



# **2020-2024 Strategic Plan**

**Kokomo-Howard County Public Library**



 KOKOMO-HOWARD COUNTY  
PUBLIC LIBRARY

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**Mission and Vision**

KHCPL continues to build on the mission and vision established in 2015. In 2019, our Director, Assistant Director, and a Reference Librarian attended a Harwood Public Innovators Lab, which provided us with additional tools and motivation to focus on our community at large rather than on the library itself. The existing mission and vision needed no editing, as they were community-focused as written.

Mission: We create opportunities for our community to become its best.

Vision: The library is a vital component in an engaged and thriving community.

**Community Profile**

Kokomo-Howard County Public Library is a public library serving nearly all of Howard County, Indiana. Located in central Indiana, we are mostly a blue-collar town, and historically, the economy has been dependent on the automotive industry. A report commissioned by the Indiana Association of United Ways shows that 43% of Howard County residents live below the financial stability threshold; approximately 70% of students enrolled in Kokomo Schools qualify for free or reduced lunch. With 83% of our service population being Caucasian, small numbers of African-Americans, Latinos, and Asians provide some diversity.

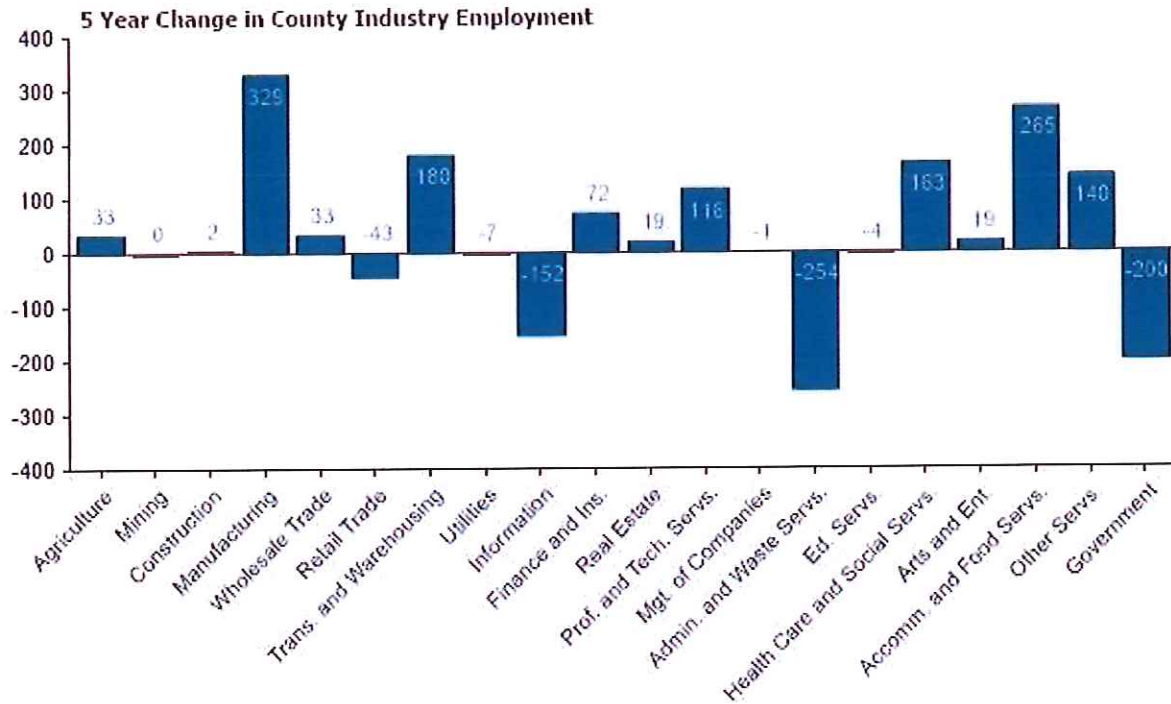
The library is currently supporting a community collaboration around kindergarten readiness, trying to raise the percentage of children who reach readiness milestones to 75% of rising kindergarteners within a five-year timeframe. Demographically, preschoolers represent a small percentage of our population but their success or continued lack of advantages has a lifetime economic impact (Karoly, Kilburn, Cannon, "Children at Risk", Rand, 2005). According to hoosierdata.in.gov, Howard County's largest single population group by age is those likely to be empty nesters to early retirees:

**Population Estimates by Age in 2018**

	Number	Pct. Dist
Preschool (0 to 4)	4,967	6.0%
School Age (5 to 17)	13,713	16.6%
College Age (18 to 24)	6,562	8.0%
Young Adult (25 to 44)	19,198	23.3%
Older Adult (45 to 64)	21,870	26.6%
Older (65 plus)	16,056	19.5%

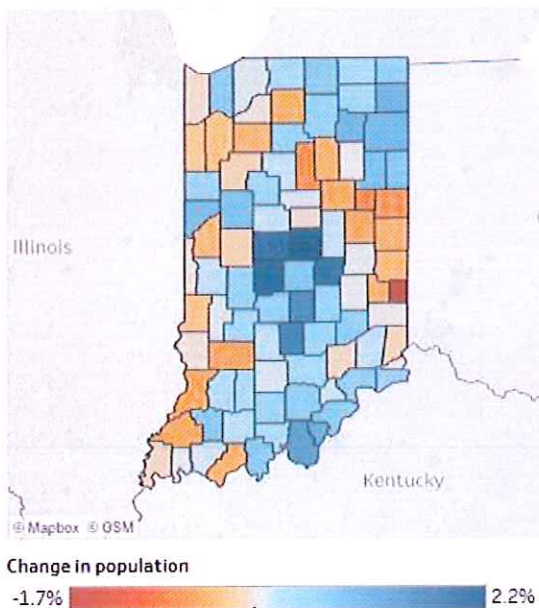
Source: US Census Bureau

The same source, drawn from the Indiana Department of Workforce development, shows which employment sectors are growing and declining in Howard County. Growth sectors that hold additional potential for library partnerships include "Arts, Entertainment, and Recreation" as well as "Health Care and Social Assistance". With the manufacturing sector currently accounting for approximately 25% of local jobs, both leaders and residents are concerned about the need to diversify our economy as was reflected in the community conversations we held as preparation for this plan.



