

The number of individuals holding a Bachelor's degree or higher has increased over the last 5 years.

Penn Township

10% increase
in the past 5 years

Harris Township

25% increase
in the past 5 years

AGING

According to the Indiana Business Research Center, 1 out of every 5 people living in Indiana will be a senior citizen (65+) by 2030.

Seniors (60+) 20,400

23.6% increase
from 2015

GROWING

Interest in our townships continues to grow due to new home and apartment construction as well as high-demand businesses moving into the area.

Net Assessed Value \$3,731,534,352

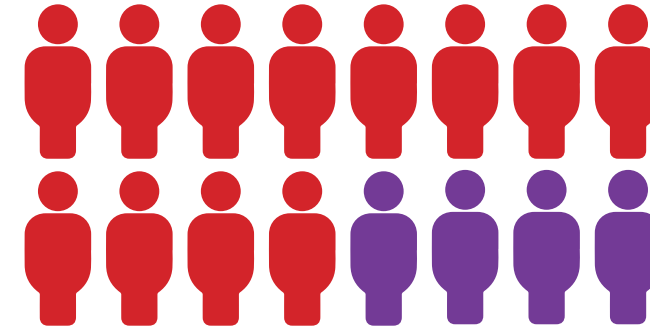
16.9% increase
from 2010 to 2020

Population 93,095

2.8% increase
from 2010 to 2020

2020 DEMOGRAPHICS

Population:
93,095



Penn Township: 74%
68,698

Harris Township: 26%
24,397

Race:

Penn Township



Harris Township



Demographics	Penn Township	Harris Township
Age Range	Minors: 26% 20-44: 33% 45-59: 18% 60+: 23%	Minors: 30% 20-44: 31% 45-59: 20% 60+: 19%
Bachelor's Degrees or Higher	25.5%	56.6%
Less than a high school education	14.8%	2%
Persons below poverty line	14.1%	4.6%
1-Parent Household	26.1%	8.3%
2-Parent Household	55.2%	79.6%
Household Income	\$53,420	\$94,016
Owner-occupied housing unit	65.7%	81.7%
Renter-occupied housing unit	34.3%	18.3%

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

<https://census.gov> (Decennial Census)
<https://data.census.gov> (American Community Survey)
<https://censusreporter.org>

Elementary & Secondary Education

Public Elementary Schools	Public Middle Schools	Public High Schools	Parochial Schools	Private Schools
18	4	2	4	6
7,753 students	3,413 students	5,395 students	1,680 students	462 students
School City of Mishawaka <ul style="list-style-type: none"> Battell (274) Beiger (494) Emmons (441) Hums (320) LaSalle (476) Liberty (436) Twin Branch (310) Penn-Harris Madison School Corporation <ul style="list-style-type: none"> Bittersweet (499) Elm Road (468) Elsie Rogers (344) Horizon (659) Madison (135) Mary Frank (460) Meadow's Edge (404) Moran (431) Northpoint (594) Prairie Vista (511) Walt Disney (497) 	School City of Mishawaka <ul style="list-style-type: none"> John Young (804) Penn-Harris Madison School Corporation <ul style="list-style-type: none"> Discovery (874) Grissom (709) Schmucker (1026) 	School City of Mishawaka <ul style="list-style-type: none"> Mishawaka High School (1518) Penn-Harris Madison School Corporation <ul style="list-style-type: none"> Penn High School (3877) 	PreK-8 <ul style="list-style-type: none"> Queen of Peace (202) St. Pius X Catholic School (564) K-8 <ul style="list-style-type: none"> Mishawaka Catholic (253) High School <ul style="list-style-type: none"> Marian High (661) 	PreK-8 <ul style="list-style-type: none"> Covenant Christian School (163) Montessori Academy at Edison Lakes (214) K-8 <ul style="list-style-type: none"> Michiana Christian Academy (44) K-12 <ul style="list-style-type: none"> New Vision Christian Academy (21) High School <ul style="list-style-type: none"> Bais Yaakov (20) International Soccer Academy of America (n/a)

*The number of homeschoolers in our area is unknown. Reporting homeschool enrollment is not required in Indiana (in.gov/doe/students/homeschool-information)

