



Strategic Plan 2019 – 2021

Adopted by the Elkhart Public Library Board of Trustees
October 16, 2018

Aly Sterling Philanthropy & Elkhart Public Library

Strategic Planning Partnership Process

A strategic plan, complete with a realistic and comprehensive assessment of an organization's strengths, limitations and opportunities, is an essential investment for any organization. Without it, your mission cannot be built. And by our definition, a strategic plan must be useful – one that realistically considers your organizational health, effectiveness, capacity and relevance within the community. Our process involved three phases.

Assessment: We personally interviewed community key stakeholders, facilitated five focus groups with EPL's key constituencies, and surveyed various audiences and patrons to cast a wide net of valuable input about the Library's future.

Alignment: We held a half-day retreat where we considered, discussed and reviewed the feedback collected. We discussed the Library's mission, vision and core values and ended the session with several initial agreed-upon strategic initiatives.

Action: We gathered small task forces consisting of staff members who are specialists in each area to help build the action steps and tactics needed to complete the plan.

A Core Strategic Planning Team guided our steps in partnership with the ASP team advising along the way, including a detailed critique and revision of EPL's Mission, Vision and Core values.

We thank you for trusting our firm with this important process and believe this plan will lead EPL to make a bigger impact within the communities it serves.



Jen Pendleton, CFRE
Vice President - Indiana
Aly Sterling Philanthropy



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Aly Sterling Philanthropy & Elkhart Public Library

Strategic Planning Core Team

Several key individuals helped navigate the direction and planning process in partnership with Aly Sterling Philanthropy. Those Core Team individuals are:

Janice Dean

President, Board of Trustees
Elkhart Public Library

Kevin J. Kilmer

Assistant Director, Branch and Extension Services
Elkhart Public Library

Gwen Robison

Assistant Director, Support Services
Elkhart Public Library

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Lisa Guedea Carreño

Director
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Manager, Marketing and Public Relations
Elkhart Public Library

April Zehr

Media Center Director
Concord High School



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Introduction to Elkhart Public Library

The Library

Since its founding 115 years ago, Elkhart Public Library has served our diverse communities as the leading provider of the most valuable resource that has ever existed: information.

The Library's service area comprises the Townships of Cleveland, Osolo, and Dunlap, as well as the small portion of the City of Elkhart that is not encompassed by these three townships. With a staff of 106 full- and part-time employees (79.3 FTE) and five locations – downtown, a branch in each of the three townships and one on the south side of the City of Elkhart – the Library serves a combined estimated population of 97,154 residents.

Elkhart Public Library has approximately 50,600 cardholders, 20,300 of whom are school district “ecard” users. Ecards provide access to digital services for all students enrolled in schools within the Library's service area. In addition, in 2014, Elkhart Public Library and nearby Goshen Public Library formed a consortium in order to share an integrated library system. This arrangement allows Elkhart cardholders to check out materials from Goshen and vice versa. A delivery service between the two cities adds the convenience of patrons being able to request and pick up items from any of the locations in either system. Elkhart Public Library also has reciprocal borrowing agreements with the four other public libraries in the County.

The Library has always provided materials and services to encourage lifelong learning, kindle curiosity, and nurture personal improvement. To meet today's needs, the Library continues to expand its digital collection and takes on the role of a community meeting place. Further, Library staff seeks new ways to engage community members of all ages with programs such as STEM activities through the competitive NASA @ My Library grant; bilingual story times; author and musician visits; mat-making for a homeless advocacy group; free one-on-one consultations with local attorneys; SAT practice testing; classes in healthy cooking, personal finances, home repairs, genealogy, and more.

More than 70 percent of Elkhart Public Library's funding comes from the property taxes paid by residents in the Library's service area. The remainder of EPL's funding comes primarily from local income taxes paid to the County and automobile registration fees collected by the State. Library fines and fees fund less than one percent of EPL's budget. The Friends of Elkhart Public Library, Inc. helps support programs and assists with funding for specific projects, materials, equipment, and furniture through supplemental grants throughout the year.