There has been positive news, as well, including the fact that a private developer is planning a \$77 million youth sports complex on the City’s east side. We uncovered other hopes and concerns that we will touch on when we detail our planning process. Among the best news for Howard County is that the population has shown very slight increases, as shown below in the map from stats.indiana.edu.

Percent change in population, 2017-2018



## Community Needs and Goals

To discover our community's aspirations, KHCPL did the following:

- Led four full-length Harwood Institute community conversations with diverse members of our community
- Led one Board of Trustees conversation, asking members to think of themselves as community members rather than trustees
- Led four staff conversations, asking participants to think of themselves as community members rather than library employees

We then examined notes from all meetings and looked for recurring themes, detailed in Appendix A. Appendix B excerpts all plan segments that reflect direct community input. Harwood Community Conversation participants are listed in Appendix C.

We also considered other forms of input, including the following:

- Other local priorities, for example the City of Kokomo's emphasis on retaining or growing our population through quality of place and a local collaboration around kindergarten readiness
- Professional information available to us, such as that included in the community profile above
- Responsiveness to current cultural trends, such as convenience and delivery

KHCPL chose to build on slightly updated strategies from our 2016-2019 Strategic Plan. Those broad strategies are as follows:

Strategy 1: We enrich patrons' lives through diverse materials, meaningful and convenient services, and quality programs and events.

Strategy 2: We build community-wide loyalty and aspire to become a valued local destination.

Strategy 3: We employ and develop people who are invested in providing positive community experiences.

Within those broad strategies, we have incorporated major community themes: residents want our community to be more unified, inclusive, and diverse, would like us to have a more positive community identity, and want organizations and businesses to work more collaboratively. They also want there to be plenty of positive things to do and want it to be easier to discover what is happening here. We also chose appropriate responses to known local goals and projects, such as being a major contributor to a positive quality of life. Lastly, we considered expert information on the state and regional level and sought to respond to cultural trends in similar industries such as retail.

## Service Responses Included in the Strategic Plan

KHCPL's plan continues the work of our current plan, developed around the strategies listed above. Much of the work on which we will focus, however, fits within six service responses (italicized below). Our plan to provide additional business support and work collaboratively on issues such as social wellbeing will *Build Successful Enterprises*. As we purposely collaborate with diverse audiences to gain feedback on our materials/collections, seek strategic partnerships with organizations that emphasize diversity and inclusion, and focus on growing a more diverse staff and volunteer corps, we will *Celebrate Diversity*. The goal of our early literacy is to *Create Young Readers* and is in our plan as a forward-focused, renewed commitment to our local #75in5 Kindergarten readiness collaboration. Consistent with the highly-visual and interactive learning modes around us, KHCPL will *Satisfy Curiosity* and *Stimulate Imagination* through exhibits, a continued emphasis on engaging with our community, and the building of a butterfly garden and certified monarch waystation. Much of our emphasis on adjusting our current service model and our outcomes and actions meant to help us become a local destination are really a desire to invite our community to *Visit a Comfortable*

*Place.* While not visible in the actions we plotted out to strengthen our work, we plan to maintain our excellent Genealogy and Local History services that support the quest to *Discover Your Roots.*

**Assessment of Facilities, Services, Technology, and Operations**

*Facilities*

KHCPL hired Parthenon Commercial in 2016 to create a long-range plan for facilities upkeep. The plan does not list any major systems replacement or significant overhaul between 2020 and 2024. Projects we have recently completed include replacing the roof at KHCPL Russiaville (2015), replacing the HVAC system at KHCPL Russiaville (2016), replacing the roof at KHCPL South (2017), and replacing the HVAC at KHCPL South (2019).

KHCPL includes upcoming facilities work in the plan as follows:

<b>Strategy One</b> <i>We enrich patrons’ lives through diverse materials, meaningful and convenient services, and quality programs and events</i>	
<b>Goal 1:</b>	Take purposeful action, on an ongoing basis, to identify our community’s aspirations and needs and to align our services to them
	<i>Desired Outcome C:</i> Adapt KHCPL’s facilities to serve current patron needs
	Action i: Relocate first floor service points so a staff member is visible from each library entrance
	Action ii: Renovate the second floor to repurpose an existing computer lab into group meeting space and a recording studio
	Action iii: Explore the cost of creating a single, combined service desk at KHCPL South
	Action iv: Explore programming/community kitchen options

*Services*

The KHCPL Leadership Team assesses our services on an ongoing basis. At times, we offer short-term experiences, for example exhibitions, and at others adapt our service model in significant ways. Examples of our plans for keeping our services timely and relevant are reflected in the excerpt below:

