

Key Focus Area 1: Community Hub and Gathering Place					
<i>Elkhart Public Library will become the preferred gathering place for the diverse communities the library serves.</i>		Accountability (Lead)	Goal Year/By When	Type of tracking / reporting	Reporting Frequency
Objective A	Demonstrate compassion to all by developing a more personalized, less institutional approach to library work.				
Goal 1	Adopt and promote a statement declaring the library's commitment to literacy and inclusivity.	Executive Director	Immediately	Yes/No	N/A
Goal 2	Demonstrate daily the commitment to the library's core values (trust, respect, adaptability, compassion and teamwork) in all interactions with the public.	Directors	End of 2Q 2024	Tracking of success stories, concerns and complaints and outcomes; identification of areas for training	Quarterly
Goal 3	Examine perceptions and reassess the effectiveness of the Patron Code of Conduct and the visible security presence.	Senior Building Operations Manager	End of 2024	Yes/No	Upon completion, ongoing analysis of incident reports, bans, and other relevant data
Goal 4	Update practices to make the library more accessible, such as making it easier to get and keep a library card.	Heads of Circulation / Reference / Technical Services and Branch Managers	Ongoing	List	Upon completion, ongoing analysis of sign ups, usage, and other data
Objective B	Identify and execute strategies providing welcoming spaces for members of all communities.				
Goal 1	Adopt a "positive first impression" approach for all publicly accessible or visible areas of library buildings (for example, visual appeal and cleanliness of spaces, physical accessibility of services).	Senior Building Operations Manager	Ongoing	Door counts (in part)	Monthly
Goal 2	Adopt and prioritize merchandising ideas that align with current trends.	Marketing & Community Relations	2025	Number of items checked out and door counts (in part)	Monthly
Goal 3	Conduct regular conversations with different communities to determine the best ways to meet needs. (NOTE: This is different than the advisory groups in the next section, which presumably would be open calls for volunteers; these would be required of staff to identify people, reach out, and conduct.)	Directors	4Q 2024 and ongoing	List	Quarterly
Goal 4	Conduct accessibility audit and address findings.	Senior Building Operations Manager	2025	Improvements made	Annually
Goal 5	Have at least one customer service component at every staff in-service.	Executive Director / Director of HR	Ongoing	Count	Semi-annually

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Objective C	Commit to being able to communicate with all guests who visit any library location.				
Goal 1	Invest in accessibility technology to provide greater access and understanding for individuals who face barriers due to language, sight or hearing impairment, travel impediments, etc.	Head of Computer Services	2025-2026 (timing based on budget factors)	Number/list of tools provided & used at public points	Annually
Goal 2	Create assistance, incentives and opportunities to achieve conversational language skills important for the library to demonstrate in everyday communications with Spanish speakers and Deaf/Hard of Hearing.	Director of Human Resources	2025-2026 (timing based on budget factors)	Number of employees taking advantage of opportunities	Annually
Goal 3	Bring greater diversity to the staff by improving hiring practices, establishing college internships (paid if possible), and exploring the feasibility of reimbursing employees for college loans when they are just starting in the field of librarianship.	Director of Human Resources	2025-2026 (timing based on budget factors)	# of internships, amount of financial aid provided, and # of diverse staff hired	Annually
Objective D	Complete renovation and expansion of Downtown's children's and teen areas.				
Goal 1	Find funding for implementing recommendations contained in feasibility study for children's and teens' spaces.	Executive Director / Director of Public Services	2024	Yes/No	N/A
Goal 2	Create an inviting Teen Area so teens feel welcomed in the Library.	Director of Public Services and Teen Librarian	2025-2026	Use of space by teen patrons	Monthly
Goal 3	Update the Children's Room so it is fun, interactive, and inclusive of all children while using the space.	Director of Public Services and Head of YPS	2025-2026	Yes/No	N/A
Goal 4	Investigate opportunities for outdoor programming space (downtown).	Director of Public Services and Sr. Building Operations Manager	Ongoing	Yes/No	N/A
Objective E	Conduct a comprehensive space assessment downtown (in addition to renovation and expansion of Downtown's children's and teen areas) and implement new features as possible.				
Goal 1	Look for areas where space can be freed up and/or reconfigured.	Space Planning Committee (to be appointed)	Immediately/ conclude by end of August 2024	Yes/No	Monthly updates on progress

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Goal 2	Determine the feasibility of adding features identified as desirable by the community (per survey – Coffee service, MakerSpace, Library of Things, growth of selected collections, etc.).	Space Planning Committee			
Goal 3	Plan and implement space reallocation per findings of downtown space assessment.	Multiple departments	Begin 2025, complete by end of 2026	New features/spaces	Quarterly updates on progress