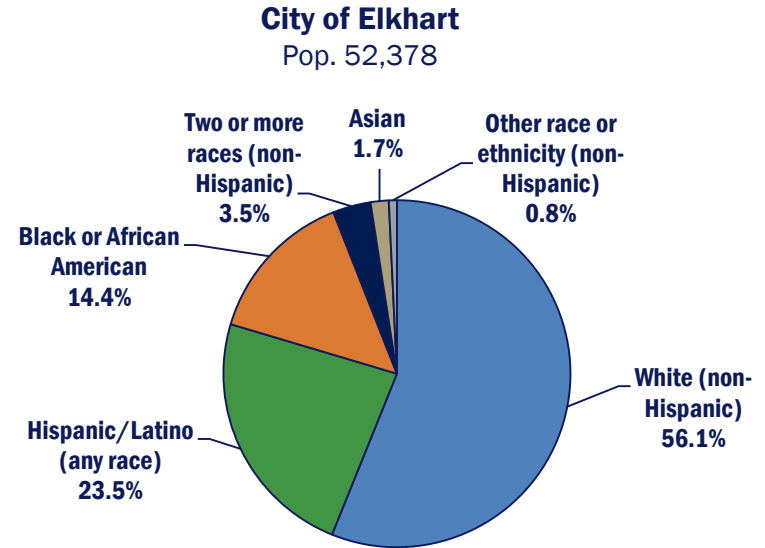
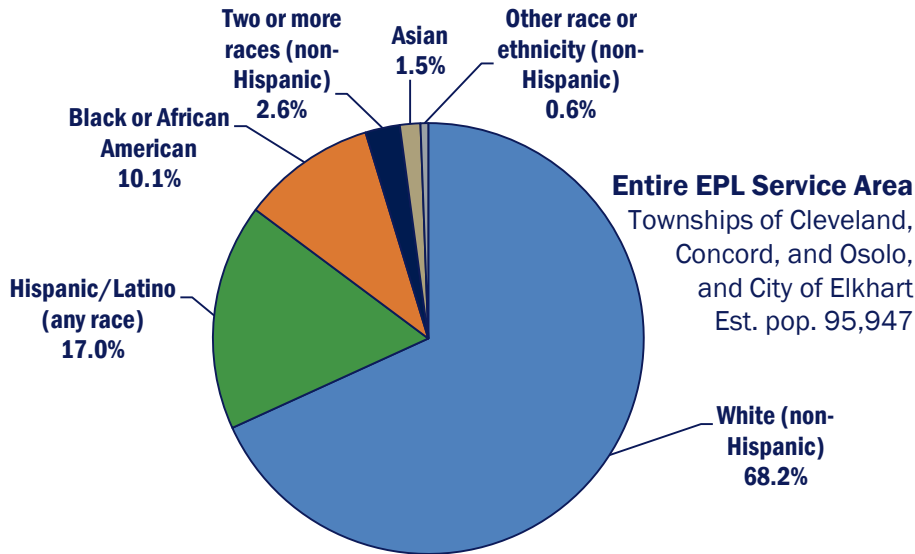
Introduction to Elkhart Public Library

The Library's Service Area

Racial and Ethnic Composition

The City of Elkhart lies almost completely within the boundaries of the three townships referenced earlier. With a population of slightly more than 52,000 residents, the City of Elkhart represents more than half (55 percent) of the Library's service area. Racial/ethnic distribution is shown on the right.

With the remaining residents of the three townships included, the racial/ethnic profile of EPL's service area is slightly less diverse, as shown below.



Even so, the population of EPL's service area is significantly more diverse than that of the State as a whole. Indiana's population is 9.2 percent African American/Black, 6.9 percent Hispanic/Latino (any race), 2.2 percent Asian, 2.2 percent two or more races, and 0.3 percent another race or ethnicity (non-Hispanic). Non-Hispanic whites make up 79.2 percent on the state's population compared with 68.2 percent of EPL's total service area and only 56.1 percent of the City of Elkhart.



Introduction to Elkhart Public Library

The Library's Service Area

Education

Two public school corporations lie within the Library's service area: Elkhart Community Schools and Concord Community Schools. During the 2018-19 school year, Elkhart Community Schools' enrollment is 12,913 students, and that of Concord Community Schools is 5,270 students. Another 1,481 students, or roughly 7.5 percent of the students in the Library's service area, are enrolled in private education such as religious and home schools.

Nearly 18 percent of students are considered English-language learners in the Concord district, compared with 14.4 percent in Elkhart schools. In both school systems, roughly 16 percent of the student population receives special education services. Free and reduced-price lunches are accepted by 66.4 percent of all students in the Elkhart school district and 55.7 percent in the Concord school district.

Of the five higher education institutions in Elkhart County, four are located within EPL's service area. Three public institutions have local campuses in or near the city of Elkhart: Ivy Tech Community College, with more than 1,000 students presently taking classes; Indiana University-South Bend, where a total of 163 students have enrolled in 263 classes for 2018; and Indiana Tech, which reports approximately 300 students per year take classes. Anabaptist Mennonite Biblical Seminary, a private institution also in the city of Elkhart, enrolls 98 graduate students.

Source of K-12 education statistics: compass.doe.in.gov. Sources of higher education numbers: institutional representatives and/or websites.

Local and Regional Economics

Located in north-central Indiana near the border of Michigan, Elkhart County is renowned for a spirit of entrepreneurship and quality manufacturing. From musical instruments and medical innovations to the vehicles that have earned it the moniker "RV Capital of the World," this county's rich history describes in a diverse population, ethnically and economically. The County also has a strong agricultural base, which traditionally has relied in part on workers from southwestern states and parts of Latin America.



