

Succeed in school Literacy
Create Young Readers Access
Lifelong Learning Innovative
Technology Partnerships
Diversity Cultural Awareness
Responsiveness Education
Service Excellence Integrity
Stewards Sustainability



Lake County Public Library

Lake County Public Library

Strategic Plan 2017-2021

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November 22, 2016

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LAKE COUNTY PUBLIC LIBRARY STRATEGIC PLAN

2017 - 2021

VISION STATEMENT

Connecting our diverse communities through access to information, ideas, and resources.

MISSION STATEMENT

The purpose of the Lake County Public Library is to provide the highest quality informational, educational, cultural, and recreational resources and services to residents of all ages in the Lake County Public Library District.

CORE VALUES

The following values influence and guide all aspects of the Lake County Public Library.

Integrity – The Library seeks to act with integrity in all its endeavors. The Library acts as a responsible steward of public resources, protects the privacy of its patrons, and seeks to provide the most accurate information through its collections, resources and programming.

Service Excellence – The Library strives to provide unbiased, accurate, and outstanding service to all individuals.

Diversity – The Library treats all individuals with respect and celebrates diversity in its libraries and its communities.

Access – The Library works to provide physical and comprehensive access to its buildings, its collections, and its programming.

Responsiveness – The Library actively listens and responds to the expressed needs and concerns of its communities.

COMMUNITY PROFILE

The Lake County Public Library System is the third largest library system in the state with a service population of 242,837. The purpose of the library is to provide the highest quality informational, educational, cultural, and recreational resources and services to residents of all ages in the Lake County Public Library District.

The library serves the communities that reside in the school districts of Griffith Public Schools, Hanover Community School Corporation, School Town of Highland, School City of Hobart, Lake Central School Corporation, Lake Ridge Schools, Lake Station Community Schools, Merrillville Community School Corporation, School Town of Munster, and River Forest Community School Corporation with nine buildings.

Lake County is divided into seven independent library districts that serve a population of 487,865 (2015). Since Lake County Public Library participates in the Statewide Reciprocal Borrowing Covenant, library cardholders throughout the county have access to our collections as do other library cardholders throughout the state.

The library maintains a close relationship with schools in its district and offers tours, class visits, bibliographic instruction, and digital access library cards for their students. Area colleges and regional university campuses often tour the Merrillville Branch and make use of the library's resources.

Through technology, innovative programming, outstanding customer service and a well trained and motivated staff, the Lake County Public Library System continues to adapt and offer its patrons quality library services and resources.

Lake County Public Library Foundation, Since 1984

To ensure that Lake County Public Library would be able to sustain library resources, the Lake County Public Library Foundation, an independent, non-profit organization, was established in 1984.

The Foundation administers funds received and provides a continuing source of income for the library. The philanthropic endeavors of individuals and corporations help to subsidize the library, enabling it to fulfill its mission for quality library service.

The Lake County Public Library Foundation is the catalyst in generating public funding and endowments to ensure the future and excellence of Lake County Public Library. The majority of the Foundations' funds are held in an endowment which ensures they will benefit the library's future indefinitely. Gifts received help increase the Foundation's endowment or donors can direct their use specifically.

Friends of Lake County Public Library, Since 1978

The Friends of Lake County Public Library is comprised of volunteers who work countless hours sorting, shelving and selling books at the LCPL Bookstore at Merrillville Branch and at all branch locations. The funds are distributed for youth and adult programming and for volunteer and staff recognition events. With the Friends support, Lake County Public Library is able to fulfill the mission of quality library service.

Volunteers

The volunteers are an important part of the Lake County Public Library family. Thanks to volunteers, Lake County Public Library is able to go above and beyond the library services provided by public funding.

Volunteers allow us to offer a variety of classes thanks to their expertise, keep the booksale room open, provide ESL literacy tutoring, assist in the Indiana and Genealogy Room, and so much more. Last year there were 122 volunteers who graciously donated 4,197 hours of their time to support the library.

SUMMARY OF KEY COMPONENTS OF THE STRATEGIC PLAN

The Lake County Public Library, recognizing the key concerns of the state's requirements for planning, was diligent in gathering community data on its population and using that data to set goals to strengthen and empower its citizens.

The library's vision, mission and value statements underscore the reason for the library's existence. The Strategic plan recognizes community needs and sets goals to meet those needs.

Statement of Community Needs and Goals

In order to assess community needs and goals, the Lake County Public Library reviewed Census Data, conducted a Public Input Survey, met informally with Education and Business leaders and received input from Library Management Team.

U.S. Census Data

The Census Bureau conducts nearly one hundred surveys and censuses every year. By law, no one is permitted to reveal information from these censuses and surveys that could identify any person, household, or business. Data from the following surveys and censuses are available in American FactFinder and were used to provide demographic analysis:

- The **American Community Survey** is a nationwide survey designed to provide communities a fresh look at how they are changing.
- The **American Housing Survey** is the most comprehensive housing survey in the United States, covering 29 metropolitan areas and the nation as a whole.
- The Census Bureau conducts more than 100 economic surveys covering annual, quarterly, and monthly time periods for various sectors of the economy. Data from three **Annual Economic Surveys** can be found on American FactFinder.

Results

Summary data reflect the diversity and disparities within the communities served by the Lake County Public Library. Data is based on 2014 school districts data using American FactFinder. (Detailed information in Appendix A).

10.9% of the families in the Lake County Public Library District had income in the last 12 months below the poverty level. Although below the state average of 15.5%, we have three school districts (21.7% - 31.4%) which are higher than both the Indiana and Lake County averages.

Educational attainment in our school districts varies widely. Although the library district's average of 24.2% holding a Bachelor's Degree or higher is greater than the state average, we have school districts with graduation rates as low as 80.3%.

When categorized by race and ethnicity our school districts are very diverse. Average library district racial makeup is 78.0% white, 12.1 % Black/African American, and 9.9% other. The white population percentage varies widely between communities, with a range of 50.3% to 94.3%.

The largest ethnic group served in the library district is Hispanic, averaging 13.3%. Hispanic populations in Library district communities range between 6.3% and 32.8%.

Public Input Survey

In order to obtain feedback from the public about the direction the library should take in the future, the library issued a short survey to identify areas for improvement in our current collection and services. (The questions and specific results can be found in Appendix B).

Methodology

The survey was issued in several formats to capture as large a number of patrons as possible:

- Email blast sent to all adult resident patrons with an email address on file
- Paper copies placed in all branches

- QR code cards (scannable by anyone with a smart phone) placed in all branches
- Link posted to Facebook
- Link placed on the homepage of the library's website

Participants were offered an opportunity to win a gift card, provided by the Friends, for taking part in the survey.

