

**2019 to 2021
Long Range Plan For The
Bell Memorial Public Library
Mentone, Indiana**



**This plan with its goals, objectives and actions is
our strategy to provide access to information for
life for our community.**

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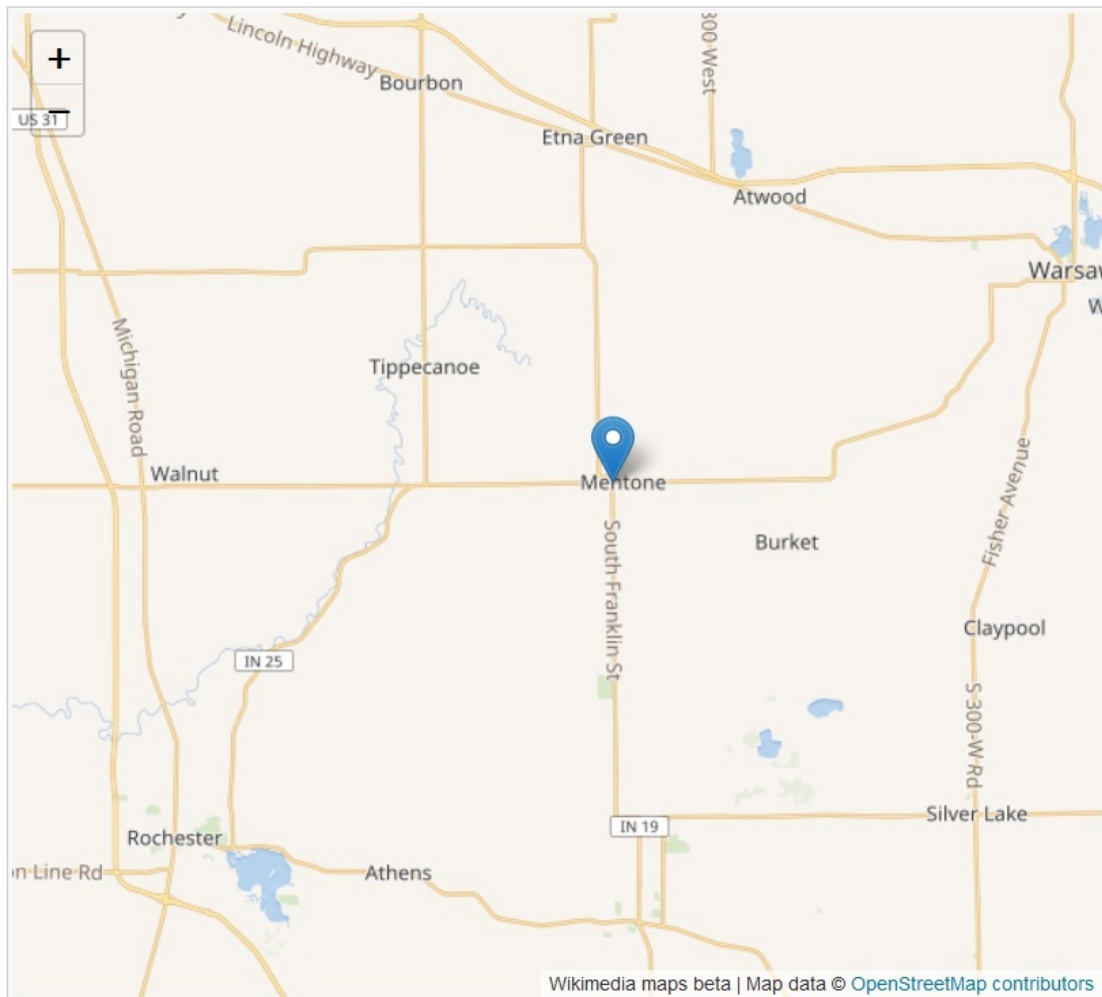
**Adopted by the Bell Memorial Public Library
Board of Trustees on November 26, 2018.**

LOCATION:

The Bell Memorial Public Library is located at 101 W. Main Street (U.S. Highway 25) in Mentone, Kosciusko County Indiana. Located on Indiana 25, Mentone is known locally as the Egg Basket of the midwest.



Image of Bell Memorial Public Library, Mentone, IN



Map of Mentone, Indiana in northern Indiana.