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The Library's Service Area

Local and Regional Economics, continued

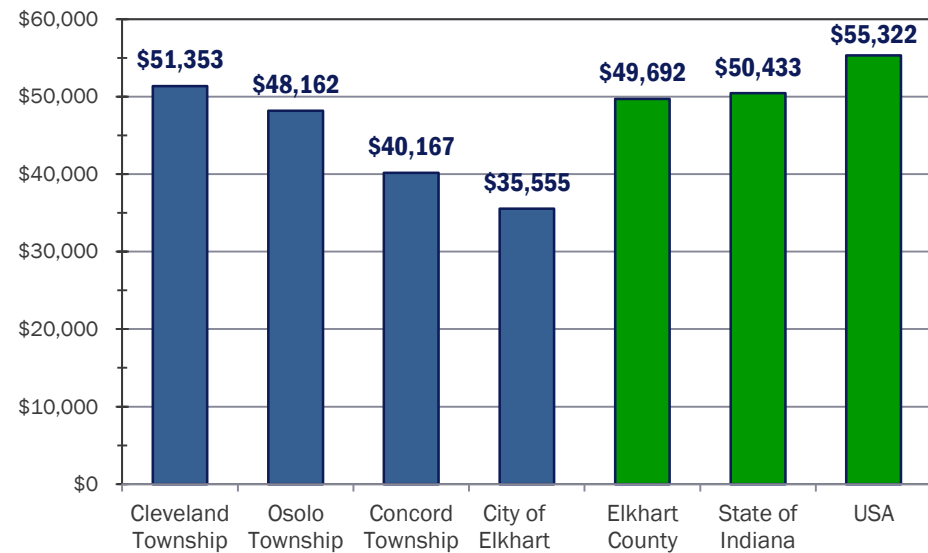
During the recession that began in 2008, the national media designated Elkhart County as the “white-hot center” of the economic crisis, with an unemployment rate greater than 20 percent. Since that time, the area has recovered and thrived, maintaining an unemployment rate below three percent every month since March 2017 (U.S. Bureau of Labor Statistics).

In 2015, a partnership between St. Joseph, Elkhart, and Marshall Counties resulted in a \$42 million state grant through the Regional Cities Initiative, and local community projects have sparked private investments for new housing and business development. The Community Foundation of Elkhart County, buoyed by \$150 million bequeath from the late David Gundlach, provides ongoing support for improvements in local not-for-profit services and sponsors a county-wide “Vibrant Communities” initiative focusing on quality of place.

Median household income in the Library's service area varies significantly by Municipality, as shown to the right.

Source: 2012-2016 American Community Survey 5-Year Estimates (U.S. Census Bureau)

Median Household Income
2016 Inflation-Adjusted Dollars



↑ Elkhart Public Library Service Area ↓



Introduction to Elkhart Public Library

The Library's Service Area

Age Projections

The percentage of Elkhart County residents in the workforce years (age 25-64) is projected to decline over the coming decades, from an estimated 51.2 percent in 2017 down to 44.5 percent by 2040. Conversely, the percentage of the population age 65 and older in Elkhart County is projected to increase from 15.4 percent in 2017 to 19.8 percent by 2040. Projections show the youth and school-age population (0-19 years old) remaining steady at roughly 30 percent through 2040.

Source: STATS Indiana, using data from the U.S. Census Bureau and the Indiana Business Research Center, IU Kelley School of Business

Lisa Guedea Carreño
Library Director

Kevin J. Kilmer
Assistant Director of Branch and Extension Services

Trevor Wendzonka
Marketing and Public Relations Manager

EPL's Strategic Plan Assessment

Process and Participants

TOTAL PARTICIPANTS: 262

ONLINE SURVEYS: Responding were **104** Power Users, **71** Internal Stakeholders, and **35** Community Organization Leaders.

FIVE FOCUS GROUPS: Participating were **9** African Americans, **14** Latinos, **4** Young Professionals, **8** Educators, and **7** Parents/Families.

KEY COMMUNITY LEADER PERSONAL INTERVIEWS: **9** key community leaders in Elkhart County participated in one-on-one phone interviews with Aly Sterling Philanthropy to share their thoughts and perceptions of the Library and role in the community.

Appendix C contains the questions asked of assessment participants.



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EPL's Strategic Plan Assessment Findings – Summary

These are the six common themes from all participating assessment groups as they responded to questions in the areas of *improvement, opportunity, usefulness, expansion and future vision*:

- 1) EPL SHOULD HAVE AN UNDERSTANDING OF COMMUNITY NEEDS AND RESPOND TO THEM:** Many see the Library as a community catalyst, a hub bringing together people of all walks of life in a supporting, welcoming environment to enrich their lives and the vibrancy of the community.
- 2) AWARENESS OF EPL AND ALL IT HAS TO OFFER:** The Library does so many great things, and more people need to know about them. Most agreed awareness has improved significantly, but there is more that can be done.
- 3) OUTREACH BY EPL & ACCESS TO EPL:** Many people who need the Library can't get there. How can the Library reach them? Work from the outside in. And, how can these populations access Library resources either digitally or remotely?
- 4) EPL PARTNERSHIPS & COLLABORATION:** Many of the Library's programs and services can be of benefit to other organizations and partners in solving community problems. Focus on expanding existing partnerships and continue to build/seek out others in areas that address needs in the community.
- 5) STRATEGIC PROGRAMMING:** Expanding both children's literacy and adult literacy programs as well as different types of literacy. Be more strategic about the development, planning, execution and promotion of programming overall, based on needs in the community.
- 6) TECHNOLOGY & RELEVANCE:** Staying up with the times, increasing digital access, education, equipment and support of the community in their access to and use of technology in this day and age. Being able to "plug in" and connect to the world at the Library.