For questions that relied on a rating scale (Excellent to Poor, or N/A), responses were weighted and averaged, ignoring N/A answers for the purposes of creating the result charts found in Appendix B. “Poor” scores were assigned a 1, “Fair” scores a 2, and so on. (Resulting scores are shown on a scale of 1 to 4 in Appendix B, with the raw response data included below each chart).

Results

1,887 patrons responded to the survey. The email blast was the most successful method of collecting results, with 92.95% of responses coming from the email link.

Participants were asked to rate various library offerings and services. While results for these were for the most part positive (with all aspects surveyed receiving a “Good” or “Excellent” score on average), it did become evident that there is a large knowledge gap among patrons regarding the library’s digital offerings. There were far more “Don’t Know/Not Applicable” responses on the questions about digital materials than on any other category (see Appendix B for details). In addition, the free comment field at the end of the survey garnered several remarks from patrons expressing surprise that the library offers so many digital materials for check out.

Of the services polled, overall customer service received the highest rating with 94.7% of respondents giving it an “Excellent” or “Good” score (Appendix B includes the raw numbers and breakdown of responses).

The lowest scoring service was our digital music offering, with only 26.5% of respondents rating it as “Excellent” or “Good”. However, it should be noted that 67% of respondents did not know about or did not use the service at all. “N/A” responses were not included in the weighted average used to measure each category; on our scale of 1 to 4, digital music received a 3.29.

Education and Business Leader Meetings

During 2016 the Library Director and Assistant Director spoke at school board meetings updating the Superintendents and Board Members on the library's digital access cards, the Summer Library Challenge and the new 1,000 Books Before Kindergarten program. The Library director also met individually with School Superintendents to discuss the future of library-school partnerships.

Library managers attended monthly chamber meetings and shared information on the library's reading programs, student digital access cards, and business databases. The regular attendance at community meetings allowed our branch library leaders to actively listen and respond to the expressed needs and concerns of their community.

Library Management Advisory Team Input

During January 2016 the 200+ staff were surveyed with the question:

Thinking specifically about the communities we serve - economic standards, education levels, etc - what are the top 5 types of services the library should focus on enhancing over the next 5 years? All of these services are important and will be maintained, but which ones really need to grow?

The choices were adapted from PLA's book Strategic Planning for Results. The survey results were used by the Administrative Team to select Service Priorities.

During the May 2016 Management Advisory Team Meeting, team members were challenged to brainstorm ideas to better serve our communities. (See Appendix C)

Their contributions were recorded and categorized under the following headings:

- Cultural and Recreational Opportunities
- Lifelong Learning Support
- Literacy Challenges/Solutions

Assessment of Facilities, Services, Technology and Operations

The assessment summary of Lake County Public Library's facilities, services, technology, and operations data is from the library's 2015 Indiana Public Library Annual Report. (See Appendix D)

Ongoing Evaluation Process

In writing the strategic plan, the committee was charged with creating a working document – not just a “required document.” Management Advisory Team members (Branch and Department Heads) will review the plan monthly and record progress on their regular monthly reports.

As part of our Employee Annual Development and Review process, all professionals will develop an individual goal that furthers the library's strategic plan.

The Director and Management Team will review objectives and service responses of the Strategic Plan on an annual basis. Progress assessments will be documented and needed plan adjustments will be recommended.

Organizational Priorities

- **Staff Training and Development:** In an effort to support and encourage quality and professional service to the residents of our community, Lake County Public Library staff are encouraged to attend local, state, and national seminars and conferences.
- **Library Policies:** Policies are reviewed annually. Updates are made as needed to ensure that the mission and focus of the library meets the community's needs.

Library Partnerships

- **Lake County Libraries Working Together:** Throughout Northwest Indiana library staff meet regularly with their counterparts in reference, circulation, cataloging, youth services, IT, and bookkeeping to share concerns, information, and resources to benefit all residents of Lake County.
- **Indiana Libraries Working Together for Indiana Readers:** Statewide borrowing in Indiana is a reciprocal borrowing program that covers the entire state. Lake County Public Library is a member.
- **Lake County Library Shares:** The library has signed on to the new statewide interlibrary loan program SRCS, which will give Lake County residents access to materials statewide.

Community Partnerships

The Board of Trustees and Administration believe in maintaining a presence in various civic and community organizations.

LCPL (Lake County Public Library) participates and hosts NILBA (Northwest Indiana Library Boards Association) meetings throughout the year and attends and supports the monthly meetings of LCAC (Lake County Advancement Committee) as well as maintaining a presence in local town and county government.

Our branch managers are all members of their local Chambers of Commerce and other service organizations.

Outreach Partnerships

The library partners with its ten public school systems, private and parochial schools, and homeschool associations in the library service district.

Youth services librarians visit schools throughout the year and host school visits in their branches. They visit over thirty preschool, day care, and Headstart classes monthly.

The library provides materials and services to the Lake County Juvenile Detention Center and the Lake County Parks' Bellaboo Play and Discovery Center on a regular basis.

The LCPL (Lake County Public Library) Literacy Program partners with the Northwest Indiana Literacy Coalition, a not-for-profit volunteer group which promotes the cooperative exchange of services, information, and ideas among literacy providers, community groups, and interested individuals across seven counties.

LAKE COUNTY PUBLIC LIBRARY SERVICE PRIORITIES

After a careful evaluation of data, library administration selected the following service responses as priorities:

Create Young Readers – Children from birth to five will have programs and services designed to ensure that they are ready to enter school.

Succeed in School - Students will have the resources they need to succeed in school.

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

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

Stimulate Imagination – Residents who want materials to enhance their leisure time will find what they want when and where they want it, and will have the help they need to make choices from among the options.

Raise 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.

Provide Services for New Immigrants – New immigrants will have information on citizenship, English learning, employment, public schooling, health and safety, available social services, and any other topics they need to participate successfully in American life.

DETAILED GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE LITERACY

The Lake County Public Library will develop programs, tools and resources to increase literacy for all ages in the community.

Objective 1.1 Create Young Readers – The library will design and offer programs that encourage pre-literacy and literacy skills for birth to age 5.

Performance Measures:

- Increase number of children enrolled in the library's ***1,000 Books Before Kindergarten Program*** and increase number of free books given to participants at the completion of the program
- Train and offer refresher training for youth librarians implementing the national ***Every Child Ready to Read Program*** in library story times
- Order and maintain quality collections for use in programming and circulation

Target Audience: Preschoolers – birth to 5-year-old children and their families

Partners: Lake County Public Library Foundation, Friends of the Lake County Public Library, community school systems, daycares and Headstart Centers

Benefits: A child who has attended programs, listened to 1,000 books, and interacted with other children begins kindergarten with an advantage.

Objective 1.2 Succeed in School – Strengthen the Library's contribution to formal education in our library district.

