Hammond Public Library
Three-Year Long Range Plan
2014-2016

Rev. December 17, 2013

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A. OUR MISSION

Hammond Public Library will encourage lifelong learning by anticipating needs and exceeding expectations in delivering service to the community.

B. OUR VISION

Connecting people, information and ideas.

C. OUR VALUES

- We believe a competent, well-trained and enthusiastic staff and a full participating and informed Board of Trustees is essential.
- We treat each other and our patrons respectfully, courteously and in a non-judgmental manner.
- We value input from our community and consider suggestions and ideas for improving library service.
- We believe in local autonomy but also realize the value of resource sharing and cooperation among libraries.
- We uphold the principles of intellectual freedom and resist efforts to censor library resources.
- We strive to be inclusive, and we recognize the dignity of all people from all backgrounds.
- We realize that technology is an integral part of achieving all library goals, and the Technology Plan is the guiding document for this.
- We strive to meet or exceed state and national standards.
- We regularly evaluate and adapt the goals, objectives and activities to ensure success of the plan.

D. INTRODUCTION & COMMUNITY NEEDS

Hammond Public Library is an educational, social, and cultural resource that has responded to the needs of the community since 1903. Consisting of a single building, the 45 employees provide a variety of services and materials to the community. However, the library faces challenges that threaten to minimize its impact.

Tax cuts and caps have reduced the operating budget substantially with no sign that the future will improve the outlook. Staff is expected to do more with less, trimming the operating budget to live within the new reality of lower income yet still maintain a full range of services to the public.   State-wide talk of consolidation forces libraries to take sides on whether combining systems will improve services more efficiently.

A high unemployment rate in Hammond of 9.96% and the recessionary economic environment have uncovered a different audience for the library than in the past – the unemployed, under-skilled, differentially-skilled, or non-technological user. Addressing the needs of these users yet still providing a complete range of services for users who regularly visit the library remains a top priority.

With a Hammond School City graduation rate 14.38% below the Indiana average and 24.2% fewer students passing the ISTEP testing than the Indiana average, fulfilling the educational needs of Hammond youth remains a primary objective. The library becomes the place where students are welcome in the afternoons, evenings, and during the summer when schools are closed. Not only enhancing education, but also a nurturing a love of reading for school age youth and preschoolers, is emphasized with programming and one-on-one attention to young readers who visit the library.

In addition to traditional services, the library must also bridge the technological gap and provide digital services for both library visitors and those users who will visit online but perhaps never see the library in person. For those technologically adept users who visit the library, we must ensure that their needs are being met, whether in the form of web services or materials in varying formats.

We are operating in a time of limited resources. This challenge can be partially addressed through careful stewardship of resources, increased use of volunteers, fundraising and community collaboration. However, we need to be aware that, despite our best efforts, we may not be able to continue present service levels indefinitely.

A series of focus groups met to define objectives for the library's next three years, taking into account current and future economics of both the library and the community as a whole. Despite the challenges presented now and in the future, staff at the Hammond Public Library remains enthusiastic and eager to provide the best service possible to our deserving community.

This plan will provide direction for the future. We expect unforeseen opportunities, and sometimes setbacks, which is why we consider this a living document subject to change. An annual review of the goals, objectives and accomplishments will be undertaken, and an action plan for the upcoming year along with evaluative measures will be developed.

We remain hopeful that the current economic climate will recover, and we will strive to remain positively focused on a library future based on thoughtful planning that will meet the needs of our community.

OUR COMMUNITY BY THE NUMBERS

Demographics

Population of Hammond	80,830
Median age	33.3
Under 5 years	7.7%
5 to 14 years	15.3%
15 to 19 years	7.7%
20 to 64 years	58.5%
65 years and over	10.6%
White	59.4%
Black or African American	22.5%
Hispanic or Latino	34.1%

Economic Characteristics

Individuals below poverty level	22.1% (14.1% for Indiana)
Families below poverty level	18.0% (10.1% for Indiana)
Median family income	$46,905 ($59,857 for Indiana)

Hammond Students

PreK to 12 enrollment	13,667
Graduation Rate	74% (88.38% for Indiana)
Free/Reduced Lunch qualified	79.81% (47.25% for Indiana)
Passed ISTEP	52.9% (73.5% for Indiana)

OUR LIBRARY BY THE NUMBERS

As of November 2013:

