

# STRATEGIC PLAN PROGRESS REPORT 2018

# A New Master Vision

With the completion of a master vision process in early 2018, the library identified three major areas of focus.

- Expansion of services to the west side of Carmel
- Reinventing space at the existing library building through interior renovations and building expansion
- Developing a mixed-use structure to increase parking and further expand services

Although this new direction is not at odds with the library's original 2017-2019 strategic plan, it does greatly expand the scale and scope of several elements from that plan. The nature of the West Branch and Main Library projects means that some action items from the original plan will not be completed by the end of 2019. It is possible that some action items that are not completed under the current strategic plan will be folded into the future plan that is developed for 2020 and beyond.

## MAIN LIBRARY PROJECT

The renovation and expansion of the Main Library, as well as the improvement of parking, has emerged as the biggest project on CCPL's horizon. After a careful selection process, **RATIO**, a local architectural firm with strong library experience, was chosen as the library's architectural partner for the project.

CCPL's earlier visioning work with MSR resulted in a broad framework for how spaces might be realigned within an expanded building footprint. Recent development plans for nearby properties, however, have caused the library to pause in its planning. The library's Vision Team and **RATIO** are considering how projects like the reconstruction of Carmel Elementary School and the redevelopment of the Park Lane apartments might affect plans for the library's building and parking needs.

## WEST BRANCH PROJECT

In mid-2018, the library secured a \$1.425 million bond for the West Branch project. After purchasing a storefront property at 12770 Horseferry Road in the Village of WestClay, the library hired Rowland

Design to serve as a design partner. Planning sessions with staff and community members were held, and a practical and stylish design was developed that incorporates elevated work areas and a ground-level conference room, shelving for materials for all ages, and a drive-up book return. In anticipation of construction beginning in early 2019, the library has contracted with CTI Construction LLC to serve as an owner's representative.

Several new marketing avenues are being used to communicate progress on both the West Branch and Main Library projects, including the Next Chapter webpage, targeted ads in local arts programs, and speaking engagements at area events.

With the full re-payment of the library's 20-year bond in 2019, the library is strategically planning how to fund its building projects while maintaining a steady tax levy.

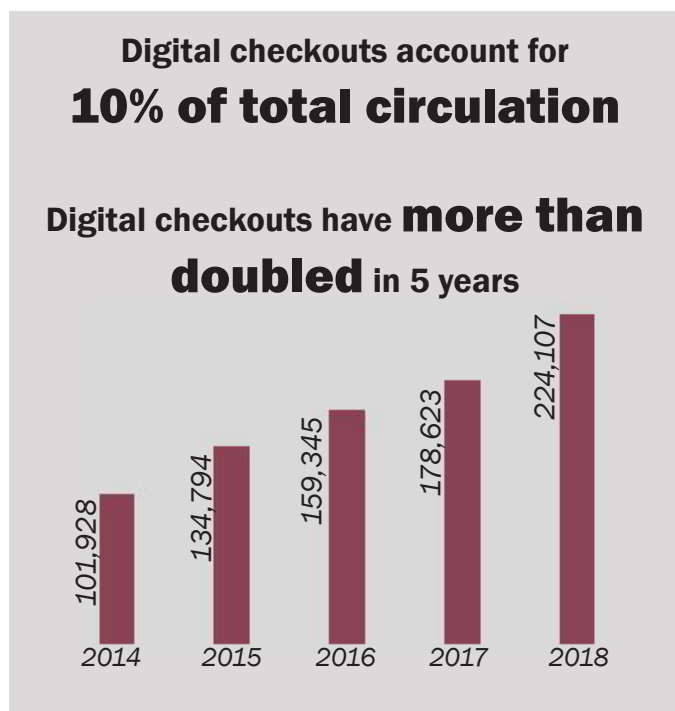
### Action items from the original strategic plan that are now part of the Main Library renovation/expansion project

- *Work with a consultant to assess, design, and implement space and furnishings to better serve patron and staff needs*
- *Expand the availability of space for library programs and events*
- *Provide a more inviting, efficient welcome and direction to patrons as they enter the library*
- *Explore the use of digital signage and a centralized place for displaying library promotional materials within the building*
- *Offer space for patrons to display and share their creative work*
- *Install an outdoor sign on Main Street that makes the library easier to locate*

While some action items from the original strategic plan have taken a back seat to these major projects, work did continue in 2018 toward each of the library's four strategic goals.