<https://inview.doe.in.gov/>
<https://www.privateschoolreview.com/>

Senior Centers

Assisted Living	Independent Living	Assisted/Independent Living	Rehabilitation Center
10	4	6	1
<ul style="list-style-type: none"> Caring Junction, Inc. Hellenic Senior Living Center Mishawaka Heritage Point* North Woods Village at Edison Lakes* Providence Home by Fir StoryPoint Granger* Twelfth Street Care Center Vannoni Living Center Silver Birch of Mishawaka Sunset House, Inc. 	<ul style="list-style-type: none"> The Linden House of Mishawaka Penelope 60 Senior Apartments Village at Arborwood Whispering Pines 	<ul style="list-style-type: none"> Brookdale Granger* Cedarhurst of Edison Lakes* Creekside Village* Grand Emerald Place Primrose Retirement Community of Mishawaka St. Paul's Life Plan Community 	<ul style="list-style-type: none"> Bell Tower Health & Rehabilitation

Average # of residents per center: 80

Largest centers: St. Paul's - 168; Hellenic Senior Living - 126; Storypoint Granger - 124

Smallest centers: Caring Junction - 6; Brookdale Granger - 20

*Includes memory care

FINANCIAL RESOURCES & SUSTAINABILITY

Net Assessed Value
2021: \$3,731,534,352
2018: \$3,192,932,913

Penn and Harris Townships

The 2021 assessed value increased by 16.9% in a 3-year period.

In 2020, Mishawaka issued permits with a total estimated construction cost of \$61 million, down from \$79.7 million in 2019. New businesses have come to the Mishawaka area, including several medical facilities, various restaurants and small businesses as well as new homes and condominiums. Our Riverwalk has been expanded, and there have been some park renovations and additions.

MPHPL

The Library is funded primarily through property taxes along with Local Income Taxes (LIT) and Excise Taxes.

While our LIT dollars decreased in 2022 by \$189,584, the 2022 Maximum Levy Growth Quotient (MLGQ) has remained high (4.3%), allowing us to increase our levy to make up for this loss. Property tax caps (circuit breaker) remain high, growing by 13% from 2021 to 2022.

2021 Tax Revenue

Property Taxes ("Levy"): \$4,813,679

Local Income Tax (LIT): \$681,312

License Excise Tax: \$380,520

Commercial Vehicle Excise Tax (CVET): \$13,194

Financial Institution Tax (FIT): \$3,428

2021 End-of-Year Fund Totals

Operating: \$2,675,814

Library Improvement Reserve Fund (LIRF): \$108,300

Rainy Day: \$141,248

Gift: \$134,107

2021 Budget

Operating: \$5,531,128

Debt Service: \$696,500

Circuit Breaker (Tax Cap Loss): \$652,403

Outstanding Debt:

2017 General Obligation Bond: \$2 Million (paid off in 2024)

2020 General Obligation Bond: \$4.2 Million (paid off in 2032)

Earmarked Projects: New roofs, LED lighting upgrades and Harris Branch renovation

In summary, MPHPL is fiscally sound with a fiscally conservative Library Board.

THE PLAN

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 meeting the vast needs of our community?"

The following methods for patron feedback were executed:

1. Online and in-house long-range-plan survey; 795 patrons responded
 - Question: What is the top community need?
 - #1 Better Education
 - #2 Affordable Activities for Families
 - #3 Increased Access and Awareness to Social Services
 - Question: How can we better serve the community?
 - #1 More Books (New popular titles; expanded variety; physical materials)
 - #2 Increased Programming (More adult and homeschool events; Better, varied times)
2. Summer Reading survey
 - 177 patrons responded
 - 60% of respondents indicated participation in this year's Summer Reading Challenge
 - Suggestions for program improvement included adding back local business coupons for free meals/ice cream, a list of suggested goals to choose from and a more varied selection of books across all age groups
3. Programming feedback
 - Post-event surveys
 - Feedback through social media and email
4. Online feedback forms and in-house suggestion boxes
 - Continuously available and monitored

The following methods for Staff/Board feedback were executed:

1. Staff think tanks
 - May 4, 2022
 - All staff in all departments
 - Ideas for improvement in areas such as customer service, collections, programming, technology and staffing
2. Staff/Board roundtables
 - Two meetings were held in September 2022

Both community needs and areas of improvement were a major focus when developing the Plan and identifying our Service Priorities (Goals).

Service Priorities

**RAISING
AWARENESS**

**ENHANCING PLACES
& SPACES**

**EXPANDING PRODUCTS
& SERVICES**

**STRENGTHENING COMMUNITY
CONNECTIONS**

**BUILDING A
STRONGER TEAM**

PRIORITY #1: RAISING AWARENESS

We want the public to understand the value of MPHPL while ensuring library products and services are actively communicated to our community.