Cardholders   44,566

    Adult Residents   33,279

    Youth Residents   11,287

    Senior Residents   1,230

    Outreach Patrons and Institutions   51

    Reciprocal Patrons   2,195

    Non-Resident Cardholders   2,578

    InterLibrary Loan Libraries   2,208

    Employee/Board Cards   64

Active patrons

    Patrons who have used their card in the past year   11,157

E. Assessment of Library Resources and State Standards - 2013

	Currently Have/Need [list facility, service or operations item]	*Required by Standards [list corresponding standard]*	Identified by Community Needs [*compliance level will not be used*]	Indiana Public Library Standards Compliance Level			
				Basic	Enhanced	Exceptional	Improve
Facilities							
Building	Compliance with local, state and federal building and health and safety codes.	Compliance with local, state and federal building and health and safety codes.		X			
"	Compliance with provisions of the federal Americans with Disabilities Act	Compliance with provisions of the federal Americans with Disabilities Act		X			
Services							
System	Innovative Interfaces integrated library system with acquisitions, cataloging, circulation modules	An integrated library system with an online public access catalog available on the library's website.		X			
"	General collections available to public during library hours. Digital collections available via web site 24/7.	Availability of general collections to the public during regular library hours of operation.		X			
"	7.5% budgeted	Expend at least 7.5% of its operating fund expenditures for library collections.		X			
"	Telephone listed in library's name - **Listing also lists branches**	Means of communication with the public: Telephone listed in library's name					X

"	VOIP telephone system with voice mail and auto attendant with option to hear hours and holidays.	Means of communication with the public: An answering machine, voice mail or other similar technology to provide operating hours of the library.		X		
"	Library email address of hpl@hammond.lib.in.us on library web site	Means of communication with the public: An e-mail address or a means of electronic contact for the library listed on the library's website.		X		
"	Photocopy machines on first floor near entrance, in Information Services, Local History Room and Youth Services. 10 cents a copy.	Means of communication with the public: A means to provide copies to the public at each location. A fee may be charged not to exceed a fee established by Indiana state law.		X		
"	Fax machine in Administrative Services, 219-931-3474. Also, email attachments of documents available.	Means of communication with the public: Technology available to transmit documents electronically or through phone lines, for example, a fax machine.		X		

ILL	Free ILL (other than reimbursement for photocopy or postage), and lend through OCLC Resource Sharing and local reciprocal borrowing	Interlibrary loan is free of charge within Indiana (other than reimbursement for photocopy or postage) and shall lend materials through statewide reciprocal, OCLC, Evergreen, or local reciprocal		X			
System	3 days/week participation (Tuesday and Thursday) in statewide delivery service provided by the Indiana State Library.	Participate in the statewide delivery service provided by the Indiana State Library, **three days a week**		X			
Adult Services	Librarian; knowledge of and access to reference materials; collection of materials; space designated for adult services	Programs and reference services offered by a qualified individual holding the appropriate librarian certificate; knowledge of and access to reference materials including INSPIRE; collection of materials; space designated in the library.					

Young Adult Services	Librarian; knowledge of and access to reference materials; collection of materials; space designated for young adult services	Programs and reference services offered by a qualified individual holding the appropriate librarian certificate; knowledge of and access to reference materials including INSPIRE; collection of materials; space designated in the library.		X			
Children's Services	Librarian; knowledge of and access to reference materials; collection of materials; space designated for children's services	Programs and reference services offered by a qualified individual holding the appropriate librarian certificate; collection of materials for children, parents and caregivers; space designated in the library.		X			
"	Summer Reading Program held	An annual summer reading program for a minimum of six (6) weeks.		X			

Programs	**336** programs through August 2012	Five library programs for every 1,000 people served per year, with a minimum of twelve library programs per year regardless of population served. **Population of 80,830 = 405/yr.**		X			
Large Print	Large print book collection, audio books (physical and digital)	Provide access directly or through the Indiana State Library to large print books, Braille books, audio books, and enhanced media to patrons who are unable to read regular print because of a visual or physical disability.		X			
Technology							
Website	Hours of operation (www.hammond.lib.in.us/libraryinfomenu.htm); Address on homepage; map for location (www.hammond.lib.in.us/libraryinfomenu.htm); Phone number and e-mail address on homepage.	A website that must include Hours of operation, physical address, a map for each fixed service location, phone number, and e-mail address.		X			

"	Online databases (www.hammond.lib.in.us/onlinedatabases.htm)	Electronic resources provided free of charge to the citizens of Indiana by the state of Indiana, for example (INSPIRE)		X			
"	Public Service Policies: Internet Use Policy available when Internet access is selected (**review needed**); **circulation policies and fees need updating before posting.**	Public service policies including, but not limited to, circulation policies, fees, and Internet Use, adopted by the library board.					X
"	Online Public Access Catalog available; Access to patron record for renewals, information available.	The library's online public access catalog.		X			
"	Eventkeeper (Plymouth Rocket) events listed on home page, updated daily -- Library programs listed on adult and youth program pages -- listing in Bookends (HPL news), available on website.	A calendar of events and programs, which shall be updated at least monthly.		X			