<b>Strategy One</b> <i>We enrich patrons’ lives through diverse materials, meaningful and convenient services, and quality programs and events</i>	
<b>Goal 1:</b>	Take purposeful action, on an ongoing basis, to identify our community’s aspirations and needs and to align our services to them
	<i>Desired Outcome D:</i> Assess and adjust our current service-delivery model
	Action i: Experiment with off-site, short and/or medium-term pop-up programs and services
	Action ii: Assess options for remote materials check-out and/or return
	Action iii: Pilot a free, freemium, or fee-based home delivery system for library materials

	Action iv: Implement additional self-directed programs based on an organizational-wide plan and schedule
	Action v: Monitor changes in the economy and, if a serious downturn occurs, assess how and/or where we address job-related needs
	Action vi: Identify at least five processes, services, or programs to streamline or sunset
	Action vii: Discuss and consider state, regional, and national trends at least once annually at Small Council Off-site Meetings

*Technology*

Given the breadth and impact of technology, our summary here is only a brief overview. We continue to adapt our technological solutions and offerings, with technology interwoven into nearly everything we do.

In 2018, KHCPL began Digital Divers, an after-school STEM opportunity for students, and followed that in 2019 with a dedicated tech area called the Digital Den. We will continue to adjust our classes and other uses of this space, along with the messaging we do to communicate its presence and value.

The most concentrated references to changing technology in our plan are included below:

<b>Strategy Two</b>	
<i>We build community-wide loyalty and aspire to become a local, valued destination</i>	
<b>Goal 1: Position the library to add value to our community in new ways</b>	
	<i>Desired Outcome C: Leverage technology in new ways to provide value-added services and/or raise awareness of those services</i>
	Action i: Explore technology options for hosting a community-wide calendar of events
	Action ii: Show small excerpts of select library programs/events via video format on social media at least once per month on an ongoing basis
	Action iii: Continue to explore the development of a web page that assists small business start-ups
	Action iv: Add a visible link to our website that invites general comments and suggestions.

*Operations*

KHCPL intends to focus our upcoming changes to operations around the two themes of community collaboration and patron convenience. The emphasis on collaboration will keep us focused on understanding and serving the community as a whole, which is related directly to both our mission and our vision. By highlighting patron convenience, we remind ourselves that as often as possible we should design library processes around the patron’s experience, not base them on library tradition or staff convenience.

Strategy One, Goal one, is heavily focused on operations:

<b>Strategy One</b>
<i>We enrich patrons’ lives through diverse materials, meaningful and convenient services, and quality programs and events</i>

**Goal 1:** Take purposeful action, on an ongoing basis, to identify our community’s aspirations and needs and to align our services to them

	<i>Desired Outcome A: Engage in collaborations that broaden or deepen our understanding of the community and our ability to serve it well</i>
	Action i: Work with one or more local providers to institute at least one new service that enhances library patrons’ social wellbeing
	Action ii: Implement Indiana Humanities two-year INseparable initiative
	Action iii: In conjunction with the Howard County Master Gardeners, complete the in-progress butterfly garden at KHCPL South and receive certification for it as a Monarch Waystation
	Action iv: Continue as part of the #75in5 community collaborative around kindergarten readiness, developing ongoing early learning initiatives as appropriate
	Action v: Create or participate in off-site interactions designed to allow residents to get to know us and share their aspirations with us, purposely growing our Harwood-termed authority as an organization
	Action vi: Collaborate with diverse organizations to gain feedback on materials/collections, establishing greater Harwood-termed authenticity as an organization
	Action vii: Utilize staff up to 50 combined employee hours per year to job-shadow or “volunteer” within other organizations
	<i>Desired Outcome B: Prioritize patron convenience</i>
	Action i: Implement a Radio Frequency Identification (RFID) circulation system, including simultaneous, multi-item checkout
	Action ii: Install OCLC Wise, a comprehensive community engagement system
	Action iii: Transition one or more library facilities to self-service holds retrieval
	Action iv: Gather community input on convenience as it applies to programming

**Communication Plan**

While KHCPL has a large Facebook following and a positive image in the community, sharing the changing nature of libraries is an ever-challenging task.

We plan to continue the success we’ve had with our current marketing mix: video, newspaper articles, social media posts, in-house promotions (digital signage, posters, bookmarks), quarterly newsletter, e-newsletter, press releases, and some print ads.

We also plan to supplement our current approach with actions that support the goals and outcomes we are striving to achieve. Below are relevant excerpts from our plan:

- Promote services or materials in-person two or more times through outside organizations



- Develop at least one way to improve our promotion of new materials
- Cross-promote materials or services through two or more outside organizations, utilizing their standard communication channels
- Offer in-person training that builds on 2019's introduction to hand-selling and upselling
- Work collaboratively with schools, Bridges Outreach, the YMCA, and/or other partners to increase the usage and impact of our after school STEM initiative

In addition, we plan to work cross-departmentally to increase our usage of informal video, an opportunity to follow current trends and communicate visually about the library's work.

### **Ongoing Annual Evaluation**

The library's executive leadership team will use this plan to guide our work. At regular meetings, we will use a template we have created that promotes self-accountability, as well as the section of the Strategic Plan that is currently our focus, to plan our next steps on a biweekly basis.

We will review the goals, outcomes, and actions twice each year and take a progress report, as well as any recommended revisions, to the Board for approval at that time.

### **Financial Resources and Sustainability**

KHCPL is tax-supported, and has been fiscally conservative. KHCPL completed building projects in 2001, 2010, and 2012, which we self-funded with no bonds. Since then we have worked to rebuild our Operating Fund balance.