Performance Measures:

- During each school year instruct students and their teachers in the use of library digital access cards and the library print and online resources.
- Attend the local school board meetings twice a year
- Attend local parent-teacher groups and arrange presentations on an annual basis
- Encourage literacy during the summer with reading challenges and increase number of books read

Target Audience: Elementary, middle, and high school students, school administrators and teachers, and parents

Partners: Administrators, teachers, community business leaders, local nonprofit groups, and parents

Benefits: Student success brings economic and cultural benefits to everyone in the community.

Objective 1.3 Learn to Read and Write – The library will support teens and adults as they need to improve their literacy skills to meet their own personal, educational, and career goals.

Performance Measures:

- Increase percentage of usage for the school digital access cards
- Create presentations for the public, schools, community groups, and the business community on online database resources and increase database usage
- Provide resume writing and online job application training for the unemployed and underemployed; record number of classes and attendees
- Participate in community business fairs and school career days; record number of attendees

-Offer **Citizenship** classes and **ESL** (English as a Second Language) classes; record number of classes and number of attendees

Target Audience: Adults and teens

Partners: Literacy coalitions, business community, and schools

Benefits: An educated population contributes to the wellbeing of the community.

GOAL 2: SUPPORT LIFELONG LEARNING AND RECREATIONAL NEEDS

The Lake County Public Library will support its residents' interest in lifelong learning and recreational pursuits with programs and resources.

Objective 2.1 Satisfy Curiosity – Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Performance Measures:

- Offer practical skills training and technology classes for teens and adults with new **MakerSpace Programs**; record number of classes and attendance
- Offer book discussions to meet the interests of the community population; survey non-users for input
- Partner with local colleges to provide speakers or moderators on current events or local history topics
- Promote language training classes using the library database **Mango Languages** to service groups, business groups, and schools; record usage

Target Audience: All ages

Partners: Local historical societies, community colleges and universities, and senior centers

Benefits: Residents who continue to learn and take an interest in events are generally active in their communities.

Objective 2.2 Stimulate Imagination – Residents who want materials to enhance their leisure time will find what they want, when and where they want it and will have the help they need to make choices from among the options.

Performance Measures:

- Provide online and physical materials to meet the interests and needs of the community: reading, viewing, and listening for pleasure

-Collect and maintain a popular collection of best sellers, new release DVDS, magazines, and local and national newspapers

-Promote digital: ebooks, emagazines, audio books, streaming video, and downloadable music

Target Audience: Adults, teens, and children

Partners: Schools, parents and educators, and senior centers

Benefits: A community is enhanced through access to innovative programming and recreational activities and materials.

GOAL 3: CELEBRATE DIVERSITY

The Lake County Public Library, recognizing the unique and diverse population that it serves, will work to provide programming and resources that celebrate diversity.

Objective 3.1 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.

Performance Measures:

- Provide programs to create and to celebrate the rich cultural and racial diversity in Lake County: schedule speakers, performers, movie programs, and discussion sessions
- Actively recruit a diverse staff through contacts with local universities and schools as well as attending job fairs
- Provide staff training on the unique cultural traditions of the community
- Generational programming: bring generations together in book discussions and family history writing classes

Target Audience: All ages

Partners: Local colleges and universities, cultural centers, churches, temples, synagogues, and senior centers

Benefits: A vital community benefits from citizens of all cultural, racial, educational and generational groups.

Objective 3.2 Services for New Immigrants – New immigrants will have information on citizenship, English learning, employment, public schooling, health and safety, available social services, and any other topics they need to participate successfully in American life.

Performance Measures:

- Staffing ESL program: hold recruitment for additional volunteers; make arrangements to speak at service organizations and retired teacher groups
- Assess and improve the non-English adult and juvenile collections in both physical and digital formats
- Maintain and promote databases that support new immigrants: ***Learning Express, Mango Languages and Library Press Display***
- Provide resume writing classes and computer classes for new immigrants on a regular basis

Target Audience: All patrons, with attention to the non-English speaking communities and new immigrants

Partners: Churches, mosques, temples, and synagogues, Immigration and Naturalization Service, and ethnic groups and organizations

Benefits: A welcomed population shares their cultural uniqueness and talents with their communities.

GOAL 4: DEVELOP A COMMUNICATIONS PLAN

The Lake County Public Library will develop a comprehensive communications plan to ensure community awareness of services and programs.

Objective 4.1 Online library presence

Performance Measures:

- Redesign library website
- Coordinate meeting and events calendars
- Maintain a current and updated presence on the library's webpage and social media sites

Objective 4.2 Increase awareness of library services through engaging community partnerships

Performance Measures:

- Branch staff will attend local chamber meetings monthly
- Branch staff will attend local school board meetings and local town council meetings on a quarterly basis

Objective 4.3 Increase awareness of the library's programs and services through branding, advertising and public relations

Performance Measures:

- Develop and implement a marketing plan and allocate an annual budget
- Increase visibility throughout the library system with library vehicle branding and possible billboards
- Identify and document use of community networks and local media outlets to advertise events and services
- Participate in a minimum of four festivals per year

Appendix A
2014 Population, Race, Ethnicity

	Population	RACE			Total	RACE			ETHNICITY		ETHNICITY			
		Population				Percentage			Population		Percentage			
		Black/African American	White	Other		Black/African American	White	Other	Hispanic	Non Hispanic	Total	Hispanic	Non Hispanic	
Griffith Public Schools	16,614	2,359	12,444	1,811	16,614	14.2%	74.9%	10.9%	2,193	14,421	16,614	13.2%	86.8%	
Hanover Community Schools	12,638	76	11,918	645	12,638	0.6%	94.3%	5.1%	821	11,817	12,638	6.5%	93.5%	
Highland Schools	23,429	843	19,798	2,788	23,429	3.6%	84.5%	11.9%	3,561	19,868	23,429	15.2%	84.8%	
Hobart School	23,608	897	21,011	1,700	23,608	3.8%	89.0%	7.2%	3,163	20,445	23,608	13.4%	86.6%	
Lake Central Schools	66,892	2,207	58,531	6,154	66,892	3.3%	87.5%	9.2%	7,492	59,400	66,892	11.2%	88.8%	
Lake Ridge Schools	12,284	2,076	8,967	1,241	12,284	16.9%	73.0%	10.1%	1,548	10,736	12,284	12.6%	87.4%	
Lake Station Schools	8,342	200	7,324	818	8,342	2.4%	87.8%	9.8%	2,311	6,031	8,342	27.7%	72.3%	
Merrillville Schools	47,934	19,509	24,111	4,314	47,934	40.7%	50.3%	9.0%	5,992	41,942	47,934	12.5%	87.5%	
Munster Schools	23,325	933	19,173	3,219	23,325	4.0%	82.2%	13.8%	2,729	20,596	23,325	11.7%	88.3%	
River Forest Schools	7,270	211	5,823	1,236	7,270	2.9%	80.1%	17.0%	2,385	4,885	7,270	32.8%	67.2%	
LCPL Library District	242,336	29,323	189,022	23,991	242,336	12.1%	78.0%	9.9%	32,195	210,141	242,336	13.3%	86.7%	
Lake County, Indiana	493,140	124,271	305,747	63,122	493,140	25.2%	62.0%	12.8%	85,806	407,334	493,140	17.4%	82.6%	
Indiana	6,542,411	595,359	5,521,795	425,257	6,542,411	9.1%	84.4%	6.5%	412,172	6,130,239	6,542,411	6.3%	93.7%	