Internet Connection Speed	Comcast fiber connection @ 100 Mbps; computers provided free regardless of residency.	Minimum speed of 1.5 Mbps, computers provided for free use of all patrons regardless of residency, so long as no laws violated or other legally binding prohibitions including fines owed or violations of library policies.		X			
Public Access Computers	Provided for free use of all persons regardless of residency, so long as use would not violate laws or other prohbitions imposed.	Provided for free use of all persons regardless of residency, so long as use would not violate laws or other prohbitions imposed.		X			
"	30 public access computers + 10 equivalent for wi-fi = 40 PACs; 4 system printers	Class A library serving 80,830 = **40** PACs (1 computer per 2,000 served)		X			
Operations							
Written Bylaws, submitted within 60 days of adoption to State Library	All Bylaws posted on web site - various adoption dates	Written bylaws that state its purpose and operational procedures. **Reviewed every 3 years.** Specifically state rules governing conflicts of interest and nepotism.					X

"	BP 1301 - Conflict of Interest - March 29, 2011	Written bylaws that state its purpose and operational procedures. **Reviewed every 3 years**. Specifically state rules governing **conflicts of interest** and nepotism.			X		
"	BP 1003 - Regular Meetings of the Board - January 25, 2011 - **mentions rotation among non-existent branches.**	Written bylaws that state its purpose and operational procedures. Reviewed every 3 years.					X
"	none	Written bylaws that state its purpose and operational procedures. Reviewed every 3 years. Specifically state rules governing conflicts of interest and **nepotism**.					X
"	none	Written bylaws that state its purpose and operational procedures. **Reviewed every 3 years.** Mentioning operation in compliance with Indiana Laws and **IC 36-12 Public Library Law.**					X

"	No provision for amendments	Written amendments that have been adopted by the board shall be submitted with the library's annual report.						X
"	No provision for vacancy in board officers	Written bylaws that state its purpose and operational procedures. Reviewed every 3 years.						X
Principles of Access	BP 5308 - Communication Accommodations Policy - **Adopted August 22, 2006**	Written bylaws that state its purpose and operational procedures. **Reviewed every 3 years.**						X
"	Library Bill of Rights hidden in Materials Selection Policy - make it a BP - Principles of Access?	Principles of Access to all library materials and services - **reviewed every 3 years**						X
Long Range Plan (3-5 years), filed with Indiana state library	Strategic Plan 2011-2013 on web site	Statement of community needs and goals		X				

"		Measurable objectives and service responses to the community's needs and goals		X			
"		An assessment of facilities, services, technology and operations		X			
"		An ongoing annual evaluation process.		X			
"		Financial resources and sustainability		X			
"		Collaboration with other public libraries and community partners		X			
Technology Plan (3 years), filed with Indiana state library	Technology Plan 2010-June 2013 on web site. New plan needed to be written and board approved before June 2013.	Goals and realistic strategy for using telecommunications and information technology		X			
"		A professional development strategy		X			
"		An assessment of telecommunictions services, hardware, software, and other services needed		X			
"		An equipment replacement schedule		X			

Category							
"		Financial resources and sustainability		X			
"		An ongoing annual evaluation process.		X			
"		An automation plan that conforms to national cataloging standards.		X			
Patron Cards	Purge monthly inactive non-delinquent cards 3 years prior and before.	Purge or mark inactive unused library patron cards at least once very three years, eleting those patrons who have not used the card in the last three years and do not owe materials, fines or fees.		X			
Hours Open	Open 66 hours per week; each location open 12 evening hours (after 6 p.m.) and 1 weekend day (Saturday)	Class A - 65 hours per week; 10 evening and 1 weekend day				X	
Continuing Education	Continuing ed opportunities through conferences, webinars, WebJunction. Friends of the Library offers staff assistance for educational enrollment.	Provide support for continuing education for staff and trustees.		X			

Annual Report	Filed January 31, 2012	Filed by February 1 of each year.		X			

F. OUR GOALS AND OBJECTIVES

1) *Create young readers* and ***educational support*** – Children will have programs and services designed to ensure they will enter school ready to learn and succeed throughout their school years.
2) ***Get facts fast*** and ***satisfy curiosity*** – Residents will have resources to explore topics of personal interest and will have someone to answer their questions on these topics.
3) ***Stimulate imagination*** – Teens and adults will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.
4) ***Discover your roots*** and ***celebrate diversity*** – Residents and visitors will have the resources they need to connect the past with the present through family history and to understand the history, diversity and traditions of the community.
5) ***Visit a welcoming, well-maintained place*** – Residents can expect to visit a welcoming, safe, barrier-free library staffed by friendly people who, through continual and thoughtful stewardship of public funds, support library goals to meet community needs.