Common "service-oriented" themes: hours, parking (Main), overall use of space (meeting rooms, quiet vs. community areas).



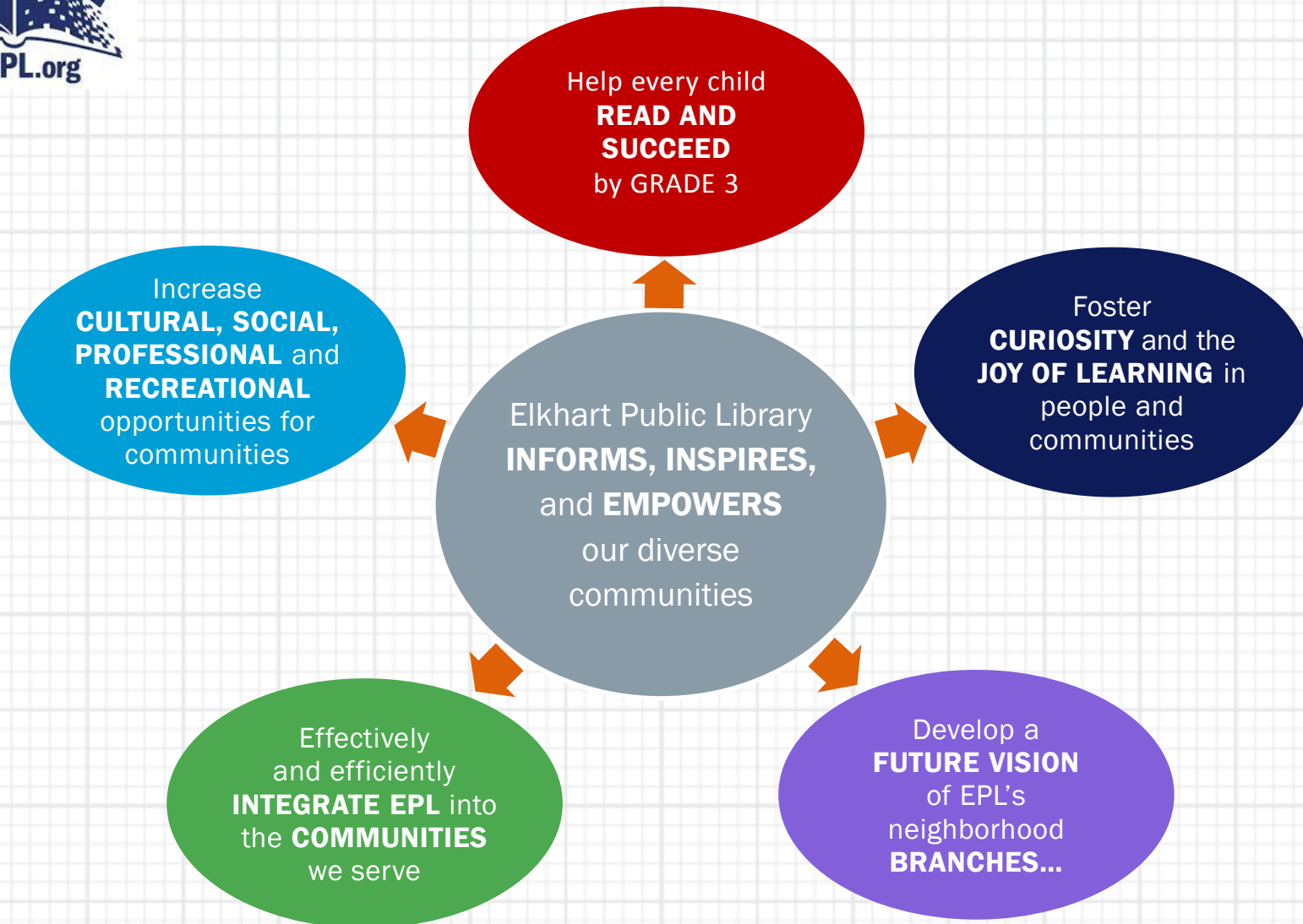
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Strategic Initiatives 2019 – 2021





Strategic Plan 2019 – 2021

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core
VALUES

for working together to carry out EPL's mission and realize our vision for the future

TEAMWORK ➤ *doing your fair share ✦ setting aside personal agendas ✦ cooperating willingly ✦ focusing on shared success ✦ communicating effectively*

RESPECT ➤ *treating others with high regard ✦ dignity ✦ acceptance ✦ the "Platinum Rule"*

ADAPTABILITY ➤ *flexibility ✦ versatility ✦ learning from experience ✦ adjusting to change with grace and on pace*