We have worked to win multiple State and local grants and sponsorships to fund or partially fund smaller initiatives and plan to continue to do so. Our Friends of the Library also help to fund smaller projects and are a 501c3 organization, so can serve as a fiscal entity for certain grants. We have competed on a national level and been selected as a host for multiple American Library Association sponsored exhibitions, and have otherwise used careful planning and creativity to stretch taxpayer dollars.

See Appendix D for a financial report that is the most current as of the writing of this plan.

### **Equipment Replacement Schedule**

The major technology used at KHCPL includes the following:

- Desktops used at staff desks
- Desktops used at public service desks
- Laptops used for presentations, portable workstations, etc.
- Laptops used for group instruction
- Servers
- A broad range of maker space technology

Due to several internal factors, we are in the process of overhauling the replacement schedule for our staff and public desktops and plan to achieve a schedule by which we replace one fourth of these each year.

The chart below specifies our replacement plans by equipment type.

<i>Equipment Type</i>	<i>Location</i>	<i>Quantity</i>	<i>Replacement Schedule</i>	<i>Year Replacement is Due</i>
Staff Desktop	Annex	20	One-fourth replaced each year	2020-2024
Staff Desktop	Main	53	One-fourth replaced each year	2020-2024
Staff Desktop	Russiaville	4	One-fourth replaced each year	2020-2024
Staff Desktop	South	11	One-fourth replaced each year	2020-2024
Public Desktop	Main	53	One-fourth replaced each year	2020-2024
Public Desktop	Russiaville	7	One-fourth replaced each year	2020-2024
Public Desktop	South	24	One-fourth replaced each year	2020-2024
Staff Laptops	Annex incl. Bookmobiles	4	One-fourth replaced each year	2020-2024
Staff Laptops	Main	6	One-fourth replaced each year	2020-2024
Staff Laptops	South	2	One-fourth replaced each year	2020-2024
Public Chromebooks	Main	3	Set replaced once every four years	2021
Public Chromebooks	South	2	Set replaced once every four years	2021
Mobile Lab Laptops	Shared	11	Set replaced once every four years	2022
Virtualized Servers	Main	1 machine hosts 12 servers	Replaced every six years	2023
Makerspace Equipment including iPads, gaming consoles and peripherals, 3D printers, assorted hardware and software	Main	N/A	Varies with equipment type	Staggered from 2020-2024

**Professional Development Strategy**

Professional development is ongoing and multi-pronged at KHCPL. We have long encouraged conference and webinar attendance, participation in professional activities, and professional reading. Beginning with this plan, we are adding a new element of creating/curating internal continuing education, both in person and streaming, excerpted below. Those actions, however, fall under a strategy created for our 2016-2019 plan, one that emphasizes selection and development of our employees.

<b>Strategy Three</b>		
<i>We employ and develop people who are invested in providing positive community experiences</i>		
<b>Goal 1:</b> Within KHCPL, create a community-focused culture that values and facilitates continual staff learning		
	<i>Desired Outcome A:</i> Formalize a learning program for employees	
	Action i: Gather and organize onboarding and other educational materials on an employee training webpage	
	Action ii: Incorporate an online learning process into the onboarding of new hires by May 1, 2020	
	Action iii: Begin a formal process for ongoing staff education by January, 2021	

	Action iv: Offer community-focused staff education that helps us to serve diverse audiences and encourages us to become more familiar with other organizations and businesses in our community	
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**Collaboration with Other Public Libraries and Community Partners**

KHCPL collaborates with other public libraries largely through joint idea-sharing and problem-solving organizations. We currently both share and gather ideas from the following groups:

- Northeast Central Directors’ Round Table
- Northern Indiana Computer Consortium for Libraries
- Indiana Library Federation Library Director Virtual Forums

We expect that the support of public libraries in those organizations will be vital as we engage in the many changes reflected in this plan.

In addition, the detailed actions of our plan note that we will be transitioning to OCLC Wise (Strategy One, Goal One, Outcome B, Action ii). As an early adopter of this system, KHCPL’s director and selected other employees will be part of closed listservs that connect peers from early adopting public libraries across the country.

Our action plan features community partnerships across the spectrum, from those with whom we have successful, established relationships, for example the Howard County Master Gardeners, to unnamed partners from sectors with whom we wish to deepen our ties. Throughout the life of this plan, we plan to engage with partners that will allow us to engage directly with underserved areas of our community, with those who work to further social wellbeing, and with those with whom we can build greater inclusion and diversity in our community and within our organization.

**Detailed Strategies, Goals, Desired Objectives, and Actions**

<p><b>Strategy One</b>  <i>We enrich patrons’ lives through diverse materials, meaningful and convenient services, and quality programs and events</i></p>		
	<p><b>Goal 1:</b> Take purposeful action, on an ongoing basis, to identify our community’s aspirations and needs and to align our services to them</p>	
	<p><i>Desired Outcome A:</i> Engage in collaborations that broaden or deepen our understanding of the community and our ability to serve it well</p>	<p><b>Responsibility</b></p>
	<p>Action i: Work with one or more local providers to institute at least one new service that enhances library patrons’ social wellbeing</p>	<p>Harwood cohort + leadership team</p>
	<p>Action ii: Implement Indiana Humanities two-year INseparable initiative</p>	<p>Trisha Shively + Melissa Wheelock</p>
	<p>Action iii: In conjunction with the Howard County Master Gardeners, complete the in-progress butterfly garden at KHCPL South and receive certification for it as a Monarch Waystation</p>	<p>Lisa Fipps + Aaron Smith</p>
	<p>Action iv: Continue as part of the #75in5 community collaborative around kindergarten readiness, developing ongoing early learning initiatives as appropriate</p>	<p>Doug Workinger + Brennan Reed</p>