Goal 1: Create young readers and educational support

Children will have programs and services designed to ensure they will enter school ready to learn and succeed throughout their school years.

1. Children from birth to age five will have programs and services designed to ensure that they will enter school ready to read, write and listen.
   - Present regularly scheduled programs divided by age of intended audience. (Ongoing)
     Evaluation:

     > 100 preschoolers attending programs inside the library, increasing by 5%
     > > annually.
     >
     > 120 programs presented inside the library.

   - Present programs in off-site locations, such as daycare centers, picnics in the parks, hospitals, schools, etc. (Ongoing)
     Evaluation:

     > 20 preschoolers attend programs outside the library, increasing by 5%
     > > annually.
     >
     > 12 programs presented by library staff outside the library.

   - Include a Read-To-Me component in the summer reading program, and other reading programs, with incentives for children. (Ongoing)
     Evaluation:

     > 30 preschoolers attend Read-To-Me programs during Summer Reading,
     > > increasing by 5% annually.
     >
     > 20 Read-To-Me programs presented by library staff.

   - Provide print, media, and electronic resources to encourage vocabulary development and motor skills. (Ongoing) – See also Technology Plan
     Evaluation:

     > Computer usage for preschool AWE computers.
     >
     > E-book/Tumblebook usage statistics provided by vendor, increasing 5% annually.

2. Parents and caregivers will find support in providing learning activities for their preschoolers at home. (Ongoing)
   - Present regularly scheduled programs for parents and caregivers. (Ongoing)
     Evaluation:

     > 100 parents and caregivers trained in early literacy techniques, increasing by 5%
     > > annually.
     >
     > 100 programs presented inside the library.
     >
     > 50% of parents and caregivers respond in a survey they bring their preschool
     > > children to the library at least twice as often as before attending library
     > > programs.
     >
     > 50% of parents and caregivers respond in a survey they read to their children at

least twice as often than they had before attending library programs.

- Present programs in off-site locations, such as daycare centers, picnics in the parks, and hospitals for parents and caregivers. (Ongoing)
  Evaluation:
  > 20 parents and caregivers trained in early literacy techniques, increasing by 5% annually.
  > 12 programs presented by library staff outside the library.
  > 50% of parents and caregivers respond in a survey they bring their preschool children to the library after attending an off-site program.

- Include a Read-To-Me component in the summer reading program for parents and caregivers, with incentives for parents. (Ongoing)
  Evaluation:
  > 30 parents and caregivers trained during Read-To-Me, increasing by 5% annually.
  > 20 Read-To-Me programs presented by library staff.

- Develop and provide classes, such as those outlined in ALA's "Every Child Ready to Read @ Your Library" for parents and caregivers. (Ongoing)
  Evaluation:
  > 20 parents and caregivers trained in early literacy techniques, increasing by 5% annually.
  > 12 programs presented inside the library.

- Develop the library parenting collection with materials on literacy skills and early learning. (June 2015)
  Evaluation:
  > Circulation of parenting collection materials increases by 5% annually.

3. Children who want materials and programs to stimulate their imagination and enhance their leisure time will find what they want when and where they want them, and will have the help they need to make choices.
   - Present summer reading programs for all age groups. (Ongoing)
     Evaluation:
     > 125 youth programs are held with 1,600 children participating, increasing by 5% annually.

   - Present youth programs including a variety of activities that will stimulate interest in reading and the library. (Ongoing)
     Evaluation:
     > 125 youth programs are held with 1,500 children participating, increasing by 5% annually.

- Provide readers' advisory services to assist children in locating materials of interest. (Ongoing)
  Evaluation:
  > 60% of youth staff can provide information about classic, genre and current fiction.
  > 60% of youth staff can provide information about classic and current music.
  > Computer-based readers' advisory is installed on all computers (see Technology Plan).
  > Circulation of youth materials increases by 5% annually.

- Schedule regular movies for all children, including movie discussions and book tie-ins in order to reach non-readers. (Ongoing)
  Evaluation:
  > Show at least twelve youth movies per year.
  > 75 children attend movie showings.