Appendix B

Survey Results Summary:

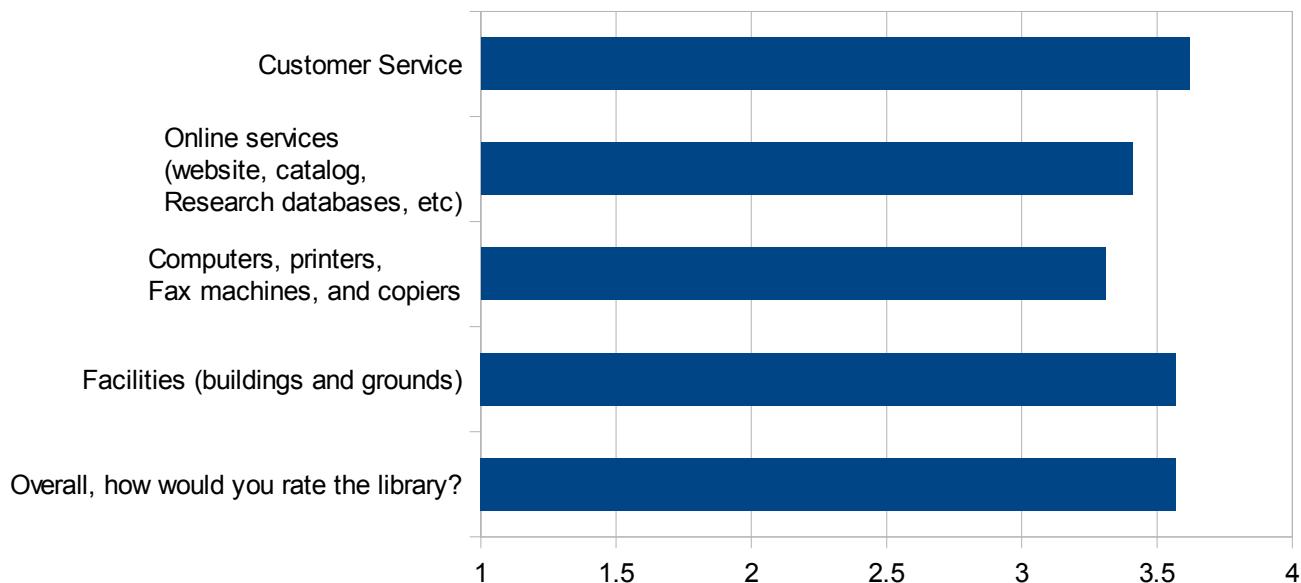
Q1: Enter your library card number

1,219 respondents answered this question. 668 skipped it.

Q2: Rate each of the following library services

Results were aggregated and weighted, with 4 being “excellent” and 1 being “poor”.

Q2: How would you rate each of the following library services?

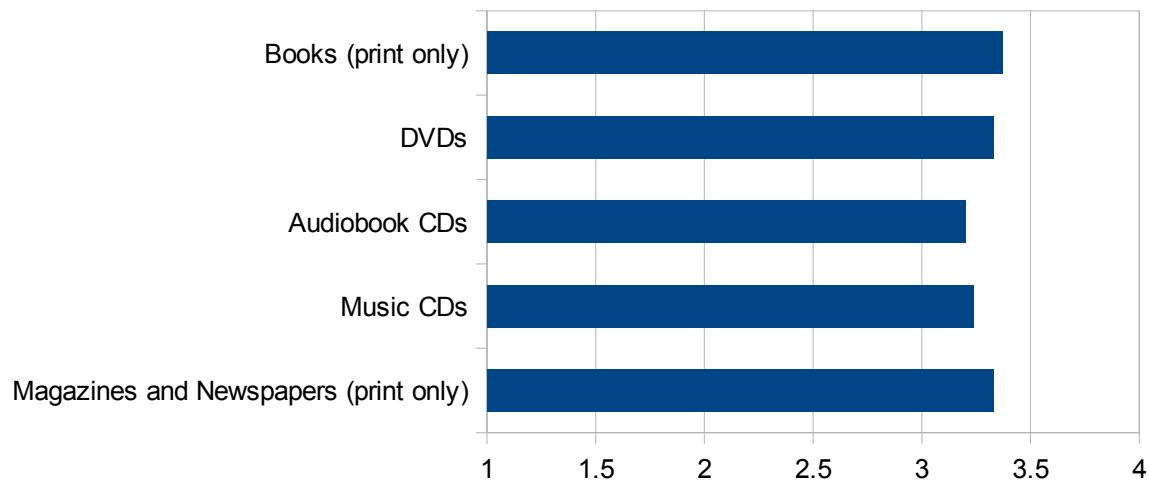


	Excellent	Good	Fair	Poor	Don't Know/Not Applicable	Total	Weighted Average
Customer Service	65.01% 1,193	29.70% 545	3.22% 59	0.33% 6	1.74% 32	1,835	3.62
Online services (website, catalog, research databases, etc)	45.20% 829	37.51% 688	6.65% 122	0.82% 15	9.81% 180	1,834	3.41
Computers, printers, fax machines, and copiers	24.99% 459	26.24% 482	6.10% 112	0.44% 8	42.24% 776	1,837	3.31
Facilities (buildings and grounds)	60.35% 1,108	34.59% 635	3.43% 63	0.38% 7	1.25% 23	1,836	3.57
Overall, how would you rate the library?	60.12% 1,102	36.72% 673	2.67% 49	0.22% 4	0.27% 5	1,833	3.57

Q3: Rate the selection of physical materials

Results were aggregated and weighted, with 4 being “excellent” and 1 being “poor”.