INTRODUCTION

Bell Memorial Public Library's Mission Statement:

To provide materials and services to help meet the informational, educational, cultural, recreational and social needs of the community for life. To provide these in an atmosphere that evokes friendliness, warmth and security.

HISTORY

The first actual library service for the town of Mentone was the H. Parmalee Company of Chicago. By subscribing to a particular amount, a town or neighbor was entitled to the use of 2000 volumes for two years, sent by Parmalee in installments of fifty books. Parmalee also encouraged the establishment of book clubs, and would, for a fee, arrange for home delivery. The Parmalee Library is first mentioned in the Mentone Tri-County Gazette in late 1899.

In April, 1916, a petition of 55 citizens of the Mentone Community subscribed a total of \$158 as a guarantee of good faith for a proposed library in Mentone. A Carnegie Library was first suggested but was voted down. After the Court found the list according to the law, the Mentone Council, the Mentone School board, and the judges of the Circuit Court appointed the following people to serve as a library Board of Trustees: Charles Dillingham, Mrs. Flavia Myers, Levi Jefferies, Mrs. Emma Yocum, LeRoy Smith, Mrs. Allen Jefferies, and George Ralston.

A room was found over the bank to serve as temporary headquarters. The Board of Education donated all books in the school library, except reference books, and 50 books were borrowed from the State Library. In March, 1917 the librarian reported a total of 644 volumes in the library and stated that 53 books had been loaned.

On Nov. 1, 1918, the library was moved to a room in a building owned by Carlyn Myers on the north side of Main Street. In 1936 the Library Board voted to purchase a building and lot on the south side of Main Street for \$2600 as permanent quarters for the library. The library remained there until 1960 when the present library building was opened to the public.

The new building was built with a \$20,000 grant to the town of Mentone from the will of Lawrence D. Bell. Mr. Bell had requested that the money be used for a suitable memorial to his parents, Isaac and Harriet (Sarber) Bell, and the Mentone Board made the decision to use the money, plus \$3000 from the sale of the old building to build a new library. The decision was also made to change the name from Mentone Public Library to the Bell Memorial Public Library.

The library remained a "town library" taxing unit (with Harrison, Franklin, and Seward Townships donating funds) until the summer of 1980 when Harrison Township agreed to merge with the town to form a new library taxing unit. From the first 644 books in 1916, the library now has over 38,000 volumes for loan.

On April 28, 2003, Bell Memorial Public Library relocated to 101 W. Main Street, Mentone, Indiana, into a renovated building that was the former Frank Manufacturing Building. (The project was partially funded by a Community Focus Fund Grant from the IN Department of Commerce). The Bell Memorial Public Library and the Mentone Senior Center now share the 13,029 square feet in this building.

Main areas in the building are:

- Main Library, loft, children's department and "J" (4-6th grades) sections.
- Senior Center
- Media Center, Large Conference Room (available for rental) and a storage room.
- Young Adult Room
- Commercial kitchen

2014 to 2018 Update

Mentone Day Care vacated the three daycare rooms in about 2009, after which the space became fully available to the Library for whatever use the Library needed. These rooms have now become:

- Media Center for our DVD collection as well as audio books.

- Large Conference Room which will accommodate approximate 40 persons theater style or 20 classroom style.

- Storage Room used for general storage, board meetings and some library programs.

In 2014 considerable work was done on the outside back exterior of the building to create a very (almost elegant) outdoor space with nighttime lighting a pergola and space appropriate plantings. This area is directly accessible from room number two and would provide a beautiful space for a small wedding or other outdoor/indoor event.

DESCRIPTION OF THE SERVICE AREA OF THE BELL MEMORIAL PUBLIC LIBRARY

Bell Memorial Public Library serves the Town of Mentone and Harrison Township and a portion of Franklin Township within the Town of Mentone boundary. Residents, or those paying property taxes in either of these two areas, are eligible for all library services.

Demographics – Mentone: 2010 census

As of the census[2] of 2010, there were 1,001 people, 369 households, and 267 families residing in the town. The population density was 1,725.9 inhabitants per square mile (666.4/km²). There were 423 housing units at an average density of 729.3 per square mile (281.6/km²). The racial makeup of the town was 94.1% White, 0.3% African American, 0.8% Native American, 3.1% from other races, and 1.7% from two or more races. Hispanic or Latino of any race were 4.8% of the population.