COMPASSION ➤ *kindness ✦ empathy ✦ thoughtful concern ✦ willingness to help others*

TRUST ➤ *building and demonstrating ✦ dependability ✦ reliability ✦ good faith ✦ goodwill*



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Strategic Initiative 1

HELP EVERY CHILD READ AND SUCCEED BY GRADE 3

Strategic Initiative 2

FOSTER CURIOSITY AND THE JOY OF LEARNING IN PEOPLE AND COMMUNITIES

Strategic Initiative 3

INCREASE CULTURAL, SOCIAL, PROFESSIONAL, AND RECREATIONAL OPPORTUNITIES FOR COMMUNITIES

Strategic Initiative 4

EFFECTIVELY AND EFFICIENTLY INTEGRATE EPL INTO THE COMMUNITIES WE SERVE

Strategic Initiative 5

DEVELOP A FUTURE VISION OF EPL'S NEIGHBORHOOD BRANCHES FOR MORE VIBRANT, CUSTOMIZED SERVICES

G O A L S

#1: Develop excitement for reading.

#2: Ensure families have access to books.

#3: Connect with businesses, organizations and government offices to take stories to children for regularly scheduled community story times.

#4: Build partnerships with educators.

#5: Develop strategies to improve iREAD test scores.

#1: Analyze community interests, resources, needs and opportunities to create a pool of curiosity themes.

#2: Improve EPL's services to communities.

#3: Engage more people by employing a variety of media and local assets to create a monthly campaign that shares and celebrates stories of curiosity and learning in Elkhart communities.

#1: Re-evaluate EPL's open hours at all locations.

#2: Develop a variety of programs to serve our diverse communities.

#3: Increase collaboration with other organizations, businesses, academic institutions and individuals to increase professional opportunities and funding.

#1: Capture attention every season to build consistent audiences and awareness.

#2: Maximize the Library's cultural and physical capital to develop powerful partnerships.

#3: Focus on community building in neighborhoods throughout EPL's service area.

#1: Define the identity of each branch.

#2: Develop mission and vision statements for each branch.

#3: Create friendlier spaces for children and teens.

#4: Prepare for renovation projects (as necessary and approved).

#5: Develop and implement an action plan to communicate with surrounding neighborhoods.

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Strategic Initiative 1. PROVIDE OPPORTUNITIES FOR EVERY CHILD TO READ AND SUCCEED BY GRADE 3

Goal #1: Develop excitement for reading.

Tactic A: Create fun, bright and inviting environments inside our buildings.

- Redesign existing spaces to encourage creativity and exploration.
- Purchase shelving and furniture that supports comfortable and flexible spaces.
- Improve displays of picture books and other items.

Timeline: 2019-2021

Lead: Branch Young People’s Services Librarian

Tactic B: Demonstrate enthusiasm for reading to all children.

- Encourage parents and teachers to let children read what they want, particularly during summer and winter breaks.
- Expand YPS staff opportunities to work directly with children in schools, daycares and in the public.
- Recruit authors to visit regularly for readings and presentations.

Timeline: 2019-2021

Lead: Branch Young People’s Services Librarian

Tactic C: Explore alternatives to Dewey in presentation of children’s collection.

- Observe and learn from other libraries.
- Assess the impact of implementation across all departments.

Timeline: 2021

Lead: Branch Young People’s Services Librarian



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Strategic Initiative 1. PROVIDE OPPORTUNITIES FOR EVERY CHILD TO READ AND SUCCEED BY GRADE 3

Goal #2: Take/provide books to families.

Tactic A: Develop connections with libraries beginning at birth.

- Seek partnerships and support to deliver books for newborns. (Coordinate with Goal 4, Tactic 2)
- Offer weeded books to families at no charge in high-traffic, high-demand locations, such as laundromats, restaurants, physician waiting areas, and parks.

Timeline: 2019-2021

Lead: Cleveland Branch Young People's Services Assistant

Tactic B: Explore the possibility of eliminating overdue charges on children's books to keep books in children's hands.

Timeline: 2019

Lead: Head of Young People's Services

Goal #3: Connect with businesses, organizations and government offices to take stories to children for regularly scheduled community story times.

Tactic A: Develop outreach plan to each targeted audience.

Timeline: 2019-2021

Leads: Head of Extension Services; Extension Services Clerk

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Strategic Initiative 1. PROVIDE OPPORTUNITIES FOR EVERY CHILD TO READ AND SUCCEED BY GRADE 3

Goal #4: Build partnerships with educators.

Tactic A: Develop and promote a “teacher’s library card” to encourage educators to make greater use of Library materials in classroom.

Timeline: 2019

Lead: Head of Circulation

Tactic B: Organize regularly-scheduled school/parent/teacher nights at the Library for all elementary schools.

Timeline: 2019

Lead: Branch Young People’s Services Librarian

Tactic C: Explore the possibility of making school and public libraries one system.

Timeline: 2020-2021

Lead: Branch Young People’s Services Librarian

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Strategic Initiative 1. PROVIDE OPPORTUNITIES FOR EVERY CHILD TO READ AND SUCCEED BY GRADE 3

Goal #5: Focus on strategies to improve iREAD test scores.