Q3: How's the selection of physical materials? (Materials not accessed online or through a computer)



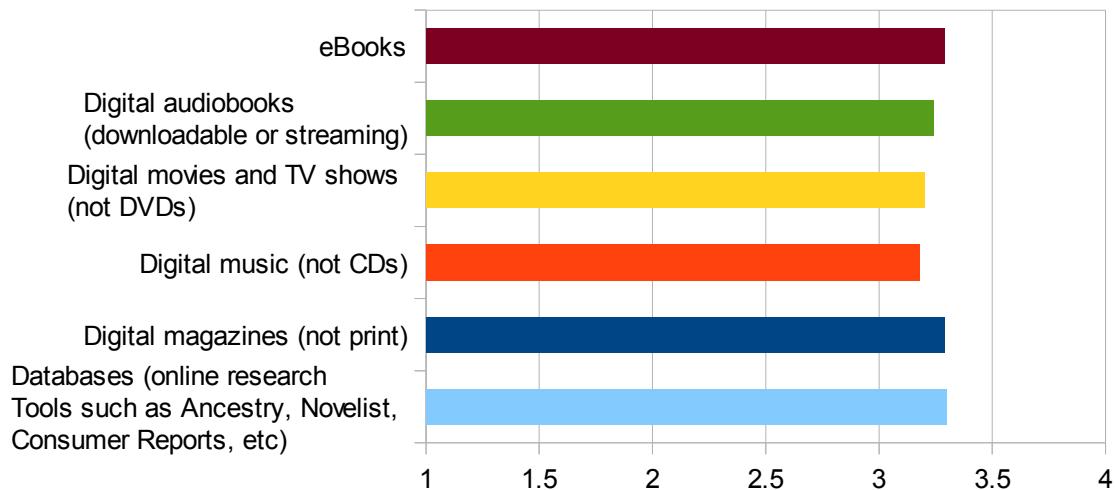
	Excellent	Good	Fair	Poor	N/A	Total	Weighted Average
Books (print only)	43.36% 796	43.19% 793	7.46% 137	0.38% 7	5.61% 103	1,836	3.37
DVDs	32.99% 603	37.58% 687	6.78% 124	0.38% 7	22.26% 407	1,828	3.33
Audiobook CDs	19.62% 358	25.32% 462	7.40% 135	0.88% 16	46.79% 854	1,825	3.20
Music CDs	18.97% 346	25.49% 465	5.98% 109	0.49% 9	49.07% 895	1,824	3.24
Magazines and Newspapers (print only)	23.68% 432	26.21% 478	4.50% 82	0.49% 9	45.12% 823	1,824	3.33

Q4: Rate the selection of digital materials

Results were aggregated and weighted, with 4 being “excellent” and 1 being “poor”.

Q4: How's the selection of digital materials (Materials accessed online using a computer or mobile device)

Answered: 1,829 Skipped: 58



	Excellent	Good	Fair	Poor	N/A	Total	Weighted Average
eBooks	26.16% 475	27.26% 495	6.06% 110	1.21% 22	39.32% 714	1,816	3.29
Digital audiobooks (downloadable or streaming)	18.65% 338	20.92% 379	5.85% 106	0.77% 14	53.81% 975	1,812	3.24
Digital movies and TV shows (not DVDs)	12.97% 236	13.85% 252	4.45% 81	1.10% 20	67.62% 1,230	1,819	3.20
Digital music (not CDs)	12.56% 228	13.94% 253	5.51% 100	0.66% 12	67.33% 1,222	1,815	3.18
Digital magazines (not print)	13.15% 237	12.38% 223	3.55% 64	0.55% 10	70.37% 1,268	1,802	3.29
Databases (online research tools such as Ancestry, Novelist, Consumer Reports, etc.)	16.14% 293	16.97% 308	4.13% 75	0.39% 7	62.37% 1,132	1,815	3.30

Q5: What is your ZIP code?

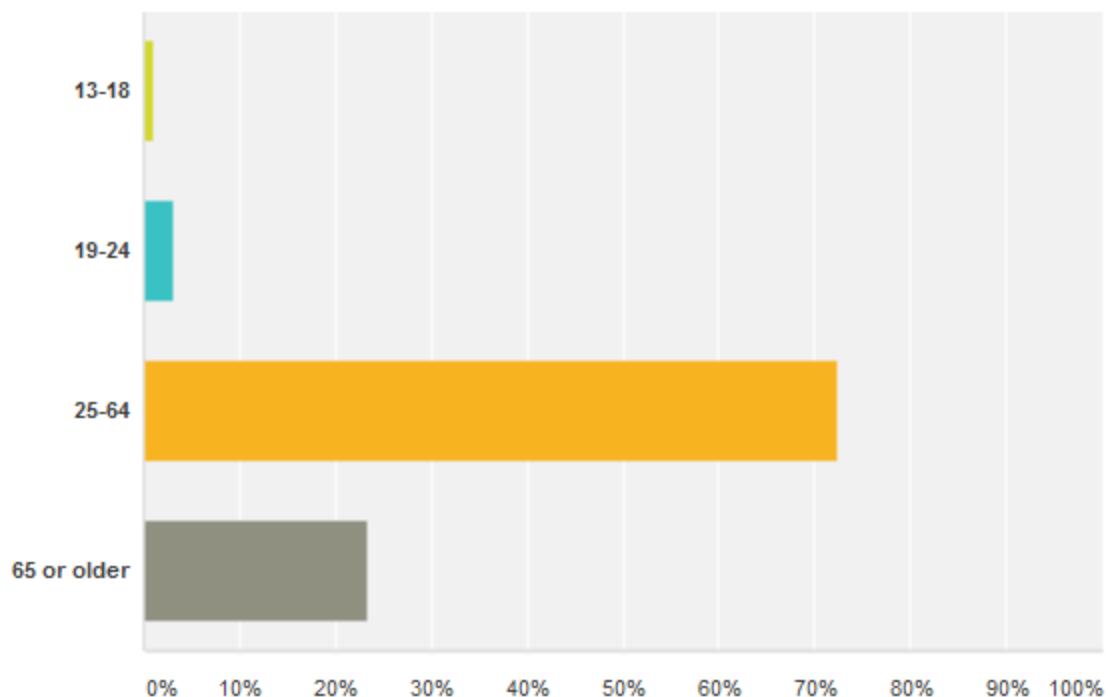
1,772 respondents answered this question. 115 skipped it. The most common response was 46321 (Munster, with 229 respondents).

Q6: How old are you?

Note that the larger range offered for 25-64 (as compared to the 6-year range in other options) makes this data appear skewed.

How old are you?