	Action v: Create or participate in off-site interactions designed to allow residents to get to know us and share their aspirations with us, purposely growing our Harwood-termed authority as an organization	Harwood Cohort + Tammy Keith + Joy Record
	Action vi: Collaborate with diverse organizations to gain feedback on materials/collections, establishing greater Harwood-termed authenticity as an organization	Faith Brautigam + Tammy Keith + Lisa Fipps
	Action vii: Utilize staff up to 50 combined employee hours per year to job-shadow or “volunteer” within other organizations	Faith Brautigam + Lori Danford
	<i>Desired Outcome B: Prioritize patron convenience</i>	
	Action i: Implement a Radio Frequency Identification (RFID) circulation system, including simultaneous, multi-item checkout	Brennan Reed + Kayla Skiles + Ashley Meyers
	Action ii: Install OCLC Wise, a comprehensive community engagement system	Doug Workinger + leadership team
	Action iii: Transition one or more library facilities to self-service holds retrieval	Kayla Skiles
	Action iv: Gather community input on convenience as it applies to programming	Trisha Shively + Harwood cohort
	<i>Desired Outcome C: Adapt KHCPL’s facilities to serve current patron needs</i>	
	Action i: Relocate first floor service points so a staff member is visible from each library entrance	Aaron Smith + Kayla Skiles
	Action ii: Renovate the second floor to repurpose an existing computer lab into group meeting space and a recording studio	Aaron Smith + Trisha Shively
	Action iii: Explore the cost of creating a single, combined service desk at KHCPL South	Aaron Smith + Lori Hugley + Lori Danford
	Action iv: Explore programming/community kitchen options	Trisha Shively + leadership team
	<i>Desired Outcome D: Assess and adjust our current service-delivery model</i>	
	Action i: Experiment with off-site, short and/or medium-term pop-up programs and services	Leadership team
	Action ii: Assess options for remote materials check-out and/or return	Leadership team
	Action iii: Pilot a free, freemium, or fee-based home delivery system for library materials	Leadership working group
	Action iv: Implement additional self-directed programs based on an organizational-wide plan and schedule	Trisha Shively + Brennan Reed + Amy Russell
	Action v: Monitor changes in the economy and, if a serious downturn occurs, assess how and/or where we address job-related needs	Leadership team

	Action vi: Identify at least five processes, services, or programs to streamline or sunset	Leadership team
	Action vii: Discuss and consider state, regional, and national trends at least once annually at Leadership Team Off-site Meetings	Leadership team
<b>Goal 2: Make existing materials and services more meaningful to our community</b>		
	<i>Desired Outcome A: Respond promptly to significant regional, national, or global events, topics, or trends</i>	
	Action i: Curate links in advance to be shared when appropriate, e.g. how to talk to children about frightening events	Working Group TBD
	Action ii: Work across departments to create and share materials lists on current events or pop culture topics/trends	Melissa Wheelock + Lisa Fipps + Lori Hugley
	Action iii: Promote services or materials in-person two or more times through outside organizations	Leadership team
	<i>Desired Outcome B: Institute or update practices that showcase library materials and services</i>	
	Action i: Develop at least one way to improve our promotion of new materials	Melissa Wheelock + Pub. Service Depts. + Programming Committee
	Action ii: Cross-promote materials or services through two or more outside organizations, utilizing their standard communication channels	Leadership team + Programming Committee
	Action iii: Offer in-person training that builds on 2019's introduction to hand-selling and upselling	Justin Kingery + Melissa Wheelock
<b>Strategy Two</b> <i>We build community-wide loyalty and aspire to become a local, valued destination</i>		
<b>Goal 1: Position the library to add value to our community in new ways</b>		
	<i>Desired Outcome A: Lead projects and/or initiatives that help to establish KHCPL as a major community contributor and thought leader</i>	
	Action i: Fully implement <i>More than a Memory</i> to establish countywide dementia training and best practices	Lisa Fipps
	Action ii: Host the <i>Thinking Money for Kids</i> exhibit, working with local entities to offer financial literacy education	Lori Hugley
	Action iii: Host the <i>Americans and the Holocaust</i> exhibit, working with local and regional partners to provide opportunities for residents to engage with the concepts of prejudice, discrimination, and personal responsibility	Trisha Shively
	Action iv: Become an active part of the local Disaster Response task force	Trisha Shively + Justin Kingery
	<i>Desired Outcome B: Engage in collaborations that increase the library's impact in the community</i>	