4. Students will have the resources needed to succeed in school.
   - Collaborate with Purdue Calumet and Calumet College to provide volunteers to assist students with their homework after school. (Ongoing)
     Evaluation:
     > 100 hours of on-site tutoring is done by volunteers from Purdue Calumet and Calumet College annually.

   - Maintain the homework help page on the library website. (Ongoing)
     Evaluation:
     > Homework help page on the library's website is updated at least monthly.

   - Provide classroom collections for teachers. (Ongoing)
     Evaluation:
     > Six classroom collections are distributed by Youth Services each year.

   - Collaborate with teachers by maintaining the collection that is co-existent with Common Core Standard. (Ongoing)
     Evaluation:
     > Youth librarians meet with teachers to gather ideas of how the library can assist in meeting Common Core Standard needs.
     > Materials are ordered that support Common Core Standard.

   - Host an annual program on Science Fair projects, and hold an annual writing competition. (Ongoing)
     Evaluation:
     > One Science Fair program is held annually.
     > One writing competition for young children is held annually.
     > One writing competition for teens is held annually.
     > One writing competition for adults is held annually.

- Develop and maintain resources for homeschooled students and their parents. (Ongoing)
  Evaluation:
    - 70% of homeschooled students are able to find what they need to complete their course of study.
    - 50% of homeschool parents find resources to help in their teaching.

Goal 2: Get facts fast and satisfy curiosity

Residents will have resources to explore topics of personal interest and will have someone to answer their questions on these topics.

1. Patrons will experience less wait time when requesting assistance, whether in person, on computer, or by telephone.
    - Implement session and print management software on public computers to free up time for public service staff to concentrate on helping patrons find needed information. (January 2014)
      Evaluation:
      > Software is installed and 75% of staff time is rededicated to eliminating waiting for answers.

    - E-mail reference questions will be acknowledged within two hours and answered within 24 hours. (February 2014)
      Evaluation:
      > Auto reply is set up on Ask the Librarian email so acknowledgements are sent immediately.
      > E-mail reply times are compared to e-mail receipt times to meet 24-hour timeframe.
      > Ask the Librarian e-mail requests increase by 5% annually.

2. Residents will receive general information services and also, when needed, personalized attention to find answers to questions or resolve an issue and will learn how to evaluate the information properly.
    - Provide basic, intermediate and advanced classes on using information resources in both print and digital forms. (Ongoing)
      Evaluation:
      > 6 classes are held annually.
      > 50% of people attending classes surveyed responded that they have a better understanding of how to find and evaluate information needed on a variety of topics.

3. Residents will have the resources they need to identify and analyze risks and benefits before making decisions that affect their lives.
    - Create pathfinders or collection guides to assist patrons in learning about frequently-requested topics. (Ongoing)
      Evaluation:
      > 50% of users surveyed respond that the information provided helped make an informed decision.

    - Create displays of information resources that could be used to make life decisions in careers, health, finances, small business/entrepreneurship. (Ongoing)
      Evaluation:

6 displays are presented annually.

Circulation of items on display increases by 5% after being on display compared to before being displayed.

- Contact Lake Area United Way and its partner organizations, city of Hammond, church groups, and local organizations to gather up-to-date information on resources available in the community. (Ongoing)

  Evaluation:

  Organizations are contacted at least once annually to ensure that information is up to date.

  Information gathered in contacts is compiled into a web page, a printed handout, and available for ready-reference at all public service desks, and is updated at least annually.

4. The community will have programs offered that provide information needed on a variety of topics.

- Partner with American Library Association to present annual Money Smart Week April 5-12, 2014 and in subsequent years as scheduled to provide financial literacy programming to help members of your community better manage their personal finances. (Annual)

  Evaluation:

  Number of people attending program.

  50% of people attending respond in an exit survey that they learned something that will help them manage their financial lives better than before the program.

- Host a biennial community day where local businesses and organizations are available to share resources, information and services available to the public. (Biennial, beginning 2015)

  Evaluation:

  Number and type of businesses/organizations participating.

  Number of patrons attending.

  50% of people attending find community resources available to them that may not be known before the program.

- Host a biennial career day with classes on job applications and resumes, speakers from local businesses, interviews for potential jobs if available in the community, and library resources on careers. (Biennial, beginning 2015)

  Evaluation:

  Number of businesses participating.

  Number of patrons attending.

  25% of people attending created a resume, learned how to interview for a job, or completed and submitted a job application.

- Host an annual health fair with blood pressure and other non-invasive tests, health information, first aid and CPR classes. (Annual)

  Evaluation:

Organizations participating.

Number of patrons attending.

30% of people attending receive health and wellness information that they can use that they may not have received any other way.

Goal 3: Stimulate imagination

Teens and adults will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.