There were 369 households of which 38.8% had children under the age of 18 living with them, 53.1% were married couples living together, 14.4% had a female householder with no husband present, 4.9% had a male householder with no wife present, and 27.6% were non-families. 22.8% of all households were made up of individuals and 12.2% had someone living alone who was 65 years of age or older. The average household size was 2.71 and the average family size was 3.13.

The median age in the town was 31.2 years. 28.8% of residents were under the age of 18; 10.9% were between the ages of 18 and 24; 26.6% were from 25 to 44; 22.6% were from 45 to 64; and 11.2% were 65 years of age or older. The gender makeup of the town was 49.7% male and 50.3% female.

http://en.wikipedia.org/wiki/Mentone,_Indiana

Demographics – Harrison Township: Harrison Township is one of seventeen townships in Kosciusko County, Indiana. As of the 2010 census, its population was 3,587 and it contained 1,538 housing units.[3]

Harrison Township was organized in 1838.[4]

http://en.wikipedia.org/wiki/Harrison_Township,_Kosciusko_County,_Indiana

Residents who do not reside in either Mentone, or Harrison Township can purchase an out-of-township family membership for \$88.77 which is set annually by the Library Board of Trustees. Current students of the Tippecanoe Valley School Corporation, who do not otherwise qualify for a regular library card, are eligible for what is referred to as a "Valley Card." This card allows a non-resident Tippecanoe Valley student (only the student, not family members) to check materials. These "Valley Cards" are valid for a period of one year and are updated yearly.

2018 BUDGET INFORMATION

NAV of taxable property in service area	\$166,738,748.00	
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Fund	Levy	Rate	Approved Budget
Operating	\$249,108.00	\$.1494	\$415,894.00
Debt Service	\$31,347.00	\$.0188	\$42,792.00

STATEMENT OF COMMUNITY NEEDS AND GOALS

Due to the length of time that has elapsed from the last survey a new survey will need to be created with enhanced questions that delve deeper into what services are and are not currently available in the community. It is imperative that the Library's actions not duplicate services that are already available in the community.

GOAL: The Library will maintain the most current and up-to-date information about the community it serves as well as what the community expects from the Library.

OBJECTIVE: Formulate a community survey that encompasses not just non-profit organizations, but also local government agencies and schools in the Library's service area.

- Consult copies of plans for the Town of Mentone, Mentone EMS, Mentone Police Department, Trustees from Harrison and Franklin Townships, Mentone Fire Department as well as the plan from the Tippecanoe Valley School Corporation. In-person consultations will be held as necessary for clarification.
- Consult the Library's previous long range planning documents for items of inclusion
- From the above plans, the Trustees, Director, Staff and other community members will meet to determine and maintain an up-to-date mission statement and data that reflects the Library's dedication to its service to the community.
- All data compiled for the survey and community meetings will be publicly available.

OBJECTIVE: The survey and all community engagements must be interactive. The Library must utilize these opportunities to not only learn what the community expects of its Library, but also educate the community on what its Library currently offers.

- Survey elements will not only ask questions, but will inform the person answering the survey of what the Library offers.
- Community meetings and consultation with local government officials will inform attendees about the Library's strengths, weaknesses and opportunities

TIMELINE: Volunteers (two Trustees, two Staff, two Library Friends and two members of the general public) will be meeting in either late September or October 2019 to begin creating a community survey. The scope of the survey will be (toward the beginning of the document) purposefully broad and community based with questions being more Library related later in the survey. The timeline for the survey itself will be dependent upon the committee as a whole, but should not take longer than 12 - 15 months.

FACILITIES

On April 28, 2003, Bell Memorial Public Library relocated to 101 W. Main Street, Mentone, Indiana, into a renovated building that was the former Frank

Manufacturing Building. (The project was partially funded by a Community Focus Fund Grant from the IN Department of Commerce). The Bell Memorial Public Library and the Mentone Senior Center now share the 13,029 square feet in this building.

Main areas in the building are:

Main Library, loft, children's department and "J" (4-6th grades) sections.

Senior Center

Media Center, Large Conference Room (available for rental) and a storage room.