	Action i: Place employees on boards or other sub-entities of three or more organizations with which we would like to work more closely, increasing our Harwood-termed authority	Administration + leadership team
	Action ii: Facilitate the establishment of a group of local ambassadors who are focused on community self-image, modeling Harwood-termed accountability as we facilitate alongside enthusiastic residents who wish to do this work	Faith Brautigam + Doug Workinger
	Action iii: Explore collaborative work with local organizations that pursue inclusion and/or social cohesion, increasing our Harwood-termed authenticity	Faith Brautigam + Doug Workinger
	Action iv: Work collaboratively with schools, Bridges Outreach, the YMCA, and/or other partners to increase the usage and impact of our after school STEM initiative	Brennan Reed
	Action v: Reallocate staff hours/duties to allow additional out-of-building relationship-building, instruction, or other collaborative work	Lori Danford + leadership team
	Action vi: Work collaboratively with businesses and business-support organizations such as SCORE to provide greater value to small businesses	Trisha Shively + Justin Kingery
	Action vii: Offer classes/instruction for adults given by community experts and/or in high-demand areas such as CPR or Mental Health First Aid	Trisha Shively + Program Committee
	Action viii: Leverage local personal and organizational relationships to build a more diverse employee and volunteer corps along multiple diversity measures including age, gender, and race	Leadership team
	Action ix: Use relationship mapping as a foundation for intentionally building relationships with representatives of units of local government	Faith Brautigam + Doug Workinger
	<i>Desired Outcome C: Leverage technology in new ways to provide value-added services and/or raise awareness of those services</i>	
	Action i: Explore technology options for hosting a community-wide calendar of events	Aaron Smith
	Action ii: Show small excerpts of select library programs/events via video format on social media at least once per month on an ongoing basis	Lisa Fipps + Trisha Shively + Brennan Reed
	Action iii: Continue to explore the development of a web page that assists small business start-ups	Trisha Shively + Justin Kingery
	Action iv: Add a visible link to our website that invites general comments and suggestions.	Lisa Fipps + Aaron Smith + Aaron Rood
	<i>Desired Outcome D: Compile and assess ideas to increase the community's perception of library facilities as destinations</i>	
	Action i: Use Harwood tools to gather potential "library as destination" major projects	Harwood cohort + leadership team

	Action ii: Get rough price estimates for potential major projects	Aaron Smith + Lori Danford
	Action iii: Assess financial feasibility of potential major projects	Faith Brautigam + Doug Workinger + Lori Danford
	Action iv: Implement two or more low-cost, easy wins that invite residents to view the library as a destination	Leadership team
	Action v: Review library wayfinding from a first time visitor's viewpoint	Working group TBD
<b>Strategy Three</b>		
<i>We employ and develop people who are invested in providing positive community experiences</i>		
	<b>Goal 1:</b> Within KHCPL, create a community-focused culture that values and facilitates continual staff learning	
	<i>Desired Outcome A:</i> Formalize a learning program for employees	
	Action i: Gather and organize onboarding and other educational materials on an employee training webpage	Justin Kingery + Lori Danford
	Action ii: Incorporate an online learning process into the onboarding of new hires by May 1, 2020	Justin Kingery + Lori Danford
	Action iii: Begin a formal process for ongoing staff education by January, 2021	Justin Kingery + leadership team
	Action iv: Offer community-focused staff education that helps us to serve diverse audiences and encourages us to become more familiar with other organizations and businesses in our community	Kayla Skiles + Lori Danford
	<i>Desired Outcome B:</i> Regularly schedule Harwood Institute practices to embed an outward-facing work culture	
	Action i: Hold Harwood-compliant Innovation Spaces at least six times per year	Harwood cohort
	Action ii: Hold Harwood-compliant Community Conversations annually, working to improve the Harwood-termed 3 A's	Harwood cohort + additional staff
	Action iii: Share webinars and other Harwood-based materials with staff beyond the original circle of Harwood-trained staff	Harwood cohort + leadership team

**Appendix A**

**Staff, Board, and Community 2019 Aspirations for Howard County**

Listed in approximate order of significance to participants

<i>Staff</i>	<i>Community</i>	<i>Board</i>
Inclusion and diversity	Inclusion and diversity	Inclusion and diversity
Discoverability of things to do/single source for community activities	Discoverability of things to do/single source for community activities	Discoverability of things to do/single source for community activities
Safety	Safety	
Organizational collaboration/combined ventures that invite adult exploration	Organizational collaboration/combined ventures that invite adult exploration	
	Community Identity/Self-esteem	
More things to do	More things to do	
More resident involvement/participation	More resident involvement/participation	More resident involvement/participation
Activities/dedicated space for teens	Activities/dedicated space for teens	
	More diverse economic base	More diverse economic base
Brain drain, college students don't come back		Brain drain, college students don't come back
More artistic opportunities		
More outdoor recreation options		

Resident suggestion: More special needs programming

Staff suggestion: OnePass style library card, where your library card provides admission or discounted admission to many local amenities, e.g. Kokomo Beach, the Fair, YMCA.



**Appendix B**

*Inclusion and Diversity*

<p><b>Strategy One</b>  <i>We enrich patrons’ lives through diverse materials, meaningful and convenient services, and quality programs and events</i></p>	
<p><b>Goal 1:</b> Take purposeful action, on an ongoing basis, to identify our community’s aspirations and needs and to align our services to them</p>	
	<p><i>Desired Outcome A:</i> Engage in collaborations that broaden or deepen our understanding of the community and our ability to serve it well</p>
	<p>Action i: Work with one or more local providers to institute at least one new service that enhances library patrons’ social wellbeing</p>
	<p>Action v: Create or participate in off-site interactions designed to allow residents to get to know us and share their aspirations with us, purposely growing our Harwood-termed authority as an organization</p>
	<p>Action vi: Collaborate with diverse organizations to gain feedback on materials/collections, establishing greater Harwood-termed authenticity as an organization</p>
<p><b>Strategy Two</b>  <i>We build community-wide loyalty and aspire to become a local, valued destination</i></p>	
<p><b>Goal 1:</b> Position the library to add value to our community in new ways</p>	
	<p><i>Desired Outcome B:</i> Engage in collaborations that increase the library’s impact in the community</p>
	<p>Action iii: Explore collaborative work with local organizations that pursue inclusion and/or social cohesion, increasing our Harwood-termed authenticity</p>