1. Residents who want materials to stimulate their imagination and enhance their leisure time will find what they want when and where they want them, and will have the help they need to make choices.
    - Provide readers' advisory services to assist users to locate materials of interest. (Ongoing)
      Evaluation:
      > 60% of public service staff can provide reader services about classic, genre and current fiction.
      > 60% of public service staff can provide listener services about classic and current music.
      > 60% of public service staff can provide viewer services about classic and current films.
      > 60% of public service staff can provide reader services about graphic novels.
      > Computer-based readers' advisory is installed on all computers (see Technology Plan).
      > Circulation of fiction materials, CDs, DVDs, and graphic novels increases by 5% annually.
      > 30% of patrons surveyed respond they read and enjoyed a new book, listened to different music or viewed a film they otherwise would not have known about based on staff recommendation.
      > A minimum of twelve readers' advisory booklists and pathfinders created annually.
      > Usage statistics of readers' advisory web site show a 5% increase annually.

    - Partner with region organizations in Books to Bridge the Region initiative encompassing seven Northwest Indiana counties. (Ongoing)
      Evaluation:
      > One library employee serves on Books to Bridge committee.
      > Library participates in annual Time Out for Reading event.
      > Annually promote books selected by Books to Bridge the Region based on a common theme which can foster communication between people and generations.
      > Circulation of titles recommended by Books to Bridge the Region increases after promotion.

    - Partner with Hammond Reads (City of Hammond, School City, Calumet Area Literacy, Hammond Public Library) to promote literacy and reading to Hammond residents.
      Evaluation:
      > Two library employees serve as board members on Hammond Reads board.
      > Work with the Rotary Club of Hammond and the Teachers' Credit Union to purchase and distribute dictionaries to every third grader in the City of Hammond.

    - Make user-contributed book reviews accessible by developing a library page using GoodReads. (February 2014)
      Evaluation:
      > Library creates GoodReads channel on the library web site.

100 book reviews/comments are entered by patrons in the first year, with a 5% annual increase after the first year.

2. Residents will find programs offered that encompass a variety of interests. (Ongoing)
   - Present summer reading programs for all age groups. (Ongoing)
     Evaluation:
       10 summer reading programs are held for adults.
       10 summer reading programs are held for teens.
       125 teens sign up and 35% complete the Summer Reading program, increasing by 5% annually.
       280 adults sign up and 100 complete at least one reading log during Summer Reading program, increasing by 5% annually.

   - Present several adult reading programs and book discussions throughout the year. (Ongoing)
     Evaluation:
       At least 12 book discussion programs will be held per year.
       Total attendance at book discussions is at least 70, increasing 5% annually.

   - Schedule regular movies for all age groups, including movie discussions and book tie-ins in order to reach non-readers. (Ongoing)
     Evaluation:
       Show at least 12 adult movies per year with discussion of movie/books afterward.
       75 attendance at adult movies.
       Show at least 12 teen movies per year.
       75 attendance at teen movies.

3. Displays and promotional materials will introduce residents to materials that will stimulate their imaginations and enhance their enjoyment of reading.
   - Continue to showcase special book displays including Staff Picks and event or topical tie-ins. (Ongoing)
     Evaluation:
       4 Staff Picks displays are compiled annually.
       6 event or topical displays are compiled annually.

   - Track circulation of display items to determine whether display is successful. (Ongoing)
     Evaluation:

       Circulation of display items represents 50% of the total displayed.

   - Create booklists and bookmarks including "If you like…", movie tie-ins, and music must-hears. (Ongoing)
     Evaluation:
       12 booklists are produced annually highlighting fiction, movies and music.
       12 bookmarks are produced annually highlighting fiction, movies and music.

Track remaining lists and bookmarks after 6 months to determine whether printed items or selected topics are an effective method of reaching patrons.

4. Resident expectations will be met by reviewing circulation of popular materials, including downloadable materials, and adjusting ordering to match.
   - Track circulation of fiction for adults and teens. (Ongoing)
     Evaluation:
     > Circulation of fiction will increase over the previous year by 5% annually.

   - Track circulation of music for adults and teens. (Ongoing)
     Evaluation:
     > Circulation of music will increase over the previous year by 5% annually.

   - Track circulation of DVDs for adults and teens. (Ongoing)
     Evaluation:
     > Circulation of DVDs will increase over the previous year by 5% annually.

   - Provide downloadable books, music, and videos for circulation. (Ongoing)
     Evaluation:
     > Downloadable books, music and videos are provided via the library web page (see also Technology Plan).
     > Circulation of downloadable titles increases by 5% annually.
     > Participate in the Indiana Digital Download Center consortium for e-book and audiobook purchasing and lending.

