BROWNSBURG
PUBLIC LIBRARY

450 South Jefferson Street, Brownsburg, Indiana

Mission Statement: Imagine, Discover, Connect & Grow @ BPL

Vision Statement: Your friendly "go to" community hub for quality programming, learning, resources and space

Core Values:

- Respect
    - In words and actions demonstrate to patrons and staff their value
    - I will treat all patrons and staff as unique individuals with unique needs
    - I will respect our workplace environment
- Friendliness
    - I will be approachable and pay attention to others' needs
    - I will provide service with a smile within every personal interaction
- Sharing
    - I will continue to educate myself and share with co-workers and public.
    - I understand the basic tenets of the library profession.
    - I will work to present a professional demeanor and represent our profession in a positive light.
- Serving
    - If you have a need, I will do my best to find the resources.
    - Everyone has access regardless of ability
    - I will strive to provide opportunities for all of our patrons to access our services and resources

Strategic Plan

2024-2028

Community needs and goals

The Brownsburg Public Library is located approximately 20 minutes northwest of Indianapolis. We are a bedroom community with most of our residents traveling elsewhere to work. The library serves both Brown and Lincoln townships, an area composed of 49,089 individuals (according to the 2020 U.S. Census). Brownsburg proper has approximately 31,193 residents. Of those residents, they are primarily Caucasian (86%), female (47%), and a median age of 35.9 years old (United States Census 2020 Estimate). The community is fairly wealthy with a median income of $93,147. That's a figure well above Indiana's overall median of $61,944 (United States Census 2020).   Even so, 31.9% of the Brownsburg students receive a free or reduced lunch (2022-23 Department of Education) and possibly have need for Internet access, materials and a comfortable, quiet space.

Strengths **W**eaknesses **O**pportunities **T**hreats

Strengths: Newly renovated building; valued in community; staff; supportive board; location; volunteers; flexibility; user focused services, programs and collection

Weaknesses: Location – off the beaten path; funding impacts on staffing and services; diversisty amongst staff

Opportunities: Lots of area growth, development could lead to partnerships with community businesses/organizations; interest in service in Middle Township; autonomous – allows us freedom to pursue/try out new services and other offerings

Threats: Competition from online retailers with less friction when it comes to access; divisive environment on the topic of books; artificial intelligence (staying current/relevant with AI and other advances in technology); static revenues

Demographics:

In 2023 we surveyed users and non-users. Here's what we found:

- Most of our users visit monthly: 43% (weekly was second with 33%). The participants that marked that they visited 2 to 4 times/annually increased to 22% from the 2013 survey.
- 90% checked out a book, movie, audiobook, and/or magazine – a decrease of 3% from the 2013 survey (93%)
- 44% hear about our programs/services via our eNewsletter; 58% library website (calendar); 29% pick up on it from visiting; and 21% hear through word-of-mouth – the number who learn about us from our e-newsletter has decreased from 55% in the 2013 survey.

In addition, our most active users had the following in common:

- Resides in Lincoln Township
- Age 31 to 35
- Average annual household income between $100K and $124,999
- Women make up 70% of our activity over the past three (3) years

  (Data from Library System and Gale Analytics)

As of 1/1/2023, 18,277 Brown and Lincoln Township residents are registered library borrowers of which 16,350 have a valid card (2023 expiration or greater).   The difference between registered and valid represents, those patrons who have not visited the library recently to update their card. Valid cardholders are a consistent metric of current patrons using the services and collection. We purge inactive library cards from the system daily (inactive = 3 years).

- Registered borrowers are 37.2% of our population (49,089).
- Valid cardholders are 33.3% of our population (49,089).
- National average is 48.5% (Institute of Museum and Library Services – Public Libraries in the United States Survey: Fiscal Year 2021)
- State average is 42% (Indiana State Library Statistics, 2021)

Our ultimate vision would be to have:

- 50% (24,544) or more of our population as a valid cardholder (representation of population);
- 15.0 circulation per capita (736,335) (represents collection usage); and
- 7 visits per capita (343,623 visits) (represents usage of facilities)

Goals:

The Library has identified four (4) main goals that support the community and their needs today and into the future.

1. ***Imagine access for everyone*** – Seek to better understand who we serve in our community and strive to remove barriers to access
2. ***Discover the collection*** – Evaluate the discovery process of our collection from the patron's perspective and promote collection diversity
3. ***Shape and Connect –*** Shape our service and processes for a better and more customized patron experience
4. ***Grow through education –*** Educate and expand staff knowledge and as a result, confidence to better reach our patrons to broaden usage of our services, resources and offerings

Goals and 2024 Strategic Objectives

Imagine access for everyone – Seek to better understand who we serve in our community and strive to remove barriers to access

Examine patron types to determine barriers to access for current patrons, which include financial, programs, staffing, facility, etc.

- Host three (3) patron focus workshops with staff to identify our underserved patron types and needs (who we are serving and why - "Who Is").
- Observe patron usage of our building January through May to determine collection usage, service points, and building hot spots.

Research and incorporate ways to serve our populations in our community who struggle with mental, economic and physical challenges.

- Host one (1) workshop with local needs-based organizations to identify resource sharing opportunities.
- Offer three (3) to four (4) sessions with outside presenters to educate staff and patrons on how to compassionately interact with our underserved populations.

Discover the collection – Evaluate the discovery process of our collection from the patron's perspective and promote collection diversity

Strive for easy discovery within our stacks that encompasses intentional signage, endcap displays, and reader's advisory tools on the shelves.

- Analyze current reader's advisory tools offered, determine effective distribution method, and schedule quarterly maintenance of lists.
- Create a management system for endcap and on-shelf displays utilizing our ILS in an effort to promote materials.