Answered: 1,798 Skipped: 89

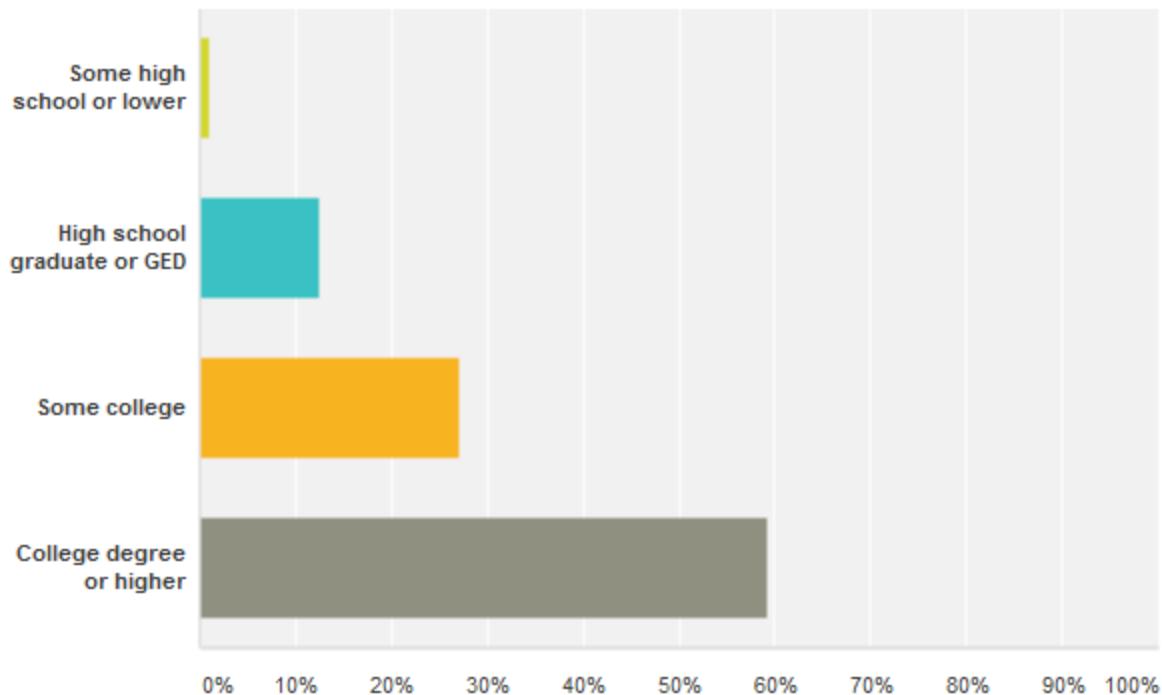


Answer Choices	Responses
13-18	0.95% 17
19-24	3.11% 56
25-64	72.47% 1,303
65 or older	23.47% 422
Total	1,798

Q7: What is the highest level of education you have completed?

What is the highest level of education you have completed?

Answered: 1,801 Skipped: 86



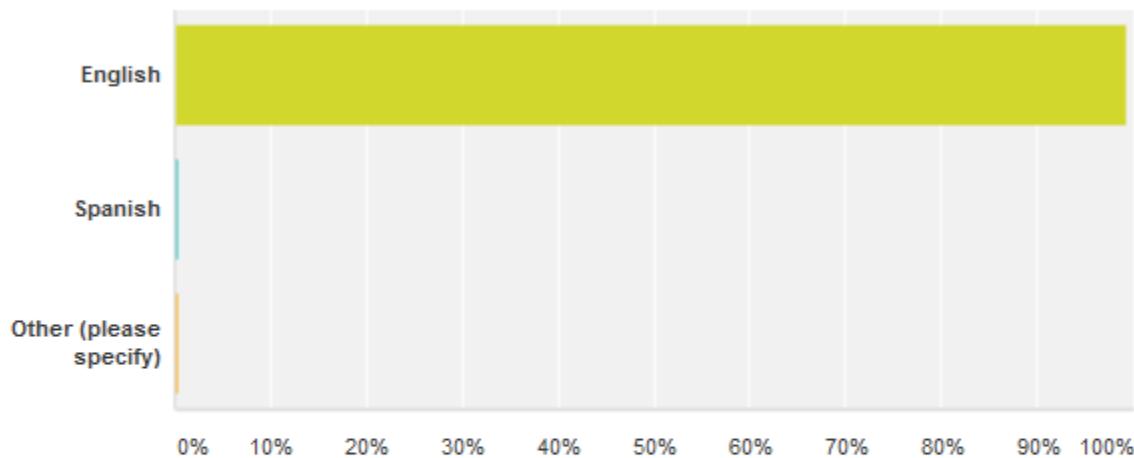
Answer Choices	Responses
Some high school or lower	1.11% 20
High school graduate or GED	12.44% 224
Some college	27.21% 490
College degree or higher	59.24% 1,067
Total	1,801

Q8: What is your preferred language?

Write-in language preferences included one preference for Russian and one for Polish, as well as two preferences for both English and Spanish together and one for both English and Serbian together.

What is your preferred language?

Answered: 1,806 Skipped: 81

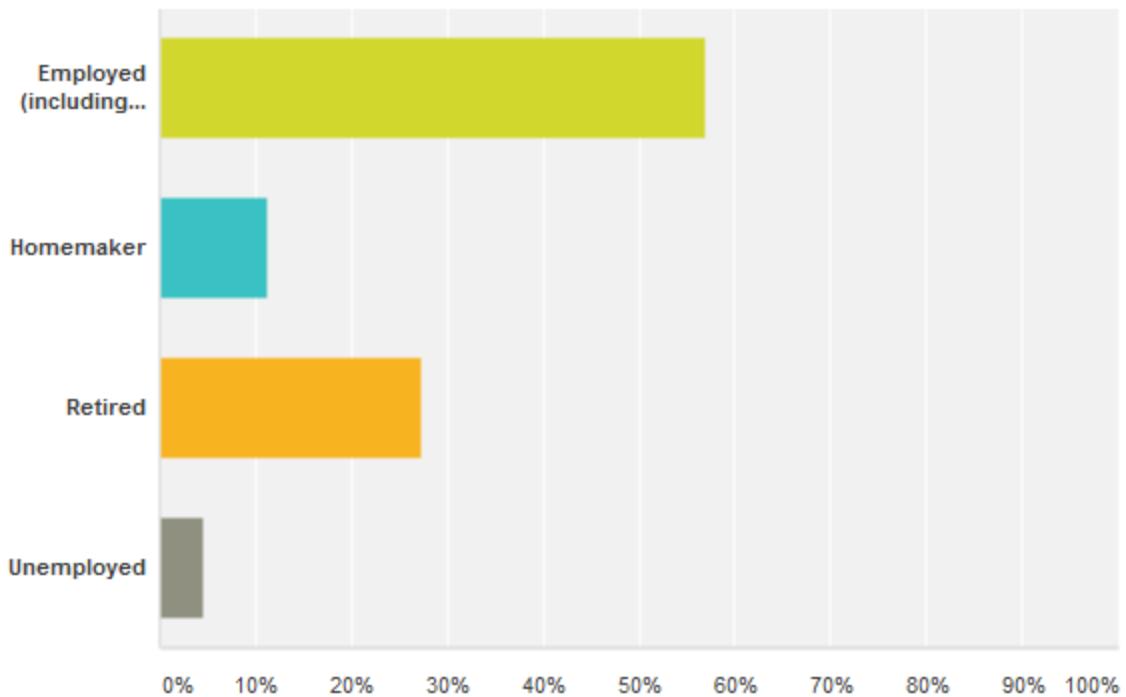


Answer Choices	Responses
English	99.34% 1,794
Spanish	0.33% 6
Other (please specify)	0.33% 6
Total	1,806

Q9: What is your employment status?