   - Include members of the public on the materials selection committee to ensure the library develops a collection that meets community needs.
     Evaluation:
     > Two members of the community who are known to be frequent library users are invited to participate in quarterly materials selection meetings, with the Head of Technical Services reviewing and ordering.

   - Survey patrons to determine the impact of library services and programs on the public. (Biennial) – see also Technology Plan
     Evaluation:
     > Surveys on library services are conducted and reviewed in 2014 and 2016.
     > Surveys on technology services are conducted and reviewed (see Tech Plan).

   - Maintain a materials collection that represents annual purchases of at least 7.5% of the library's operating budget, per state standards. (Ongoing)
     Evaluation:
     > Year-end expenditures on materials for public use equal a minimum of 7.5% of the library's operating budget.

Goal 4: Discover your roots and celebrate diversity

Residents and visitors will have the resources they need to connect the past with the present through family history and to understand the history, diversity and traditions of the community.

1. Residents will be able to celebrate their own heritage and learn about others via a series of programs, information and displays.
   - Provide programs and displays for African American History Month, Women's History Month, and Hispanic Heritage Month, as well as a World Cultures Day fair. (Ongoing)
     Evaluation:
     > 4 programs are planned and presented annually.
     > At least 250 people attend programs.
     > 40% of patrons attending programs were satisfied with the program and felt their heritage was accurately reflected.
     > 40% of patrons attending programs felt they learned something about a culture other than their own.
   - Conduct a series of genealogy workshops using the library's local history resources and Ancestry database. (Ongoing)
     Evaluation:
     > 6 programs are planned and presented annually.
     > At least 50 people attend programs.
     > 40% of patrons attending programs were satisfied with the program and felt they could search on their own with their newly-learned skills.
     > 20% of patrons attending Ancestry classes could locate a genealogical record of a grandparent or great grandparent.
     > 15% of patrons attending workshop could find their family members "living" among the materials housed in the local history room.
     > Usage of local history room materials increases by 5% annually.
     > The number of genealogical or local history questions and requests increases by 5% annually.

   - Display Ancestry records of notable Hammond area residents or notable Americans (i.e. census record for author Jean Shepherd or President Barack Obama). (Ongoing)
     Evaluation:
     > 4 displays are created, enlarged and hung.

   - Create a series of genealogy and local history pathfinders. (Ongoing)
     Evaluation:
     > At least 3 pathfinders are created annually on a variety of topics, including but limited to: Germans in Hammond and German genealogy, Irish in Hammond and Irish genealogy, Polish in Hammond and Polish genealogy, Latinos in Hammond and Latino genealogy, African Americans in Hammond and African American genealogy, Early businesses in Hammond, Do it yourself house history and famous Hammond houses, Social groups in early Hammond.

- Partner with Hammond Historical Society in providing programs, including the annual Oak Hill Cemetery Tour.
  Evaluation:
    Number of people participating as historic figures or helping with program.
    Number of people attending tour.

- Provide information on items available for research in the local history room. (Ongoing)
  Evaluation:
    At least 2 articles for *Bookends* (HPL News) and for local media are produced annually.
    Usage of local history room materials increases by 5% annually.
    The number of genealogical or local history questions and requests increases by 5% annually.
    At least 5 people visit the local history room based on articles in local media annually.

2. Genealogists, historians and people interested in local history, no matter where they are located, will be able to access photographs, documents and indexes through the library's web site. (Ongoing)
   Evaluation:
   - Identify and apply for, if appropriate, grant possibilities for digitization of local history projects. (See Technology Plan).(2016)
     Evaluation:
       LSTA Digitization Grant is submitted and approved.
       Alternative grant funding opportunities are identified
   - Continue to index *Times* newspaper obituaries and family announcements (birthdays, weddings, anniversaries).
   - Investigate digitization of the local history room pamphlet file, containing information on many of Hammond's early settlers, businesses and buildings.

Goal 5: Visit a welcoming, well-maintained place

Residents can expect to visit a welcoming, safe, barrier-free library staffed by friendly people who, through continual and thoughtful stewardship of public funds, support library goals to meet community needs.

1. Staff will be eager and ready to meet the community's needs.
   - Develop customer service standards and competencies and train staff to respond consistently. (Ongoing)
     Evaluation:
     > Competency lists are developed for key tasks in each service area (circulation, information, administration, maintenance, technical services)
     > Standards and processes are reviewed at division meetings twice a year.