Objectives & Activities

1. Tell the Library's story
 - a. Develop a marketing presentation to share with local partners
 - b. Create a video series highlighting patron experiences
 - c. Design branded apparel and items
2. Expand marketing initiatives to reach library nonusers
 - a. Obtain a Geographic Information System (GIS) to target demographic shifts
 - b. Implement a strategic marketing plan with attention to target populations
 - c. Increase radio, newspaper, television and billboard advertising

Project Manager: Communications Manager

Project Manager: Communications Manager



Batty Bats event, Thursday, Oct. 27, 2022



Frightful Friday event, Friday, Oct. 21, 2022

PRIORITY #2: ENHANCING PLACES & SPACES

While extensive improvements have been made to the Mishawaka Library and the Bittersweet Branch, the Harris Branch is scheduled to undergo a major renovation in 2023.

Objectives & Activities

1. Improve the Mishawaka location
 - a. Convert to LED lighting
 - b. Replace existing roof
 - c. Explore the feasibility of creating a sunken courtyard

Project Manager: Director of Operations, Maintenance Manager

2. Improve the Bittersweet location
 - a. Replace existing roof
 - b. Expand Maintenance storage
 - c. Replace outdated light fixtures

Project Manager: Director of Operations, Maintenance Manager

3. Renovate the Harris location
 - a. Convert to LED lighting
 - b. Expand the Teen area
 - c. Create reading space for adults
 - d. Modify existing Youth areas into flexible programming spaces
 - e. Construct a Youth courtyard
 - f. Replace outdated light fixtures

Project Manager: Director of Operations, Maintenance Manager





Dinosaur Dectectives, Thursday, Jun. 9, 2022

PRIORITY #3: EXPANDING PRODUCTS AND SERVICES

In response to staff and community feedback, MPHPL plans to implement new initiatives that will have a large impact on the patron experience.

Objectives & Activities

1. Enhance and expand library collections
 - a. Perform a system-wide gap analysis
 - b. Conduct a diversity audit
 - c. Link our physical collections to digital products and related programming via QR codes

Project Manager: Collection Services Coordinator

2. Increase access to local and family history
 - a. Digitize library collections
 - b. Index physical resources
 - c. Obtain VHS conversion equipment and scanner/photo correction system

Project Manager: Adult Services Coordinator

3. Implement new services
 - a. Provide notary services at each location
 - b. Employ a social worker at the Mishawaka location
 - c. Create a recording studio at the Mishawaka location
 - d. Obtain a mobile outreach vehicle

Project Manager: Director of Patron Services

4. Expand programming opportunities
 - a. Increase senior-focused programs during afternoons and weekends
 - b. Increase evening programs for children and teens
 - c. Increase the number of Saturday events
 - d. Develop programming to increase use of outside library grounds

Project Manager: Community Engagement Coordinator,
Youth Services Coordinator

PRIORITY #4: STRENGTHENING COMMUNITY CONNECTIONS

MPHPL recognizes our need to strengthen current collaborations as well as increase local partnerships.

Objectives & Activities

1. Cultivate cultural awareness and celebrate diversity
 - a. Host and partner with local organizations to provide events and programs that promote diversity and inclusion
 - b. Use current professional standards and best practices to update program materials, resources and methods to strengthen inclusion, diversity and equity in program activities
 - c. Meet the needs of English-language learners through resources, events and materials

Project Manager: Community Engagement Coordinator,
Youth Services Coordinator

2. Identify and reach underserved areas and populations within our community
 - a. Identify low-income neighborhoods in the community
 - b. Provide on-location after-school activities with a focus on STEM
 - c. Increase the number of daycares/preschools visited
 - d. Provide mobile libraries for in-person checkout in neighborhoods, daycares/preschools and senior facilities

Project Manager: Community Engagement Coordinator

3. Implement additional collaborative activities with educational partners
 - a. Participate in parent-teacher organization (PTO) events
 - b. Establish a presence at local educational foundations
 - c. Increase programs and material support to homeschool families
 - d. Expand our relationship with local colleges and universities

Project Manager: Community Engagement Coordinator,
Youth Services Coordinator

4. Expand educational opportunities for adults
 - a. Provide culinary programs through partnerships with Ivy Tech, Purdue Extension and others
 - b. Collaborate with local artisans to provide art classes and displays
 - c. Increase the number of senior centers serviced through outreach

Project Manager: Community Engagement Coordinator



COLLABORATION AND 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:

- With the support of the Board of Trustees, MPHPL maintains an endowment fund through the Community Foundation of St. Joseph County.
- We offer patrons access to other libraries through local, statewide and reciprocal borrowing agreements.