Young Adult Room (new as of 2017)

Commercial kitchen

In 2014 considerable work was done on the outside back exterior of the building to create a very (almost elegant) outdoor space with nighttime lighting a pergola and space appropriate plantings. This area is directly accessible from room number two and would provide a beautiful space for a small wedding or other outdoor/indoor event.

HVAC equipment and the roof (flat) will most likely be the areas that will require the most attention in the next few years. Due to deficiencies in the HVAC design and installation, considerable additional work will need to be done inside the facility to adequately heat and cool the building. There exist rooms in the building where there is no control over the temperature etc.

GOAL: Maintain public awareness of the availability of the Library's conference and workspace areas.

OBJECTIVE: Increase public utilization of the Library's meeting/conference facilities.

- In the weekly press release note the availability of the Library's wireless Internet connection as well as a beautiful mezzanine area for business people to use as well as our printing, scanning and faxing services. Think, "Library as an Office."
- Consistently advertise the cost and advantages of holding small meetings at the Library versus more expensive venues. Publicity should include accessibility, kitchen facilities, Internet connection as well as support services such as printing, scanning and faxing.

TIMELINE: Advertising (press releases) on a weekly basis began in mid-summer 2018. To date, there has not been a noticeable increase in usership/ program attendance. These press releases will continue as will our social media posts. An additional approach has been to post updates on posters facing toward the street (we are fortunate to have a solid wall of windows

toward the main street) in an attempt to get the word out about the Library's offerings. Our next plan is to begin posting information (few words and very select graphics) inside businesses etc.

GOAL: Provide and maintain a children's area where youngsters feel welcome and inspired to read and investigate their world.

OBJECTIVE: Renovate the existing children's department with the following results in mind: increased accessibility to materials, adult sized seating, child sized seating, colors that are welcoming yet fun, storage space and inspirational furnishings.

- Install new carpet and repaint
- Reconfigure/replace current shelving and investigate alternative shelving arrangements.
- Install a child friendly furniture feature in the room.
- Install UV filters on the windows

TIMELINE: A design firm from Fort Wayne with ties to the community notified the Library that they will perform the redesigning of the children's department pro-bono. They have requested a meeting date sometime in January 2019 and have been forwarded text as well as photos of the current area as well as what items that the Library would like to see added/removed etc. The initial budget has been set at \$10,000 with accommodations toward extremely small additional costs.

GOAL: The Library Board and Administration will maintain the existing facility to ensure more than its planned for life expectancy.

OBJECTIVE: Plan for and budget funds for extensive facility repair/maintenance within the next five years.

- Depending on the availability of funds, Trustees may need to consider selling bonds after the 2023 series of bonds have been retired.

OBJECTIVE: Rectify issues with existing HVAC units, temperature control deficiencies as well as improving energy efficiency and other major maintenance items.

- Upgrade the five rooftop HVAC units to more energy efficient units.
- Upgrade the internal ducting and temperature control units to provide for even temperatures throughout the building.
- Repair/replace the rubber roof as well as investigating additional insulation to the roof or ceiling area.

- Replace carpeting throughout the facility.
- Replace existing florescent lighting fixtures with quality LED fixtures.

TIMELINE:

– During budget creation time in May/June 2019 consider budgeting for the transference of funds from the Operating Budget to the Rainy Day Fund for the 2020 budget year. Such to be considered only if funds transferred out will not negatively impact Library operations and services.

Actual work on the above noted elements including engineering etc. should commence in March/April 2020 with HVAC and duct work beginning in 2021.

– 2022 Rubber roof and insulation.

– 2023 Carpeting and lighting.

All of the above will be dependent upon funding, regardless of necessity.

TECHNOLOGY

A new server is in process of being installed and final completion is planned for mid-December 2018. The existing main server will be re-purposed into a domain controller and the current domain controller will be used for parts.

In 2017 the Library's Internet connection was upgraded to a fiber connection with bandwidth up to 20Mb. During peak usage considerable slowdown is experienced for all users.

GOAL: Provide the best quality Internet speeds and connections for all users regardless of concurrent usage.

OBJECTIVE: Hire an outside consultant with creditable experience in technology as it refers to Library services to audit the Library's existing technology infrastructure and provide a recommendation regarding enhancements (if necessary) to the current installation as well as security and future adaptability of the system/s.