   - Provide access to training opportunities for staff development using a variety of methods. (Ongoing)
     Evaluation:
     > Online training opportunities are posted on the staff intranet.
     > Pertinent titles of books and magazine articles are distributed to staff at least twice a year.

   - Create methods for more effective internal communication system-wide. (Ongoing)
     Evaluation:
     > Staff is surveyed to ascertain suggestions on improving communication.
     > Suggestions are considered by involved staff, and at least one suggestion is implemented annually.

   - Hold regular staff meetings to ensure staff are speaking with the same voice and that procedures and standards are understood. (Semi-Annual)
     Evaluation:
     > Hold 2 all-day staff meetings annually.

   - Require staff to maintain certification by taking continuing education courses and workshops as per state standards.
     Evaluation:
     > Staff requiring certification and continuing education are reviewed annually to ensure credits are met.

2. Maintain continual and thoughtful stewardship of public funds by carefully analyzing and monitoring library finances, procedures and programs while maintaining state standards.
   - Evaluate library services, focusing on return on investment, and adjust or discontinue services accordingly. (Ongoing)
     Evaluation:

Review evaluative outcomes and outputs for each service annually and decide whether service can be improved or should be discontinued.

- Identify, expand and create diversified revenue sources to support a sustainable future. (Ongoing)
  Evaluation:
  In 2014, establish a library foundation as a means of supporting the library's financial future.
  Expand role of the advocacy committee to include seeking sources for funding.
  Apply for grants as they become available.
  Investigate fee-for-service options and whether such fees would be acceptable in the community.

- Review and update the facilities maintenance plan to include a timeline for planned major infrastructure upgrades and/or replacement projects (parking lots, roofing, HVAC, elevator, etc.) (Ongoing)
  Evaluation:
  Library infrastructure is reviewed quarterly and suggestions for maintenance and upgrades are submitted to the Director.

- Meet or exceed state and national standards to maintain service levels and be eligible for state and federal appropriations. (Annual)
  Evaluation:
  Library review committee, composed of staff representing each area of service, reviews the standards document and ensures that the library remains in compliance.

3. Communicate the value of the library and maintain partnerships that support library goals to meet the needs of the community.

- Continue partnership with the Calumet Area Literacy Council to aid residents who cannot read or who have reading challenges. (Annual)
  Evaluation:
  1 meeting is held annually to review partnership and determine if either group needs more from the other.

- Implement a more effective marketing plan to enhance public perception of the library and increase public awareness of its presence and value to the community. (Ongoing)
  Evaluation:
  Review annually current marketing techniques to determine the most effective means of communication.
  Revise and develop a new marketing plan incorporating the most effective techniques for the community.
  Install an LED electronic sign outside the library to attract passersby with coming events.

Track attendance at programs before and after installation of sign to see if outside advertising increases participation.

- Increase public visibility of the library through collaboration in community events and programs. (Ongoing)
Evaluation:
Participate in 4 community events annually.

- Strengthen relationships with School City and private schools, public authorities, the business community, the nonprofit community and the media to enhance communication and to foster a collective appreciation of the library's value to the community. (Ongoing)
Evaluation:
Schedule regular meetings with area groups to ensure that the library is meeting their needs and to review services and programs that are relevant.

- Devise and implement a method to survey library non-users and develop a program to promote library use among this group. (Ongoing)
Evaluation:
Develop survey questions including questions geared toward non-library users.
Investigate methods of distributing surveys, either by telephone, direct mail or by booth/table setup in local sites (drugstore, grocery, etc.).

G. Evaluation Process

Evaluations will be scheduled semi-annually, in June and December, by convening staff representing each area of service. Evaluative criteria are listed for each activity in this plan. Results of these evaluations will be reported to the library Board of Trustees and will act as a plan of action for the coming year. This plan is a living, breathing document which can change and adapt to the needs of the community and the resources of the library.

H. Financial Resources and Sustainability

Most of the library's operating revenue is derived from taxes, with the majority being property taxes. Other tax revenue comes from the newly-added county income tax, commercial vehicle excise tax (CVET), auto excise tax, and financial institutions tax (FIT). Non-tax revenue comes from fines/fees, interest from checking, and miscellaneous income (donations, etc.).

Much of the library's public programs such as Summer Reading are funded through generous Friends of the Library contributions and donations from the community. While these contributions have helped, increasing programming and technology will require even more funding. It is imperative that the library seek additional funding sources from all levels, from the small donation from a satisfied patron to a large contribution from area business.

Although the library cannot control the amount of funding received from its major funding sources, it can control how it plans to maximize its usage – getting the most "bang for the buck". Through careful planning, and prudent administration the library will continue to provide the best service possible for the community.