# We will enhance our award-winning services.

CCPL is increasing its spending on digital formats in response to growing patron demand and the higher per-item cost of digital titles. Since 2016, the size of the library's OverDrive collection has grown by 39%, and use of the Hoopla streaming service has doubled. Additional money has been allocated for digital formats in 2019, in part to reduce wait times for popular titles. A more robust collection and improved technology leads to increased use. 15% of cardholders who were eligible to use CCPL's digital platforms did so in 2018.



The library reduced overdue fines for DVDs and Blu-rays from \$1.00/day to \$0.50/day. Although this change was responsible in part for the slight drop in fines and fees revenue for the library, patrons are delighted by the change.

In partnership with the Hamilton County Master Gardeners, a Seed Library was introduced. From March through October, patrons had access to a variety of open-pollinated and heirloom seeds to use in their own gardens. At the end of the growing season, gardeners were encouraged to harvest seeds for replenishing the Seed Library. Special programs related to gardening also were presented.

The collection development team completed a number of projects over the past year, moving and combining collections, modifying labels, and adapting procedures to make the library's collection easier to use and to improve staff workflow.

Staff positions continue to be adjusted. In anticipation of a future Adult Services Department that will combine Reference and Audiovisual Services, positions in the AV department were reclassified. A fourth Digital Media Lab Assistant job was added to meet that facility's increased usage, which is reflected in a 20% rise in door count. The open Assistant Director position has provided an opportunity to assess how duties might be reassigned or handled more effectively.

CCPL staff participated in 376 hours of continuing education in 2018 (up 8% over the previous year) and earned 116 technology LEUs. Staff were able to answer correctly 91% of post-training questions in follow-up assessments. Staff meetings offered training on harassment and safety.

New app-based software is giving Circulation staff a fun and effective way to learn shelving skills. Staff can use an iPad to learn and practice shelf order, and the same app can also be used to assess staff skills.

Cross-departmental teams continue to develop projects together. The all-ages Summer Challenge program became a librarywide effort with staff from throughout the library—including those whose jobs do not usually include public interaction—working shifts at the prize and registration table. At Professional Development Day later in the year, all staff participated in a shelf-reading activity that pinpointed misshelved items and gave staff a chance to learn more about the library.

Several staff gave presentations at professional conferences and in webinars throughout the year. These included five CCPL staff members giving presentations or taking part in panel discussions at the annual Indiana Library Federation conference and two staff members leading webinars.

# We will meet our patrons where they are.

The library continues to find new opportunities to get out into the community. In 2018, staff participated in the Carmel International Arts Festival, sharing information about the Digital Media Lab at a centrally located booth. The library had a presence at the Village of WestClay's holiday lighting event, offering a craft station for children and a table with information about the branch. In support of the library's participation in PBS's Great American Read initiative, staff from the Reference Department joined ccpl2go on its visits to summer Gazebo concerts. A visit to the Hamilton County Master Gardeners Seed Swap helped promote the Seed Library.

CYS staff found new opportunities to engage with students, including a special Questers walking tour that featured Woody's Restaurant and the Digital Media Lab. CYS and Mobile Library staff teamed up to present Title 1 programs at Gramercy Apartments, the Hensel Government Center, and St. Elizabeth Seton, reaching over 100 people.

The Mobile Library added stops at University High School and the Village of WestClay in 2018. The latter has been particularly successful in generating excitement about West Branch plans.

**2/3** of Carmel residents have a library card

Overall the library had over 20,000 attendees at its offsite programs, presentations, and activities.