Tactic A: Work with third grade teachers to establish a strategic effort for all ages to encourage preparation for testing.

- Offer parent open houses with resources for reading encouragement.

Timeline: TBD

Lead: TBD

Tactic B: Develop and deliver information for parents of struggling readers, including ideas on selecting good books and reading together.

Timeline: 2019-2021

Lead: Head of Young People's Services

Tactic C: Model a program on 1,000 Books Before Kindergarten to incentivize and encourage children to continue reading for pleasure when school begins.

Timeline: 2019

Lead: Head of Young People's Services

Tactic D: Establish regular communications and marketing strategies to deliver messages directly to parents in EPL's service area.

Timeline: 2019-2021

Lead: Branch Young People's Services Librarian

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Strategic Initiative 1. PROVIDE OPPORTUNITIES FOR EVERY CHILD TO READ AND SUCCEED BY GRADE 3

MEASURABLES

1. Identify professionals and designers and convene an experienced advisory team to draft a plan for each YPS area in the Elkhart Public Library system to be a unique “imagination space.” (Goal/Tactic 1a - deadline Dec. 31, 2019)
2. Plan, draft and submit a program and funding proposal to administration and/or the Library Board for consideration to deliver books consistently to children residing within the EPL service area beginning at birth. (Goal/Tactic 2a - deadline March 31, 2019)
3. Study current activities to measure numbers of attendees as new and returning families, and identify partnerships for expanding available story time activities outside of Library facilities. (Goal 3 - deadline Dec. 31, 2020)
4. Implement “teacher’s library card.” (Goal/Tactic 4a - deadline Aug. 1, 2019)
5. Work with teachers and school administrators to implement at least one school night for each individual public elementary in the Elkhart Public Library service area. (Goal/Tactic 4b - deadline Dec. 31, 2019)
6. Convene a blue-ribbon panel of parents, business leaders, educators, and school administrators to determine strategies to establish a course and review activities to help students succeed on standardized reading tests. (Goal 5 - deadline May 31, 2020)

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Strategic Initiative 2. FOSTER CURIOSITY AND THE JOY OF LEARNING IN PEOPLE AND COMMUNITIES

Goal #1: Analyze community interests, resources, needs and opportunities to create a pool of curiosity themes to improve services.

Tactic A: Create research framework to discover community interests, resource needs, and opportunities.

Timeline: Spring 2019

Lead: Head of Reference Services

Tactic B: Generate and implement a database, spreadsheet or tool to store gathered ideas and add new ones as they develop.

Timeline: Fall 2019

Lead: Head of Reference Services

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Strategic Initiative 2. FOSTER CURIOSITY AND THE JOY OF LEARNING IN PEOPLE AND COMMUNITIES

Goal #2: Improve services to the community.

Tactic A: Develop programming and events around curiosity themes placed in the resource pool, with 4 programs at Main and 2 programs at each branch location.

Timeline: 2019 after assessment and resource pool begun, implementation to begin no later than Q1 2020 - 2021

Lead: Head of Reference Services

Tactic B: Experiment with developing three new resources each year to provide more opportunities for curiosity and discovery.

Timeline: Planning in 2019 after community interest is assessed. Implement no later than Q1 2020 and continue through 2021.

Lead: Head of Reference Services

Tactic C: Develop a plan to provide more education and training opportunities for EPL staff.

- Training to make staff more knowledgeable about varied services and resources EPL offers.
- Required learning about one new discovery and share their knowledge at department meeting.

Timeline: Begin Jan 2019

Lead: Human Resources Generalist

Goal #3: Create awareness through a monthly storytelling campaign using a variety of mediums.

Tactic A: Identify internal (EPL) and external (individuals and organizations) stories.

Timeline: March 2019

Lead: New Media Marketing Specialist

Tactic B: Create infrastructure for campaign.

Timeline: April 2019, Launch May 2019, execute monthly

Lead: New Media Marketing Specialist



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Strategic Initiative 2. FOSTER CURIOSITY AND THE JOY OF LEARNING IN PEOPLE AND COMMUNITIES

MEASURABLES

1. By the end of 2021, programs that are based on topics discovered in analysis will spark a 15 percent increase in attendance over the current average attendance of adult programming. (Goal 2)
2. Starting in 2020, the Library will offer 12 programs or events a year (4 at Main, 2 at each branch location) based on topics discovered in analysis. (Goal 2)
3. Each year of the strategic plan, every staff member will have learned about a new library or community related discovery and will share their knowledge with their department. (Goal 2)
4. By the end of 2021, monthly storytelling campaign will see an increase in web hits by 10 percent. (Goal 3)

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Strategic Initiative 3. PROVIDE INCREASED CULTURAL, SOCIAL, PROFESSIONAL AND RECREATIONAL OPPORTUNITIES FOR THE COMMUNITIES WE SERVE

Goal #1: Re-evaluate the Library’s open hours at all locations.