*Discoverability of Community Activities*

<p><b>Strategy Two</b>  <i>We build community-wide loyalty and aspire to become a local, valued destination</i></p>	
<p><b>Goal 1:</b> Position the library to add value to our community in new ways</p>	
	<p><i>Desired Outcome C:</i> Leverage technology in new ways to provide value-added services and/or raise awareness of those services</p>
	<p>Action i: Explore technology options for hosting a community-wide calendar of events</p>

*Organizational Collaboration*

**Strategy One**

*We enrich patrons’ lives through diverse materials, meaningful and convenient services, and quality programs and events*

**Goal 1:** Take purposeful action, on an ongoing basis, to identify our community’s aspirations and needs and to align our services to them

	<i>Desired Outcome A:</i> Engage in collaborations that broaden or deepen our understanding of the community and our ability to serve it well
	Action i: Work with one or more local providers to institute at least one new service that enhances library patrons’ social wellbeing
	Action ii: Implement Indiana Humanities two-year INseparable initiative
	Action iii: In conjunction with the Howard County Master Gardeners, complete the in-progress butterfly garden at KHCPL South and receive certification for it as a Monarch Waystation
	Action iv: Continue as part of the #75in5 community collaborative around kindergarten readiness, developing ongoing early learning initiatives as appropriate
	Action v: Create or participate in off-site interactions designed to allow residents to get to know us and share their aspirations with us, purposely growing our Harwood-termed authority as an organization
	Action vi: Collaborate with diverse organizations to gain feedback on materials/collections, establishing greater Harwood-termed authenticity as an organization
	Action vii: Utilize staff up to 50 combined employee hours per year to job-shadow or “volunteer” within other organizations

**Strategy Two**

*We build community-wide loyalty and aspire to become a local, valued destination*

**Goal 1:** Position the library to add value to our community in new ways

	<i>Desired Outcome B:</i> Engage in collaborations that increase the library’s impact in the community
	Action i: Place employees on boards or other sub-entities of three or more organizations with which we would like to work more closely, increasing our Harwood-termed authority
	Action iii: Explore collaborative work with local organizations that pursue inclusion and/or social cohesion, increasing our Harwood-termed authenticity
	Action iv: Work collaboratively with schools, Bridges Outreach, the YMCA, and/or other partners to increase the usage and impact of our after school STEM initiative

	Action v: Reallocate staff hours/duties to allow additional out-of-building relationship-building, instruction, or other collaborative work
	Action vi: Work collaboratively with businesses and business-support organizations such as SCORE to provide greater value to small businesses
	Action vii: Offer classes/instruction for adults given by community experts and/or in high-demand areas such as CPR or Mental Health First Aid
	Action viii: Leverage local personal and organizational relationships to build a more diverse employee and volunteer corps along multiple diversity measures including age, gender, and race
	Action ix: Use relationship mapping as a foundation for intentionally building relationships with representatives of units of local government

*Community Identity*

<b>Strategy Two</b>	
<i>We build community-wide loyalty and aspire to become a local, valued destination</i>	
<b>Goal 1:</b> Position the library to add value to our community in new ways	
	<i>Desired Outcome B:</i> Engage in collaborations that increase the library's impact in the community
	Action iii: Explore collaborative work with local organizations that pursue inclusion and/or social cohesion, increasing our Harwood-termed authenticity

**Appendix C**

**Harwood Community Conversation Participants**

Mattie Andrysiak  
Rita Bates  
Coleen Brenton  
Anna Brown  
Courtney Butler  
Yetemar-Kenyell Cross  
Aerin Daniels  
TeriAna Denta  
Tabitha Dodd  
Christina Fivecoate  
Carrie Giannakos  
Alan Girton  
Sandra Grant  
Ted Haun  
Dominique Hayes  
Kim Johnson  
Ruth Keffer  
Justin Kingery  
Karon Lancaster  
Anna Lawrence  
Chris Maxson  
Carmen Meza  
Tonya McClain  
Al McKinney  
George Myers  
Karen Altergott Roberts  
Tina Robinson  
Lori Seaman  
Amber Sefton  
Peter Shah  
Debbi Springer  
Cindy Stover  
Amy Temple  
Doris Tudor  
Jenny Tudor  
David Turner  
Cari Walker  
Mikaela Wickham  
Diane Young  
Slater Young