The library's interdepartmental social media team continues to find new ways of engaging with patrons. Posts about the branch project have yielded the highest engagement of any CCPL social media posts to date. For example, a November Facebook post featuring conceptual drawings for the branch was seen by 10,600 people, generated nearly 2,000 clicks, and received over 550 reactions, comments, and shares. A post in August included a video slide show of branch interior "before" pictures and was viewed by over 3,000 people.

The Next Chapter website has been a useful new avenue for sharing information about the West Branch and the library vision. Patrons can learn about project timelines and see design renderings. Video updates are being planned for when construction begins in 2018. Conversations with patrons at outside events reveal that the word about the forthcoming branch is getting out, and enthusiasm is high.

CCPL also benefited from positive coverage in the local media in 2018. Staff represented the library on WFYI's *No Limits*, the local *Crossroads* radio program, and WTHR's *Sunrise*. Civic Theatre and the Carmel High School Music Department provided free ad space in their printed programs for an arts-themed West Branch announcement.

# We will serve as a catalyst for learning, creating, discovering, and sharing.

CCPL again served as an early voting site for the spring primary and fall mid-term elections. Space constraints both within the library and in the parking lot make it difficult for the library to accommodate large-scale voting activity without disrupting library service, but voters appreciate the extra venue.

Limited space is also a barrier to the library hosting large-scale candidate forums or town hall meetings. However, the library hosted a voter registration drive and voter information booth put on by the League of Women Voters.

A number of programs in 2018 reflected a focus on world cultures. Musicians performed pieces from China, India, the British Isles, and more. Other programs were given a world culture theme, including the After-School Adventure Club and the Adult Winter Reading Program.

The library took part in PBS's nationwide "Great American Read" initiative. A variety of book-themed programs and activities were planned by the Reference Department, culminating in a Block Party that filled the staff parking lot.

The Digital Media Lab presented a 3D Printing Expo, connecting community members with in-house and outside experts. The hugely popular event led to a very crowded Lab with over 250 people stopping by. Plans for 2019 call for expanding the event and holding it at the library. Meanwhile, the lease for the Digital Media Lab space has been renewed for one year.

Patrons were able to learn new skills and connect with fellow hobbyists through specialized programs, including travel photography and genealogy. Teens with a creative bent took part in craft programs, experimenting with photo light stencils, ink floating, and soapmaking. Fitness programs ranged from yoga for all ages to Babywearing Dance Parties.



CYS and YA brought new Escape Room programs to children, teens, and families. Popular themes such as Pete the Cat and Star Wars drew in participants who gathered clues and solved problems together to beat the clock.

The library served as a gallery of student art by hosting the CCS All-District Art Shows. Works for students in every grade at every Carmel Clay school were on display in the library lobby through the month of February

Overall the library presented over 2,200 in-house and outside programs and learning sessions that were attended by over 79,000 people.

## We will build partnerships to make a difference in people's lives.

Partnerships between the library and community organizations grew in 2018, making possible diverse and expert programs on topics like business, health, and the environment.

YA staff worked closely with several high school groups, including the TechHOUNDS, CHS Science Works, and CHS's student chapter of Amnesty International to offer thematic programs. The East Meets East student ensemble performed music on traditional instruments. These programs not only inform audiences but also give students a chance to share their passions.

The Foundation's Young Professionals Group continues to offer opportunities for involvement and support. The YPG ran a popular Trivia Tent at the summer Block Party. Meanwhile, the Friends of the Library experimented with Flash Book Sales, helping raise funds and find new homes for donated books.

The Children's World Languages Collection added books in Lithuanian, thanks to a partnership with the Indianapolis Lithuanian Community. Collaboration with Carmel Clay Schools continues to flourish with over 300 presentations, tours, and other activities taking place in 2018.

Thanks to the Foundation, new sponsorships were established for projects like the Countdown to Kindergarten Calendar and Monthly Movie Night programs. Annual donations to the Foundation exceeded \$400,000 for the first time.

As the library moves forward with its West Branch and Main Library projects, cultivating strong relationships with outside organizations and governing bodies proves helpful. A strong understanding of the community's needs, responsible stewardship of taxpayer dollars, and a proactive vision for library service are vital to the library's future success as a place for discovery, collaboration, and connection.