Re-evaluate collection placement, formats and offerings to ensure relevancy to patron needs.

- Form a committee to collect statistics on adult fiction genres to determine potential segmentation and recommend action.

Shape and Connect – Shape our service and processes for a better and more customized patron experience

Evaluate existing staffing model to enable us to provide more services within our community.

- Perform a time-study within departments to determine where we can streamline.
- Explore public desk service models at other libraries to allow us to utilize professional staff for additional programming, outreach, and collection maintenance.

Develop programming in response to community requests and needs.

- Create a formulaic approach to programming with clear definitions and objectives.
- Solicit input from the public via custom (short) post-program surveys to help us shape our programming efforts.
- Schedule at least two (2) programming retreats.
- Schedule evening and weekend children's programs in 2024.

Investigate the possibility of offsite materials delivery (book vending, storefront w/ business partner, bookmobile).

- Investigate a location partner north of 74 for book vending and/or book drop.

Grow through education – Educate and expand staff knowledge and as a result, confidence to better reach out patrons to broaden usage of our services, resources and offerings.

Educate staff to know our products and feel confident in sharing our array of services.

- Develop an interactive course and training series to engage our staff with our wide-array of services and to grow their patron interaction skills and confidence in dealing with people.

Engage patrons in an intentional way about our various offerings.

- Plan a community day with the intent of educating them about the resources available to the library.
- Prepare messaging for 2024 voting audience.

Segment and target patrons for customized marketing and promotions.

- Personalize their library experience through our newsletters and emails and plan delivery mechanisms.
- We will define scope and utilize our social media to share community events and local information.

Assessment of facilities, services, technology and operations

We are a single site location in a residential area located between U.S. 136 and State Road 267. Our building was erected in 1981. The building was expanded and remodeled in 1999 and remodeled in 2019. The building sits on five (5) acres and is approximately 51,000 square feet.

The staff provides reference service, programming, collection management, customer service, hardware and software maintenance and assistance, planning, budgeting, marketing, and various other services required to operate a single site library with a community of 49,089 people and a $2.1 million budget.

The library provides a fiber connection for Internet with desktops, laptops and wireless access to that connection throughout the building and parking lot. We maintain our own domain and email server and maintain our website and app with an outside vendor. The Administration Team, along with a contracted vendor, provides maintenance, training needs and support for servers.   Our technology vision is to anticipate the needs and requests prior to the patron visiting the library and has quality hardware, software and staff assistance available with little or no barriers.

Our administrative team is made of the Director, Assistant Director and three (3) managers. The Assistant Director and Managers oversee Information Services, Customer Services, and Technical Services which encompasses a staff of 30 plus the Library bookkeeper. We have fourteen (14) full time staff members and eighteen (18) part time staff members. The seven members Library Board works with the Director to provide planning for the future.

An equipment replacement schedule is on file with the Director and projects staff and public hardware needs for a five (5) year rolling calendar. The schedule includes an estimate cost for each year.

Professional Development Strategy

To fully deliver on the Library mission to imagine, discover, connect and grow at bburglibrary, the staff members have to be trained and ready to help. The importance of training and knowledge benefits the staff member personally and professionally, as well as, the patron needing assistance. A strategic plan goal is geared to providing training to staff members and access to vendor provided training. We also continue to provide documentation to handle various technical problems throughout the Library.

Ongoing annual evaluation process

The library administrative team will monitor the measurements set by the plan and provide ongoing feedback and evaluation to the Library Board on a monthly or quarterly basis. The staff will adjust for trends and for new information or products. Annually the Director will report to the Library Board a status of the goals and any recommendations for changes, deletions or additions to the plan.

Financial resources and sustainability

The library is supported by property taxes from Brown and Lincoln townships residents. In addition, we receive income tax and miscellaneous revenues that support the operating budget. Although the circuit breakers/tax caps have affected our property tax income, we still are able to support our mission and strategic plan and anticipate doing so for the years to come. Operating revenue and budget will be the primary resource for supporting the strategic plan needs. The library does have a Library Improvement Reserve Fund (LIRF) and a Rainy Day Fund for emergency or building needs.

The Library currently has a General Obligation Bond that will end December 31, 2037. This bond is held by the Brownsburg Public Library.

The Library may fund capital needs and improvements through a variety of sources:

- Library Improvement Reserve Fund (LIRF)
- Pay-as-you-go from the Operating Fund
- Donations
- Grants
- General Obligation Bonds – may not exceed two percent (2%) of the assessed value of property taxable for library purposes at any one time (2% is calculated by dividing the Assessed Valuation (AV) by 3 and multiplying by 2%).

Year	Assessed Valuation (AV)	2% limit
2020 payable 2021	$2,611,646,060	$17,410,973
2021 payable 2022	$2,852,223,866	$19,014,825
2022 payable 2023	$3,348,822,766	$22,325,485

Calculation = AV divided by 3 times 2% debt issue limit less any outstanding general obligation bond debt (leasing corporation is not the Library's debt).

Collaboration with other public libraries and community partners

Collaboration and networking is vital to our services. Community partners help to foster a love for the library, to promote our services, collections, facility and staff, and to support the library needs. Within our goals are several markers for connection and outreach as we understand the importance of sharing what we offer in support of their objectives whether professionally or personally. We have identified several groups that we will strive to connect with throughout the year and in the future.

- Schools
- Brownsburg Town and Parks
- Brownsburg Businesses/Organizations
- Non-profit Organizations in Hendricks County

- Hendricks County Governance – Council and Commissioner
- Hendricks County Libraries
- Central Indiana Libraries
- Indiana Libraries
- Indiana State Library
- Indiana Library Federation
- Indiana Legislative Representatives