

Muncie Public Library

Long Range Plan 2016-2019

Mission

The Muncie Public Library will provide accessible and innovative services responding to the reading, informational, educational, and enrichment needs of the community.

Vision

We envision a future where people get excited by ideas and utilize the resources of the Library to explore, discover, imagine, and create. We seek to be recognized for providing access to new technology, print resources, and educational opportunities. We commit ourselves to the community and will strive to provide leadership in solving the problems facing the community through a variety of strategies, including public conversation/town hall meeting events.

Values

We value our ability to be proactive and responsive to community needs.

We value organization effectiveness and efficiency.

We value and support innovation and flexibility in planning and operation.

We value our relationship with each other and the community and will treat everyone with respect and courtesy.

Community Profile

Muncie is a community with an assortment of educational, institutional, cultural and philanthropic assets. Various cultivated public spaces and multiple access points make a wide variety of experiences available for our citizens. There are tremendous people and organizations working for the advancement of Muncie.

According to the 2010 Census the total population of Muncie was 70,070, about 59.6% of the county population of 117,671. Indiana Business Research Center at Indiana University Kelley School of Business projected the county's 2020 population to decrease less than 1% from those 2010 numbers. There are, however, two big shifts in that population projection changes that are noteworthy, and those are a 7.7% decrease for ages 45-64 and an 18.7 % increase for ages 65+.

Estimates made for 2014 indicate that about half of the city's population 25 and older have not continued their educational pursuits beyond a high school diploma, with less than a quarter of the city's population having achieved a Bachelor's degree or higher. ** Those same reports estimate median household income is \$29,001 for Muncie and \$36,881 for Delaware County. ** While the 2014 median household income for

Indiana is \$36,881 and \$52,353 for the US.** 54.6% of the employment base works in the Services sector, especially Education and Health.* The next highest employment base is in the Retail Trade sector at 19.9%, with the majority working at Eating and Drinking Places and General Merchandise Stores.*

Poverty is an obvious challenge facing many of Muncie's residents. We could define a majority of the population as struggling with a number of life's challenges, be it from raising young children or navigating the challenges posed by aging. However, in spite of the economic downturn in recent years, development continues in Muncie and resources are being allocated to community-based initiatives that demonstrate that residents want to have a hand in what Muncie is to become.

Organized efforts are underway to develop a community-wide early childhood education initiative that focuses on pre-kindergarten (By5) to ensure every child is ready to read by kindergarten. Employability will continue to be an issue, but more employers are indicating that training will not be a problem if the worker comes in with strong "soft skills" that would improve the potential for sustainable employment. Soft skills include communication, teamwork, adaptability and conflict resolution skills.

There are efforts to foster greater collaboration among community institutions, but it is a slow process. Communication is a concern, as many community organizations struggle to get their messages to permeate the community.

* Business Summary (City-Muncie) Demographics Now, 2014 data

** Demographic Detail Summary (City-Muncie), (County-Delaware), (State-Indiana), (FullUS – Entire US) Demographics Now

Needs Assessment

In speaking with representatives from a variety of community organizations, the recurring trends that emerged were:

1. People need help meeting their economic goals. This help includes training in soft and hard work skills as well as assistance navigating financial decisions (such as taxes and health care).
2. Existing community organizations need to collaborate to use resources as efficiently as possible because of the limited funding available. The desire for a community full of civically informed and responsible individuals with a united and positive Muncie vision was often cited.
3. Many community resources are committed to helping children enter kindergarten prepared to learn as well as supporting children throughout their educational experience. In addition to teaching standard school subjects, there is a need for students to learn about diversity, leadership, and civic duty.
4. People need access to quality education and entertainment materials. Muncie residents also experience the "Connectivity Gap" where some residents don't have access to the Internet and needed technology.
5. People need to feel that their needs and interests are being met.

Facilities Assessment

The Muncie Public Library system has 4 service locations and one storage location used by the Friends of the Muncie Public Library for their book sale. Since 2002 all locations except for storage have been renovated. In late 2015 solar panels were installed at the Kennedy location to educate our community and to lower costs. We are in the process of investigating solar options for the other 3 service locations. Carpets are cleaned by a professional company on a regular basis in a manner that extends the life of the carpet. HVAC equipment is serviced on a regular basis to ensure the best operation of the equipment. Current plans for the next 4 years include investigating replacing the carpet at Maring-Hunt, paint the outside of Maring-Hunt, tuck point Carnegie, new flooring and paint the interior of the storage location. The Library Director assesses the needs of each facility on an ongoing basis.

Operations Assessment

Using public comment and usage statistics the Library Director and the Muncie Public Library Board of Trustees evaluate locations, hours, services, etc. Service locations can be reached easily by most of the residents, especially when the local bus service is in operation. The hours of operation were selected based on the usage pattern of each location and the available staffing/funding.

Use is analyzed compared with funding changes and changes in community demographics. Services and collections are modified as dictated by these factors and as funding allows.

Statement of Financial Resources and Stability

The Library has lost 20% of its revenues since 2011. At present revenues are holding steady, with no increases which means over time services will erode unless there are changes. The Library maintains a six-month operating reserve and retaining this is a goal. As part of the planning process at the Library available funding, alternative funding sources, grants and collaboration with other organizations are considered and actively pursued.

Collaboration with Other Public Libraries

Muncie Public Library has found that “no one can do it all” and actively looks to collaborate with other organizations in Muncie and other libraries in the state. Some of our staff are members of organizations and serve on their boards both in the community and region. When appropriate library programming is held at locations other than the Library. In the past Muncie Public Library staff members have presented sessions at area library conferences and the Library automation staff member presented at the TLC Users Conference. The Library is part of District 8 and has both hosted and helped plan their yearly conference. Professional staff members all subscribe and participate in various state and national library listservs. The Library also shares reciprocal borrowing with its neighbor, Yorktown Public Library. Muncie Public

Library recently joined the statewide ILL initiative which will go live in July of this year, thereby allowing library customers to borrow from member libraries.