Non-Profit Community Partners:

Mishawaka Parks	Mishawaka Parks (cont.)	Mishawaka Business Association
<ul style="list-style-type: none"> • Booth at large community events including Table or Treat and Winterfest 	<ul style="list-style-type: none"> • Free book boxes installed in three community parks; staff refill boxes monthly 	<ul style="list-style-type: none"> • Participation in Mishawaka's Third Thursday initiative
South Bend Area Genealogical Society	Volunteer Lawyer Network	Unity Gardens
<ul style="list-style-type: none"> • Offers guest speakers and presentations on a variety of topics; hosts meetings for organizations to share ideas 	<ul style="list-style-type: none"> • Provides free community 'Ask a Lawyer' sessions at the library each year 	<ul style="list-style-type: none"> • Delivers educational presentations virtually and in person on gardening
Aging Connections	Aging Connections (cont.)	Goodwill Industries
<ul style="list-style-type: none"> • Hosts a Community Senior Resource Fair at the library 	<ul style="list-style-type: none"> • Provides information on area senior resources to library staff and patrons 	<ul style="list-style-type: none"> • VITA tax assistance

Senior Centers/Homebound Patrons:

Books-by-Mail	On-Site Programs
<ul style="list-style-type: none"> • Allows homebound patrons to obtain materials 	<ul style="list-style-type: none"> • Book Clubs • Lifelong Learning: Presentations on a variety of places and topics • Time for Stories: Short stories, songs, remembrance activities (memory care)



Higher Education Partners:

Bethel University	Ivy Tech
<ul style="list-style-type: none"> • Non-resident students receive full library benefits at no cost 	<ul style="list-style-type: none"> • Annual Job Fair

Youth Educational Partners:

K-12 schools	Headstart/Preschools	Summer School Lunch Program (PHM)
<ul style="list-style-type: none"> • Class visits to the library • Attendance at open houses and literacy-based events • STEM training for teachers and related visits to classrooms • Digital cards offered to students and teachers 	<ul style="list-style-type: none"> • Monthly storytimes • Book deliveries 	<ul style="list-style-type: none"> • Provide information on our Summer Reading Challenge • Offer STEM-based activities to enjoy on-site after lunch
Mishawaka Education Foundation	Boys & Girls Club of St. Joseph County	South Bend Community School Corporation
<ul style="list-style-type: none"> • Take a Mental Health Day Fair • Trunk or Treat 	<ul style="list-style-type: none"> • Field trips to the library • Literacy activities on-site 	<ul style="list-style-type: none"> • Provide classroom space for HSE instruction

PRIORITY #5: BUILDING A STRONGER TEAM

MPHPL will follow a focused approach for fostering a highly effective team centered on advancing the library's mission.

Objectives & Activities

1. Develop a comprehensive onboarding program for new staff
 - a. Incorporate building safety and operations into library tour
 - b. Develop activities to increase awareness of policies and procedures
 - c. Host getting-to-know-you events

Project Manager: Executive Team

2. Develop a standardized training program for supervisors
 - a. Create an onboarding program that includes building-specific safety and operations training
 - b. Develop a comprehensive leadership curriculum
 - c. Implement a cohesive tracking system for professional development participation

Project Manager: Executive Team

3. Cultivate work culture and employee engagement
 - a. Develop a digital community board for staff
 - b. Increase team-building work-related activities
 - c. Offer after-hours social events

Project Manager: Executive Team



PROFESSIONAL DEVELOPMENT STRATEGY

MPHPL values the contribution that professional development brings to our daily operations and patron services. The Library supports employee participation in educational opportunities on a consistent basis.

Internal Training

The Library holds in-service training on a quarterly basis. Staff are trained on new products and services and apprised of library matters in general. Some sessions provide staff the opportunity to earn LEUs.

Online training is provided through SirsiDynix, Homeless Training Institute, and free and paid webinars conducted by the Indiana State Library and other sources. Participation in these webinars are conducted on library work time.

Professional Conferences

Staff are paid to attend professional conferences. Supervisors and librarians are expected to attend professional conferences. 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 serve our community. In 2020, MPHPL moved from the Sierra integrated library system (ILS) to SirsiDynix. The switch was well-received by both staff and patrons, as the Library is now able to customize functionality to better serve our patrons.