- Investigate current deficiencies in the Library's network infrastructure and repair/replace elements as necessary.
- Investigate current network slow response times and provide a reasonable solution.
- Investigate an Internet connection bandwidth upgrade to 30 Mbs. if necessary.
- Investigate workstations that are too outdated to be useful, regardless of the operating system.

TIMELINE:

– The consultant/engineer was hired in June 2018 and the new server is planned to come online in early 2019. Engineer will begin working on existing infrastructure issues prior to finalizing the new server.

– Libraries have always been good stewards of taxpayer dollars. Installing the Linux operating systems has been extremely cost effective. A trial of a new streaming service called www.kanopy.com was done in October 2018. None of the machines in the building could handle the service due to being unable to support the DRM requirements of the service.

<https://help.kanopy.com/hc/en-us/articles/360004589593-DRM-protection-troubleshooting>

Beginning in 2019 and ongoing thereafter we MUST purchase at least two machines per year with the ability to support these stronger DRM requirements. We will need to identify machines that can support stricter DRM for adults, young adults and the staff and let patrons know that we have these machines available.

GOAL: Ensure Library service is provided at times when the users require service.

OBJECTIVE: By any/all means possible educate users on the Library's services that are available 24/7.

- Educate users how to check on materials, holds and fines online via the Library's ILS.
- Provide digital access to as many materials in the Library's collection as possible for both genealogical and historic research (digitize the Library's holdings on microfilm as well as scrapbooks and journals).
- Investigate consortium pricing for digital materials (audiobooks, e-books etc)
- Investigate the reduction of expenditures for non-fiction materials and divert that funding toward online reference resources such as WorldBook online and Chilton's Online.

TIMELINE:

– Subscription to Baker & Taylor's Axis 360 e-book/e-audio service began in late 2017 and has only had reasonable success. Items in Axis 360 are selected by each Library. Instead of a single person selecting titles (only 5 or 6 titles are purchased in any month due to the exorbitant cost) a group of three staff members will be responsible for title selection with particular attention paid to circulation statistics in the service as well as consultation with other staff members including Children's and Young Adult departments.

The plan was to commit to Axis 360 for at least three years. At the end of 2020 if due to lack of interest or costs there will be made a determination as to whether or not to

continue to offer the service.

– Subscription to Hoopla.com began in mid/late 2018 and circulation on this service doubled between September and October.

– The Library currently has no subscription to other online databases. We consulted with the area School Librarian and our school corporation does have subscriptions to some online resources as well as online encyclopedias. Duplicating those services did not justify those expenses.

– For late 2019 to early 2020 we will survey (both in-person as well as via telephone or e-mail) area Libraries of a similar size as well as those that are a bit larger to gauge interest in their online resources and attempt to provide some of those offerings to our patrons.

– Inspire is still one of our first “go to” resources.

GOAL: Maintain consistently positive user experiences (both staff and patrons) with the Library’s technology offerings.

OBJECTIVE: Have on staff a person whose skills are such that they will be the “Go To” person for all questions/issues that are technology related.

- Identify and extensively train a staff member who has an aptitude toward the Library’s technology offerings who can then train staff to be more self supporting rather than depending on someone else for assistance.
- Create and maintain a base level of technology competency for all Library staff. A better than competent staff member should always be available. Patrons should never be asked to return later when a different staff member is available to assist them.
- Encourage staff and allocate Library time for staff to use online offerings such as Lynda.com to learn about basic computing and some of the Library’s software.

OBJECTIVES – MISCELLANEOUS

- Upgrade and maintain the Library’s Fixed Asset Database to monitor both the Library’s technology equipment and the HVAC equipment. A special memo field will be inserted into the file to note maintenance, repairs and breakdowns which will enable the IT staff to better gauge whether or not a unit requires replacement.
- Investigate the lease of another T-Mobile hotspot. Current unit is receiving good usage and seems to provide quite good connection speeds.
- The Library is especially thankful for the NetLibrary computers distributed by the Indiana State Library.

TIMELINE:

– The budget for the next few years will have no allocation for a full-time IT professional. When the next opening for a clerk position becomes available an attempt will be made to hire a Technology Assistant/Clerk with better than average computer skills and abilities. If no staff changes occur between late 2018 and mid 2019 a case will need to be made to create a new position.