Strategic Goals for Muncie Public Library 2016-2019

1. Empower residents of the community with the information they need to support and promote democracy, participate in neighborhood organizations, realize their civic responsibilities, and participate in community decision-making.
2. Drive the creation of original content via digital tools and assets, build community confidence and competencies with technology, and provide appropriate access to online content.
3. Leverage Library and partner resources to benefit families with children from birth to age five to support the development of the skills needed for kindergarten readiness.
4. Fuel a community-wide desire for lifelong learning by providing flexible and diverse opportunities and a welcoming space for all.
5. Encourage economic growth in the community by providing citizens with information and programs on career readiness and planning, job searching, money management and other issues related to fiscal health.

Goal 1: Empower residents of the community with the information they need to support and promote democracy, participate in neighborhood organizations, realize their civic responsibilities, and participate in community decision-making.

Action Steps

Services and Actions

- (a) **Support and participate in neighborhood association(s).**
- (b) **Be a clearinghouse and cheerleader for neighborhoods, cataloguing meeting minutes, hosting fairs, and celebrating accomplishments.**
- (c) **Invite all neighborhood associations to host meetings at most convenient branches.**
 - a. **MH: MAP Zones 1, 2, 3, 4, 7; CC: MAP Zones 3, 4, 5, 6; KB: MAP Zones 6, 7, 8**
- (d) **Provide opportunities for the public to meet candidates/officials and to be informed on local issues.**
- (e) **Bolster voter registration and voter turnout.**
- (f) **Offer a public interest table, with information on local issues, contact info for public servants, voting information, etc.**
- (g) **Investigate plausibility of branches as polling places.**

Goal 2: Drive the creation of original content utilizing digital tools and assets, build community confidence and competencies with technology, and provide appropriate access.

Action Steps

- (a) **Encourage patrons with activities, digital creativity clubs, and digital platforms to share content with a wider audience.**
- (b) **Strategically partner with such initiatives as Muncie Arts and Culture and the Cintas Project to promote the goals and capabilities of Connection Corner and Maker Loft.**

- (c) Offer an annual video contest culminating with screening and party, consider collaborating with existing events, such as Frog Baby Film Festival or Rieth Brothers.
- (d) Expand public courses.
- (e) Expand Wi-Fi hotspot lending program.
- (f) Expand use of handheld technology and explore adding new and wearable technology.
- (g) Investigate feasibility of small makerspace at Kennedy Library.
- (h) Investigate subscription services for self-guided technology tutoring.
- (i) Develop senior volunteer corps to teach technology to peers.
- (j) Construct programming aimed at underserved or underrepresented minorities, with regard to technology education.
- (k) Explore and develop digital exhibits.

Goal 3: Leverage Library and partner resources to benefit families with children from birth to age five to support the development of the skills needed for kindergarten readiness.

Action Steps

Services and Actions

- (a) Educate the public and staff on the community's kindergarten readiness standards, via highly visible posters, bookmarks, and staff advocacy, etc.
- (b) Collaborate with existing By5 and United Way initiatives.
- (c) Integrate digital skills and literacy into existing early childhood programs.
- (d) Expand opportunities as appropriate.
- (e) Offer kindergarten simulation programs.
- (f) Investigate incentives as a learning tool.
- (g) Dedicate attention to underserved populations.
- (h) Place early childhood collections in high adult traffic locations (e.g., board books near computer stations).
- (i) Develop Early Childhood mobile apps.
- (j) Hire Early Literacy and Outreach Coordinator and target unregistered daycares.

Goal 4: Fuel a community-wide desire for lifelong learning by providing flexible and diverse opportunities and a welcoming space for all.

Action Steps

- (a) Develop courses offered by local experts throughout the year.
- (b) Programming and displays to complement specific collections.
- (c) Offer more movie screenings, with conversation groups before and after.
- (d) Develop outdoor reading greenspaces/nooks/pavilions.
- (e) Develop email/text alerts for different library programs and/or department announcements.
- (f) Explore promoting library offerings via churches and non-profit networks.
- (g) Be intentional in collecting patron feedback at the branches.
- (h) Develop a committee to look at ways to make the library greener and to educate staff/customers on conservation strategies.

Goal 5: Encourage economic growth in the community by providing citizens with information and programs on career readiness and planning, job searching, money management and other issues related to fiscal health.

Action Steps

- (a) Partner with Ball State immersive program to bring social work practicum student into branches to help customers find services to improve their economic situation.
- (b) Collaborate with such groups as WorkOne, Indiana IMPACT, Second Harvest, United Way, TEAMwork for Quality Living, and Building Better Communities.
- (c) Offer and promote programs that meet public interests and needs.
- (d) Identify programs that address customer needs and interests.
- (e) Identify jobs that require specific skills and develop job prep programs addressing those skills for jobs (How do I get a job at Wal-mart? or How do I get a job in an office? or How do I get a job in a library?)

Annual Evaluation Process

Every manager and supervisor has yearly goals that are directly tied to the Long Range Plan. They meet monthly with the Director and report on progress toward their goals/long range plan progress. Their goals are part of the monthly written reports they submit to the Director. Mid-year written reports are made to the Library Board of Trustees on the goals and objectives identified in the plan. A yearend report to the Board of Trustees is also given in December.

Periodically modifications to the program goal may be made