New Products

In the last two years, MPHPL has expanded its digital products. Patrons now access music downloads and streaming through Freegal; Comic books and TV/movies are available through hoopla; Magazines and newspapers are provided through PressReader.

In 2022, MPHPL joined the Indiana Digital Library (IDL) Overdrive consortium. This has provided patrons with an increased variety of titles and shorter hold times.

MPHPL provides access to online databases through INSPIRE and the purchase of 16 popular databases including ABC Mouse, Ancestry, BrainFuse, Gale Legal Forms and Value Line.

Network

The internet service provider (ISP) for the library is Surf Broadband. Surf Broadband provides 1 Gbps of bandwidth through a fiber-optic link at MPHPL’s main library. The Bittersweet and Harris branches are linked to the Mishawaka location by 1 Gbps of dedicated layer 2 transport.

All locations provide access to public wireless internet (Wi-Fi). The Wi-Fi service is provided by Network Solutions, Inc. (NSI) through multiple access points. The Mishawaka location has 16 access points, Bittersweet has 4, and Harris has 5. MPHPL is able to obtain usage statistics through our Meraki online administrative portal.

Our internal Firewall provides content filtering to ensure compliance with the Children’s Internet Protection Act (CIPA).

Public Access

	Mishawaka	Bittersweet	Harris
Adult Computer Lab	21 computers + 1 ADA	8 computers + 1 ADA	4 computers + 1 ADA
Local & Family History	2 computers 2 microfilm readers	n/a	n/a
Youth Computer Labs	4 children’s computers 6 children’s iPads 4 teen computers	5 children’s computers 5 children’s iPads 4 teen computers	3 children’s computers 4 children’s iPads

EQUIPMENT REPLACEMENT SCHEDULE

Computer Refresh Schedule

	Staff	Public	Totals
2023	4 Desktop Computers 5 Laptops	3 Desktop Computers 2 Microfilm Computers 6 Self-Checks	7 Desktop Computers 5 Laptops 2 Microfilm Computers 6 Self-Checks
2024	16 Desktop Computers 9 Laptops	39 Desktop Computers	55 Desktop Computers 9 Laptops
2025	6 Desktop Computers 3 Laptops	2 Laptops	6 Desktop Computers 5 Laptops
2026	7 Desktop Computers 4 Laptops 1 MacBook Pro	15 Desktop Computers	22 Desktop Computers 4 Laptops 1 MacBook Pro
2027	13 Desktop Computers 4 Laptops 1 Macbook Pro	8 Laptops	13 Desktop Computers 12 Laptops 1 MacBook Pro

Other Technology Equipment Refresh Schedule

	iPads	Monitors
Every Year (2023-27)	9 iPads	29 Monitors

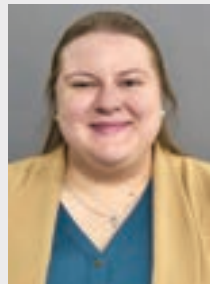


Evaluation

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.

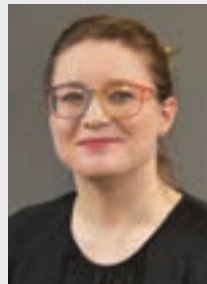
MPHPL Leadership Team



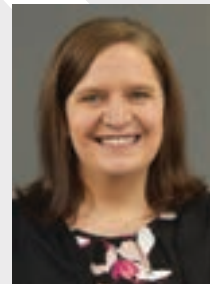
Ashley Cornwell
Adult Services
Coordinator



Erin Cook
Circulation Services
Team Leader



Kathryn Cullison
Adult Services
Team Leader



Jennifer Rittenhouse
Adult Services
Team Leader



Judi Lykowski
Communications
Manager



Stephanie Maggart
Community Engagement
Coordinator



Heather McDowell
IT
Manager



Rick Rittenhouse
Maintenance
Manager



Anne Britton
Youth Services
Coordinator



Chelsea Eskander
Youth Services
Team Leader



Kelly Heet
Youth Services
Team Leader



Karen Palmer
Youth Services
Team Leader

**The best way
to find yourself
is to lose yourself
in the service
of others.**

-Mahatma Gandhi

PLANNING CONTRIBUTORS

ADMINISTRATION

Donna Meeks, Chair
Eric Mims

Jennifer Ludwig
Dena Wargo

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Scott Allin

Vanessa Shoopman

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Naomi Rea

Mark Bagwell
David Straughn

Dee Dee Gerber
Roger Wright