Tactic A: Analyze foot traffic trends and patterns at each location.

Tactic B: Consider the impact of programming priorities on Library hours.

Tactic C: Survey Library users (and non-users) concerning desired days and hours.

Tactic D: Propose changes to Library hours-include rationale, documentation, and if applicable, recommendations for funding or cost-reallocation.

Timeline: 2019 - 2020

Leads: Head of Computer Services; Head of Circulation

Goal #2: Develop a variety of programs to serve our diverse communities.

Tactic A: Create large scale family and interactive programs catered to a wide variety of interests based on popular culture.

Tactic B: Develop school/ educational programs that are geared toward specific cultures.

Tactic C: Provide professional development for business and individuals regarding increased social awareness.

Timeline: 2019 - 2021

Leads: Programming oversight “trio” – Assistant Director of Public Services; Assistant Director of Branch & Extension Services; Manager of Marketing & Public Relations

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Strategic Initiative 3. PROVIDE INCREASED CULTURAL, SOCIAL, PROFESSIONAL AND RECREATIONAL OPPORTUNITIES FOR THE COMMUNITIES WE SERVE

Goal #3: Increase collaboration with other organizations, businesses, academic institutions and individuals to increase professional opportunities and funding.

Tactic A: Collaborate with two or more new entities each year that will assist staff in understanding the needs and wants of the community by aiding in programming, selection of Library materials and resources.

Tactic B: Conduct one large educational event annually that involves another agency (similar to the NASA program) to increase knowledge of Library resources and services.

Tactic C: Host a minimum of two off-site Library events per year that can be measured by their effectiveness in helping the participants (i.e. computer training at the homeless shelter, interview skills at WorkOne, etc.) aiding in community awareness and interaction with Library staff.

Timeline: 2019 - 2021

Lead: Community Engagement Coordinator

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Strategic Initiative 3. PROVIDE INCREASED CULTURAL, SOCIAL, PROFESSIONAL AND RECREATIONAL OPPORTUNITIES FOR THE COMMUNITIES WE SERVE

MEASURABLES

1. Patron traffic at all locations combined will increase by 5 percent one year after implementing adjusted hours. (Goal 1)
2. Attendance at large-scale programs will increase by 10 percent by the end of 2021. (Goal/Tactic 2a)
3. EPL will collaborate with six new organizations by the end of 2021. (Goal/Tactic 3a)

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Strategic Initiative 4. EFFECTIVELY AND EFFICIENTLY INTEGRATE ELKHART PUBLIC LIBRARY INTO THE COMMUNITIES WE SERVE

Goal #1: Capture attention every season to build consistent audiences and awareness.

Tactic A: Establish a calendar of themed, ongoing events – weekly, monthly and/or yearly – for greater visibility and dependability.

Tactic B: Create off-site family activities to engage specific communities and/or the entire Library service area.

Timeline: 2019-2020 (through 2021)

Lead: Manager of Marketing & Public Relations

Goal #2: Focus on community building in neighborhoods throughout the Library service area.

Tactic A: Facilitate community conversations with active groups to identify successes and gaps in communicating Library information to residents.

Tactic B: Develop marketing plans to promote individual locations in underserved areas.

Tactic C: Expand offerings of programs like homebound services and pop-up libraries to build awareness and take services closer to communities.

Timeline: 2019-2020 (through 2021)

Lead: Manager of Marketing & Public Relations

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Strategic Initiative 4. EFFECTIVELY AND EFFICIENTLY INTEGRATE ELKHART PUBLIC LIBRARY INTO THE COMMUNITIES WE SERVE

Goal #3: Maximize the Library’s cultural and physical capital to develop powerful partnerships.

Tactic A: Focus on significant initiatives and “the big idea” over low-impact events.

Timeline: 2019-2020 (through 2021)

Tactic B: Invite and recruit organizations to use Library meeting spaces and/or green spaces for regularly occurring events.

Timeline: 2019-2020 (through 2021)

Tactic C: Promote the value of the Library by specifically enhancing locations and events (e.g., a local music history display at the jazz festival or a story time prior to the start of a school field trip at a museum).

Timeline: 2019-2021

Tactic D: Elevate the community’s awareness of partnerships through coordinated and lasting promotion.

Timeline: 2019-2020 (through 2021)

Tactic E: Define the Library’s offerings in a menu of services for partner organizations.

Timeline: 2019

Tactic F: Establish a community engagement program for Library employees to make an even greater impact by participating in service opportunities.