One of the main objectives for this person will be assisting both staff and patrons with minor to moderate technical questions as well as developing and offering in-house training and support. This position will also have the responsibility to maintain the Library's fixed asset database. The position will open at a wage higher than what is currently being offered for an incoming clerk position.

– Scheduling for small or large organizations is never easy, but for 2019 and on we need to allow for additional staff to cover circulation stations to allow key desk staff the opportunity to use the private study room and laptop to watch/attend webinars from various sources as well as Lynda.com to increase their computer aptitude and gain LEU credits.

– With the positive circulation results of the Hotspot, another unit will probably be purchased in the second quarter of 2019.

COLLECTION DEVELOPMENT / USER EXPERIENCE

Use of the Library's print materials have seen a reduction in use over the past few years. We need to investigate both the strongest and weakest elements of the collection by any and all means to ensure that the Library is offering the materials that our users want. Patron recommendations are always inserted at the top of all purchase lists, but more needs to be done to educate patrons that their recommendations are always given top priority.

GOAL: Provide patrons with a collection that meets their needs both now and in the future.

OBJECTIVE: Study the current purchasing/collection development model. Determine the strengths and weaknesses of current procedures and determine whether or not they are meeting current demands and provide methods of improvement as necessary.

- Investigate more efficient avenues by which patrons can request both materials for purchase as well as materials by inter-library loan.
- By various means determine patron satisfaction with the materials they received.
- Examine current shelving/display methods to ensure that the Library is making patrons aware of the materials and formats of materials that are available to them.
- Determine if the current fine structure is impeding patron usage.

TIMELINE:

– (THIS SECTION IS ENTITLED SWOT ANALYSIS ((Strengths, Weaknesses, Opportunities and Threats)) AND OTHER SECTIONS OF THE PLAN WILL REFER TO THIS ELEMENT)

Please note that the Community Survey will not start until late 2019. This element of the plan (determining where we are) will begin in March 2019 (after annual reports etc). This will enable the Trustees and Staff either separately or together to sit down and find out where we are at this point in time and discuss at a minimum the following:

- What are our current circulation numbers (understanding that these numbers do not reflect everything) and how do they compare to previous years?
- In comparison to other Libraries of our size, how do we compare. Regardless of the comparison, a site visit of other facilities is necessary.
- What is our financial situation?
- We need to determine as a group (prior to any community survey) what are our Strengths? Weaknesses? Opportunities? Threats? And make sure we have the facts about each and then proceed with the community survey.

Only after determining where we are can we proceed with the rest of the actions under consideration.

GOAL: The Library is the destination for those who wish to just enjoy what the Library has to offer.

OBJECTIVE: Increase Library usership and program attendance by 10% annually.

- New Young Adult personnel (recent hire) will be responsible for programming for Young Adult, but will also work with the Children's Department on programming and have the abilities and the authority to proceed with programming that meets the expectations of attendees.
- Ask and listen to our youth and purchase for their use electronic games, print materials and electronic machines that could enhance their Library experience. Additionally consider adding maker-spaces in the Young Adult area that will provide a positive interactive experience. Youth frequently meet at the Library and stay for, sometimes, many hours either socializing, using electronic equipment, the Library's wireless Internet connection or for a program.
- Increase homeschool programming
- Consider monthly game nights for adults and children.

TIMELINE:

– It will take time for the new person to adjust and become acclimated to both the facility and what is currently available. By March of 2019 begin meeting with the

Children's Department Manager and the Publicity clerk for upcoming events as well as offerings for the 2019 Summer Reading Program (regardless the SWOT analysis).

– Be in contact with teachers at the 5th grade level as well as middle school for introductions as well as cooperative ventures between the schools and the Library.

– January 2019 – ongoing. Children's Department manger to contact area homeschoolers and homeschooler groups to engage them in discussions about the Library and what we currently have available as well as discussing with them their needs and desires.

– Any and all staff can assist with/be responsible for adult programming (there is no Adult Services Librarian on staff). Monthly programs during the winter are the best due to our being a very rural and farming oriented community. Beginning February 2019 try one program that will be the easiest to organize and advertise (i.e. Trivia Night with free food) and ask attendees what else they would like to do or if a different day/time of day would be better for them. Assure those responsible for the program that failure is okay as long as something was learned.