Appendix D

**Financial Report**  
**Kokomo-Howard County Public Library**

Report Dates = 10/1/19 to 10/31/19

<i>Fund</i>	<i>Start of year</i>	<i>Disbursements this month</i>	<i>Disbursements YTD</i>	<i>Receipts this month</i>	<i>Receipts YTD</i>	<i>Balance</i>
<b>1. Operating Fund</b>						
100 OPERATING FUND	\$4,397,539.10	\$416,349.06	\$4,511,157.97	\$165,775.24	\$3,894,312.96	\$3,780,694.09
<b>Subtotal</b>	<b>\$4,397,539.10</b>	<b>\$416,349.06</b>	<b>\$4,511,157.97</b>	<b>\$165,775.24</b>	<b>\$3,894,312.96</b>	<b>\$3,780,694.09</b>
<b>2. Other Funds</b>						
1 CASH CHANGE	\$679.00	\$0.00	\$0.00	\$0.00	\$0.00	\$679.00
2 PETTY CASH	\$300.00	\$85.70	\$85.74	\$0.02	\$85.76	\$300.02
10 GRANTS FUND	(\$5,294.44)	\$191.88	\$823.09	\$15,000.00	\$22,930.20	\$16,812.67
20 LIRF	\$952,411.02	\$0.00	\$0.00	\$1,639.36	\$18,660.62	\$971,071.64
30 RAINY DAY FUND	\$946,559.74	\$0.00	\$0.00	\$1,629.29	\$18,545.97	\$965,105.71
40 GENEALOGY FUND	\$13,568.77	\$0.00	\$0.00	\$39.01	\$654.53	\$14,223.30
60 ELIZABETH HANDLEY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
61 GENE & WILMA PARKS ENDOWMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
70 PLAC	\$715.00	\$650.00	\$3,185.00	\$455.00	\$2,860.00	\$390.00
80 VENDING	\$16,303.46	\$1,538.49	\$9,196.64	\$1,226.60	\$12,087.71	\$19,194.53
<b>Subtotal</b>	<b>\$1,925,242.55</b>	<b>\$2,466.07</b>	<b>\$13,290.47</b>	<b>\$19,989.28</b>	<b>\$75,824.79</b>	<b>\$1,987,776.87</b>
<b>3. Gift Fund</b>						
50 GIFT FUND	\$39,419.33	\$5,328.63	\$23,110.99	\$2,428.27	\$18,932.96	\$35,241.30
51 GENEALOGY GIFT FUND	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Subtotal</b>	<b>\$39,419.33</b>	<b>\$5,328.63</b>	<b>\$23,110.99</b>	<b>\$2,428.27</b>	<b>\$18,932.96</b>	<b>\$35,241.30</b>
<b>5. Withholdings</b>						
110 FEDERAL TAX	\$0.00	\$16,210.40	\$171,157.82	\$16,210.40	\$171,157.82	\$0.00
111 FICA	\$0.00	\$12,497.35	\$132,266.14	\$12,497.35	\$132,266.14	\$0.00
112 MEDICARE	\$0.00	\$2,922.83	\$30,933.84	\$2,922.83	\$30,933.84	\$0.00
113 STATE TAX	\$0.00	\$6,431.64	\$68,190.26	\$6,431.64	\$68,190.26	\$0.00
114 COUNTY TAX	\$0.00	\$3,512.13	\$37,493.27	\$3,512.13	\$37,493.27	\$0.00
115 ROTH	\$0.00	\$386.00	\$5,753.00	\$386.00	\$5,753.00	\$0.00
116 MED/DENT/VIS	\$8,159.00	\$8,819.00	\$87,600.00	\$8,894.00	\$88,855.00	\$9,414.00
117 BOSTON MUTUAL LIFE	\$0.00	\$331.48	\$3,149.06	\$297.28	\$3,446.34	\$297.28
118 AFLAC	\$0.00	\$207.94	\$2,208.89	\$207.94	\$2,208.89	\$0.00
119 457 PLAN	\$0.00	\$3,801.26	\$34,456.85	\$3,801.26	\$34,456.85	\$0.00
120 UNITED WAY	\$0.00	\$177.00	\$1,858.50	\$177.00	\$1,858.50	\$0.00
121 VDL	\$136.41	\$136.74	\$1,514.50	\$136.78	\$1,382.98	\$4.89
122 GARNISHMENT	\$0.00	\$472.94	\$4,925.87	\$472.94	\$4,925.87	\$0.00
123 EMP MEDICAL	\$13,103.70	\$3,089.04	\$31,281.93	\$1,183.34	\$33,573.40	\$15,395.17
124 PERF	\$0.00	\$5,761.02	\$59,976.40	\$5,761.02	\$59,976.40	\$0.00
125 CLEARING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Subtotal</b>	<b>\$21,399.11</b>	<b>\$64,756.77</b>	<b>\$672,766.33</b>	<b>\$62,891.91</b>	<b>\$676,478.56</b>	<b>\$25,111.34</b>
<b>Grand Total</b>	<b>\$6,383,600.09</b>	<b>\$488,900.53</b>	<b>\$5,220,325.76</b>	<b>\$251,084.70</b>	<b>\$4,665,549.27</b>	<b>\$5,828,823.60</b>

**Total all banks = \$5,828,823.60**

Approved by the State Board Of Accounts for Kokomo-Howard County Public Library on 1/1/98.

**Appendix E**

**Plan Creation and Oversight**

*2019 Board of Trustees*

Cathy Stover, President  
Karen Sosbe, Vice President  
Quiana Preston, Secretary  
Mary Baker  
Stephanie Carrell  
Joe Dunbar  
Alan Girton

*Library Leadership Team*

Faith Brautigam, Director  
Doug Workinger, Assistant Director  
Trisha Shively, Head of Adult and Teen Services  
Lori Hugley, Head of Branches  
Kayla Skiles, Head of Circulation  
Brennan Reed, Head of Children's Services  
Tammy Keith, Head of Collection and Outreach Services  
Lori Danford, Head of Finance and Human Resources  
Amy Russell, Head of Genealogy and Local History  
Aaron Smith, Head of Information Technology and Facilities  
Lisa Fipps, Head of Marketing and Community Engagement

*With special thanks to each staff member  
who participated in a planning  
conversation or provided suggestions that made our plan better,  
and with appreciation to the community members, listed in Appendix C,  
who gave their time and honest opinions  
about how we can make our community its best*