Timeline: 2019-2020 (through 2021)

Lead: Community Engagement Coordinator

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Strategic Initiative 4. EFFECTIVELY AND EFFICIENTLY INTEGRATE ELKHART PUBLIC LIBRARY INTO THE COMMUNITIES WE SERVE

MEASURABLES

1. Create and distribute marketing materials to increase, year over year, the number of community partner organizations and users of meeting room facilities. (Goals/Tactics 3b and 3c – deadline March 31, 2019)
2. Implement community engagement program with defined expectations for staff to extend the Library’s presence and reach into the community through programs, events and activities. (Goal/Tactic 3f - deadline Jan. 31, 2019)
3. Identify underserved areas and plan and propose program and funding proposal for marketing initiative to build overall Library audience (walk-in traffic, online Library resource usage, and participation at events). (Goal 2 - deadline June 30, 2019)
4. Increase promotion and delivery of homebound services to consistently serve 50 or more individuals. (Goal/Tactic 2c, deadline June 30, 2021)
5. Increase circulation of materials to non-Library visitors, such as Extension Services pop-ups, by 10 percent over current numbers. (Goal/Tactic 2c, deadline Dec. 31, 2020)

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MISSION

Elkhart Public Library informs, inspires and empowers our diverse communities.

Aly Sterling
PHILANTHROPY



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Strategic Initiative 5. DEVELOP A FUTURE VISION OF EPL'S NEIGHBORHOOD BRANCHES TO DELIVER MORE VIBRANT AND CUSTOMIZED SERVICES

Goal #1: Define the identity of each branch.

Tactic A: Identify community needs through market research and data mining.

Timeline: By March 31, 2019

Leads: Assistant Director of Branch & Extension Services; Manager of Marketing & Public Relations

Tactic B: Hold focus groups.

Timeline: By July 31, 2019

Leads: Assistant Director of Branch & Extension Services

Tactic C: Involve staff in brainstorming activities.

Timeline: By July 31, 2019

Lead: Branch Supervisors

Goal #2: Develop a mission and vision for each branch.

Tactic A: Task branch supervisors with process to develop mission/vision for each branch.

Timeline: By Oct. 31, 2019

Leads: Branch Supervisors

Goal #3: Create friendlier spaces for children and teens.

Tactic A: Tour Elkhart Community School District's elementary libraries.

Timeline: By May 31, 2019

Lead: Branch Young People's Services Librarian

Tactic B: Tour other branch/small Library locations.

Timeline: By May 31, 2019

Lead: Branch Young People's Services Librarian

Tactic C: Move Osolo Branch to the staffing model employed by other three branches.

Timeline: By Dec. 2019 (?)

Lead: Osolo Branch Supervisor

Tactic D: Develop a programming strategy and establish appropriate budget for 2020.

Timeline: By July 31, 2019

Leads: Dunlap Branch Supervisor; Cleveland Branch Supervisor

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Strategic Initiative 5. DEVELOP A FUTURE VISION OF EPL'S NEIGHBORHOOD BRANCHES TO DELIVER MORE VIBRANT AND CUSTOMIZED SERVICES

Goal #4: Prepare for renovation projects (as necessary and approved).

Tactic A: Define space and service needs.

Timeline: By Dec. 31, 2019

Lead: Assistant Director of Branch & Extension Services

Tactic B: Hire architect.

Timeline: 2020

Lead: Assistant Director of Branch & Extension Services

Tactic C: Prepare for bond issue.

Timeline: 2020

Leads: Director; Business Manager

Goal #5: Develop and implement action plan to communicate with the surrounding neighborhoods.

Tactic A: Develop and implement a marketing strategy tailored for each branch for external consumption.

Timeline: By July 31, 2019

Lead: Manager of Marketing and Public Relations

Tactic B: Develop an internal communication/signage plan for each branch interior spaces.

Timeline: By May 31, 2019

Lead: Manager of Marketing and Public Relations

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Strategic Initiative 5. DEVELOP A FUTURE VISION OF EPL'S NEIGHBORHOOD BRANCHES TO DELIVER MORE VIBRANT AND CUSTOMIZED SERVICES

MEASURABLES

1. A minimum of 10 persons per location will participate in a focus group. (Goal/Tactic 1b)
2. Each branch will publish a vision and mission statement to the staff blog. (Goal/Tactic 2a)
3. Programming Strategy will be approved by the Programming Committee Leadership. (Goal/Tactic 3d)

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Strategic Plan 2019 – 2021

Financial Resources and Sustainability

*The hardest decisions in life are not between good and bad or right and wrong,
but between two goods or two rights.*

Joe Andrew

Project leads will identify costs associated with various goals and tactics as they work through the details of implementation planning. We anticipate a bond issuance in connection with one goal, as referenced in the tactics for that goal. On the other hand, we expect some tactics will not involve significant monetary outlay.

For goals and tactics that require significant funding, we will pursue any and all of the following, as appropriate:

- Grants from the Friends of the Elkhart Public Library (see Appendix D.6)
- Grants available through professional associations and philanthropic organizations
- Sponsorships and underwriting from partner organizations
- Authorization to spend from the Library Improvement Reserve Fund (LIRF)
- Reallocation of funds within the operating budget

Possibly the most substantial resource required for implementing a Strategic Plan is time, and for this we will rely primarily on reallocation within the personnel budget. We have identified and stated our priorities for the next three years; now we will align our resources, both time and money, with these priorities. We will make difficult decisions, choosing between multiple “goods,” so that we can build a future that best meets the expectations and needs of the communities we serve.

Lisa Guedea Carreño, Director
Elkhart Public Library