PERSONNEL

Library staff are THE key reason for the Library's success and positive user experience.

GOAL: Ensure positive Library staff training in ways that will meet the staff member's needs as well as updating them on future upgrades and additions.

OBJECTIVE: Through various means, ensure that the staff receive the right training at the right times with positive follow-up for use of the Library's facility, materials and technology.

- Enable (both funding and time off) staff participation at Indiana Library Federation as well as LSC and events that are relevant to the staff member's position.
- Provide Library time for staff to use the online webinar offerings of Lynda.com sponsored by the Indiana State Library.
- Offer in-house staff workshops by hiring an outside individual who is qualified to offer such workshops for both the Library's benefit as well as offering Library Education Units (LEUs) for the staff.

TIMELINE:

– See above Technology – Objectives – Miscellaneous for Technology Assistant/Clerk

– See above SWOT analysis.

OBJECTIVE: Provide benefits that are adaptable and flexible for today's Library Staff.

- Review personnel policies from other Libraries and, when possible, revise the Library's policies to remain competitive and keep valuable employees.

- Investigate revising the current sick leave / vacation leave / personal leave policy to a Paid Time Off model whereby staff have flexibility with time off and can utilize those benefits more easily.

TIMELINE:

– Will be discussed during SWOT analysis.

FINANCIAL RESOURCES AND SUSTAINABILITY

In 2014 the Library’s cash reserves were in steep decline. With considerable cutbacks and attrition, the cash reserves are now able to adequately maintain the Library for a period of three (3) months.

The Library has a very positive working relationship with the Kosciusko County Community Foundation. Through the Foundation the Library receives an annual dividend of just under \$5,000 per year which the Library Board is able to utilize as it sees fit.

Currently there are plans to apply for a grant to help fund the purchase of two automated external defibrillator units for placement in the Library.

PARTNERSHIPS

The Bell Memorial Public Library maintains memberships with the Mentone Chamber of Commerce, Institutional Membership with the Indiana Library Federation, Northeast Libraries Serving Communities (LSC), and Northern Indiana Computer Consortium for Libraries (NICCL).

The Library also partners with other organizations during the Holidays and specifically a “Giving Tree” which connects sponsors with needy children.

During the school year the Library is becoming more and more active with Mentone Elementary with classroom visits, booktalks as well as participation in Junior Achievement. Due to the Library’s involvement with Junior Achievement we have also been invited to Akron Elementary, also part of Tippecanoe Valley School Corporation, but outside of the Library’s service area, to bring the Junior Achievement program to those students as well.

Informally the Library partners with the local Bell Aircraft Museum for sharing of archival materials as well as the Library Friends providing some financial support for a digitizing program.

GOAL: Maintain cooperative ventures with area schools, pre-schools, day care facilities and local government agencies

OBJECTIVE: Pursue additional opportunities with the above where the Library can provide additional assistance with the missions of those organizations.

- Maintain Library representation and partnerships with various organizations where the Library is a good fit with that organization and to participate in cooperative ventures.
- Encourage staff to attend meetings of area organizations where the Library could be represented and provide assistance.
- Provide as much information about the community and events as possible via social media and the Library's website.
- Inform area first responders about the Library's willingness to be a host site in the event of a disaster.
- Promote and enable Library Staff involvement where their knowledge and experience would enhance the educational foundations of those organizations.
 - Encourage more staff to participate with Junior Achievement
 - Participate more with summer activities at area schools
 - More booktalks to area schools and storytimes to area pre-schools and day care centers.
 - Investigate more involvement with area homeschoolers

TIMELINE:

– Late 2019 to early 2020. Much will be determined during the community survey as well as the SWOT analysis.

ONGOING EVALUATION

The evaluation of any plan on only an annual basis is to do a disservice to those who dedicated their time and energy to formulating the plan. An overall annual evaluation of the plan is acceptable, but the plan's elements, if they are to be followed, must be reviewed during every Library Board meeting as well as at every Staff Meeting to ensure that the plan is not only being followed, but that any mid-course corrections can be made to ensure that the plan's elements are still relevant, up-to-date and being followed.