What is your employment status?

Answered: 1,795 Skipped: 92



Answer Choices	Responses	
Employed (including self-employed)	56.94%	1,022
Homemaker	11.20%	201
Retired	27.30%	490
Unemployed	4.57%	82
Total		1,795

Q10: Other comments and feedback

626 participants included additional commentary and feedback. Here are the most commonly used words and phrases:

Q10 If there's anything else you'd like to share with us, please write it here!

Answered: 626 Skipped: 1,261

Patrons Checkout DVD Fiction Movies Ago
Appreciate Parking Programs Live Staff
Rooms Love Option Books Survey
Branch Great Work Service Family
Library System Excellent Job Nice Pleasure
Munster Library Digital Media Good Work
Library Card

Appendix C

LCPL STAFF BRAINSTORMING SESSION GOALS & OBJECTIVES

AUGUST 4, 2016

CULTURAL AND RECREATIONAL OPPORTUNITIES

- Survey teens – more gaming? Interactive events?
- Quarterly publicity – mailings, event booklets, partner with towns
- Be everywhere
- Speak at service clubs
- Day Care visits
- United Way - 211
- Local attraction passes or discounts
- Spa Day
- Partner with NWI Comic Con
- Hired qualified staff to excel at service response
- Not “Burning Staff Out”
- Job specific titles – Outreach L1, Tech L1, Program L1
- Cookie exchange
- Recipe swaps
- Restaurant presentation
- Speed dating
- Acupuncture
- After hour social events for young business professionals
- Maker Station – people need to know there are other things to do besides social media
- Staff training for tweens and teens – anti-bullying classes or series given by local police
- Teens served at after school programs – go to them at the school
- CRD or similar – 211 is difficult to use and results are not always the best
- Let teens take over the library, they could learn how everything “backstage” works
- Adult Lock-In – paid performers for adults
- Add bike repair station to branches near bike paths
- Programs outside the library – book discussions at bars, storyhours at playgrounds, etc.
- Use YouTube channel for regular library stuff – story time, debut author preview, how to use “_____” – databases, downloads, etc.
- Form a video team

SUPPORT LIFE LONG LEARNING

- Community education type classes taught by non-library staff
- Teen technology classes
- Online classes
- Coding/robotics
- Attend town meetings
- Attend festivals
- Publicize outside of LCPL
- Homeschool programs – offer space for them to get together
- Organized coordinated effort to recruit and evaluate qualified volunteers to teach classes, practical skills, etc.
- Hiring qualified staff to excel at service response
- Not burning staff out
- Job specific positions
- SAT/ACT prep classes
- Home energy use – Eval info – NIPSCO does kits at schools
- Business partnerships – expertise, exposure, credibility
- Homeschoolers
- Get the Red Cross to teach CPR classes at the libraries
- ESL! Citizenship, etc.
- Tax help for seniors/low income
- Driving courses via AARP
- Bring back homebound program
- Mentally and physically handicapped
- Diversity with displays, projects, events – celebrate!
- Parent/school tech night – teach parents what their kids are using

INCREASE LITERACY

- Family ESL – kids should be included
- Buddy Read – where kids read to each other
- Library catalog enhancements to direct patrons to additional resources
- Volunteers/staff to sit after school or during the day to help children learn to spell and learn the letters...more one on one training
- Outreach librarian – need an LCPL canopy for outreach
- Use database vendors for outreach training
- Food truck to attract non-library users. Talk up library while they wait for their order.
- Business partnerships
- Hire qualified staff to excel at this service response
- Not “burning out” staff
- Endcap displays
- Homeschooled kids
- Children who are hospital inpatients
- Nursing home/assisted living residents
- Citizenship classes
- Physically and mentally disabled
- Expanded use of Bookmobile module of Polaris to register/circulate items to people at outreach facilities
- Election process!
- Make the process easier to check out e-books/downloadable audio direct from the PAC
- Book clubs for teen that they want to attend
- Go to YMCA and other places where kids are that cannot come to the library-storytimes, etc.
- Authors via skype – facetime

Appendix D
2015 Base Year Assessment of facilities, services, technology and operations

	Currently Have/Need [facility, service or operations item]	Required by Standards [corresponding standard]	Identified by Community Needs
Facilities			
All Library Locations	Architect confirmed ADA compliance at all locations	Compliance with Americans with Disabilities Act	
Services			
Collections	Number of library materials systemwide: 1,043,082	Includes books, AV materials, databases, online databases, and downloadable materials	Extensive Reference collection and popular reading collection in various formats
Organization of Collection	Polaris - Integrated Library System	Collection is organized	
Materials Budget	Materials Budget spent: \$1,626,000	Collection purchased with 20% of operating funds	Materials Budget supplemented with LCPL Foundation gifts, and other donations
Talking Books Service	Subregional Library of the Indiana Regional Library for the Blind & Physically Handicapped	Provide large print, Braille, or audio books to patrons who can't read due to a disability	
Resource Sharing	Statewide, OCLC Provided to Libraries: 1,238 Received from Libraries: 3,110	LCPL uses 3 of the 4 lending services	
Delivery Service	Statewide Delivery Service	Class A - 3 days a week from Main Library	
Age Based Populations	All library locations offer programs & reference by a qualified, certified individual	Offer programs & reference by a qualified, certified individual	Certified professionals & paraprofessionals have completed INSPIRE & databases training
Adult Services	Extensive reference collection and popular reading collection	Provide a collection of appropriate materials for the target age - Adults	Certified professionals & paraprofessionals have completed INSPIRE & databases training
Young Adult Services	Books are designated with YA stickers and noted as such in the catalog	Provide a collection of appropriate materials for the target age - YA	Enhanced the collection to comply with required reading lists from the local schools
Young Adult Services	9 of the the 9 library locations have YA designated areas	Provide a designated YA area	
Children's Services	All locations: designated children's space with age appropriate materials	Provide a designated Children's area and a collection of appropriate materials for the target age	
Children's Services	Reading Programs are offered year round	6 Week annual summer reading program is offered at all library locations	Pre-school literacy programming offered to three age groups
Programming	Total Programming: 5,047 Childrens, Teens, Adult	At least 15 library sponsored programs per 1000 people served	

Appendix D

2015 Base Year Assessment of facilities, services, technology and operations

Technology		
Integrated Library System	Polaris - Integrated Library System	ILS: tracks items owned, circulation, & patron records, and catalog with web access
Patron Records		Patron records with no activity must be purged or marked inactive at least once every three years.
Patron Records		Patrons who have not used their card in the last three years must have their records deleted if they have no fines or fees attached, and do not owe materials to the library
Internet Connection		An Internet connection with a speed of at least 1.5 Mbps in each fixed service location
Staff Computer	182 Staff Computers comply with Basic State Standard	At least one staff computer with office software, an operating system, an Internet connection, and a printer
Public Computers	223 computers with internet access and office software - systemwide	Computers connected to the Internet and with software (word processing, spreadsheets, etc.) available to patrons
Public Computers per population served	Population 242,837 No. of Public Computers 223	One public computer connected to the internet per 1089 people served
Wireless Access	Wireless Access at all 9 locations	Wireless internet access in at least one location
Website	LCPL complies with website posting information as noted in Standards	Hours of Operation; Physical addresses; Maps for library locations; Phone numbers, E-mail address; Access link to INSPIRE and subscription databases and other free resources; Library Policies; Catalog, Calendar of Events

Appendix D

2015 Base Year Assessment of facilities, services, technology and operations

Telecommunications

Telephone Listings	Telephone listings for all locations in White, Yellow, and name Govt phone bk pages	Telephone listed in library's
Answering Machines	Answering machine and voice mail at all library locaions	Answering machine or similar
E-mails	Ask a Librarian; director@lcplir.org e-mail address or similar	

Copiers and Printers	Photocopier and public printers at all locations	Means to provide copies to the public at minimal charge
Fax Machines and Scanners	Fax machines for document delivery at all locations and scanners at all locations	Means to provide copies to the public at minimal charge

Hours Open

Operating Hours of Service -Central Library	Central Library Only 69 Hours per week 12 Evening Hours per week 8 Saturday Hours 4 Sunday Hours	Exceptional (Class A District) 65 Hours per week 8 Evening hours 2 Weekend days OR 10 evening hours and 1 weekend day
Operating Hours of Service (2 - shift) Branches	Branch Library 58 Hours per week 5 evening hours 8 Saturday Hours -Class B size location	Enhanced (Class B Size) 50 Hours per week 4 Evening hours 1 Weekend day
Operating Hours of Service (1-shift) Branch	Branch Library 48 Hours per week 5 evening hours 8 Saturday Hours -Class B size location	Basic (Class B Size) 40 Hours per week 4 Evening hours 1 Weekend day

Appendix E

Institute of Museum and Library Services

Data from Public Libraries Survey Fiscal Year: 2013

Red indicates peer library areas that are higher than LCPL numbers

Library Name	State	Total Circulation per Capita	Children's Program Attendance	Circulation of Children's Materials As Percent of Total Circulation	Library Visits per Capita	Total Library Programs	Total Program Attendance
LAKE COUNTY PUBLIC LIBRARY, IN (Library of Interest)	Indiana	9.8	46,849	22.50%	5.9	4,614	75,097
BOISE PUBLIC, ID	Idaho	10.01	60,056	41.80%	6.68	3,110	78,099
CALCASIEU PARISH LIBRARY, LA	Louisiana	5.76	75,817	17.00%	3.86	4,844	121,715
CAPITAL AREA DISTRICT LIBRARY, MI	Michigan	11.88	32,090	27.60%	6.84	2,225	49,569
CHATTahoochee VALLEY REGIONAL LIBRARY SYSTEM, GA	Georgia	4.43	43,224	38.60%	3.17	1,840	54,502
CHESAPEAKE PUBLIC LIBRARY, VA	Virginia	10.56	34,939	37.20%	5.65	3,615	74,403
CLERMONT COUNTY PUBLIC LIBRARY, OH	Ohio	8.78	42,178	38.70%	3.68	2,006	59,281

Institute of Museum and Library Services

Data from Public Libraries Survey Fiscal Year: 2013

Red indicates peer library areas that are higher than LCPL numbers

DANIEL BOONE REGIONAL LIBRARY, MO	Missouri	12.27	35,358	39.70%	4.44	1,580	44,158
DES MOINES PUBLIC LIBRARY, IA	Iowa	6.33	49,596	27.00%	5.25	3,096	62,716
DURHAM COUNTY LIBRARY, NC	North Carolina	11.51	137,773	40.20%	5.93	5,656	160,958
FREDERICK COUNTY PUBLIC LIBRARIES, MD	Maryland	10.33	121,307	44.00%	4.74	4,703	138,879
KITSAP REGIONAL LIBRARY, WA	Washington	9.96	67,549	33.90%	4.56	3,080	94,341
NORFOLK PUBLIC LIBRARY, VA	Virginia	3.24	32,500	31.30%	5.18	2,874	61,749
NORTH CENTRAL REGIONAL LIBRARY, WA	Washington	7.79	64,621	N/A	4.96	3,436	71,822
PLANO PUBLIC LIBRARY SYSTEM, TX	Texas	14.26	99,674	56.60%	5.48	2,404	104,946
RAMSEY COUNTY LIBRARY, MN	Minnesota	20.15	60,584	38.30%	7.48	2,551	78,118

Institute of Museum and Library Services

Data from Public Libraries Survey Fiscal Year: 2013

Red indicates peer library areas that are higher than LCPL numbers

SAN LUIS OBISPO CITY-COUNTY LIBRARY, CA	California	10.08	34,120	30.70%	3.45	1,608	41,323
SIOUXLAND LIBRARIES, SD	South Dakota	11.25	51,886	32.90%	6.32	2,132	56,337
SPARTANBURG COUNTY PUBLIC LIBRARY SYSTEM, SC	South Carolina	6.38	60,003	33.20%	5.16	3,728	92,706
SPOKANE COUNTY LIBRARY DISTRICT, WA	Washington	10.55	58,330	38.80%	5.33	2,754	70,055
SPOKANE PUBLIC LIBRARY, WA	Washington	9.94	N/A	N/A	4.36	1,898	47,168
SPRINGFIELD-GREENE COUNTY LIBRARY DISTRICT, MO	Missouri	13.26	104,124	28.40%	7.29	6,371	149,932
YONKERS PUBLIC LIBRARY, NY	New York	4.01	27,697	33.40%	4.46	2,674	66,637
YUMA COUNTY LIBRARY DISTRICT, AZ	Arizona	4.21	25,732	28.00%	4.38	4,261	48,416

NOTE:

--"N/A" means the data are not available