Key Focus Area 2: Community Engagement, Outreach, and Partnerships					
<i>Elkhart Public Library will actively pursue more collaboration opportunities, build new partnerships, and engage with community members in their neighborhoods and community spaces.</i>		Accountability (Lead)	Goal Year/By When	Type of tracking / reporting	Reporting Frequency
Objective A	Build meaningful relationships to become trusted partners with organizations providing services to address various community needs.				
Goal 1	Establish connections, knowledge and technology to connect those expressing need for services to providers in the community.	Audience Development Manager / Head of Reference	2024 and ongoing	Number of referrals	Annually
Goal 2	Provide and promote regular opportunities for organizations to inform the community of available resources and initiatives to raise awareness and generate connections.	Audience Development Manager	2024 and ongoing	Connections made, events scheduled, attendance	Annually
Objective B	Strengthen existing partnerships and build new ones with agencies and businesses in the community.				
Goal 1	Each manager/department head/admin leadership team member serves as an "ambassador" to a potential community partner.	Management	2025	Number of ambassadors / partnerships	Monthly
Objective C	Invest time and efforts in valuable ways to be present throughout Elkhart.				
Goal 1	Design pop-up library events to match audience needs and inspire greater use of services and resources.	Audience Development Manager	Immediately and ongoing	Number of events	Annually
Goal 2	Convene and maintain library-specific advisory groups representing diverse groups to hear concerns, share ideas, and improve program offerings.	Department Heads	Immediately and ongoing	Attendance, successful implementation of ideas	Annually
Goal 3	Make greater use of mobile computer lab to take "tech tutoring" to different communities.	Head of Computer Services	2025 and ongoing	Number of uses	Annually
Objective D	Collaborate with other libraries in mutually-beneficial ways.				
Goal 1	Explore interlocal agreements for library services to unserved areas and/or in multiple library districts	Executive Director	2024 and ongoing	List of agreements / services	Annually
Goal 2	Continue cooperative services with Goshen Public Library (EPL-GPL Resource Sharing Consortium)	Director of Branch & Technical Services	2024 and Ongoing	Usage stats; list of projects beyond interlibrary borrowing	Annually

Key Focus Area 3: Programs, Resources, and Services					
<i>Elkhart Public Library will help address community needs through improved and strategic programs, resources, and services.</i>		Accountability (Lead)	Goal Year/By When	Type of tracking / reporting	Reporting Frequency
Objective A	Expand literacy efforts to create a "community of readers."				
Goal 1	Connect with new residents upon their arrival with introductory information.	Chief Marketing Officer	Immediately	Tracking of contacts, card signups, use, retention	Annually
Goal 2	Expand Growing Readers initiative to include Spanish speaking tutor.	Head of Young People's Services	2024	Yes/No	N/A
Goal 3	Develop strategies, train personnel, and promote adult basic literacy in English and Spanish.	Directors of Public & Branches	2026	Depends on strategies developed	Annually
Goal 4	Promote conversations about written materials for different groups, such as adult comic book clubs, watch-and-read parties, short talks about short stories, etc.	Heads of Circulation / Popular Materials	2025	Number of groups/events	Annually
Goal 5	Expand Growing Readers tutoring to another location.	Growing readers Supervisor and Director of Branches	2025	Yes/No	N/A
Goal 6	Create circulating literacy kits with materials for kids learning to read. (Possibility of partnering with EEF & schools on this.)	Head of YPS	2026	# of kits, circ rate	Annually
Objective B	Provide quality, targeted, and sustainable adult programming.				
Goal 1	Establish or designate a position charged with overseeing adult programming.	Executive Director / Director of HR	early 2025	Yes/No	Annually
Goal 2	More adult programming per year will be offered in Spanish or dual languages.	Adult Program Coordinator (see above)	2025-2026	20% of all adult programs	Monthly
Goal 3	Adult programming will focus on areas specified as most desired in the community survey (physical & mental wellness, financial literacy, nutrition/cooking, job preparation & searching, English as a Second Language, arts & culture, etc.)	Adult Program Coordinator (see above)	2025-2026	50% of all adult programs	Monthly
Objective C	Provide a circulating collection representing a myriad of voices.				
Goal 1	Conduct a diversity audit of all fiction and genre collections.	Selectors	Mid-2026	Yes/No	Annually

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Goal 2	Develop a selection strategy to respond to the results of the diversity audit.	Collection Managers	By end of 2026	Yes/No	Annually
Goal 3	Increase Spanish fiction/genre holdings by 10%.	Collection Managers	By end of 2026	Count/Percent	Annually
Goal 4	Increase Spanish non-fiction holdings by 5%.	Collection Managers	By end of 2026	Count/Percent	Annually
Objective D	Explore and, if feasible, provide notary services for the public.				
Goal 1	Create notary services program if indicated by a feasibility study.	Director of Branch & Tech Services	July 2025	Yes/No	Annually
Objective E	Invest in and promote the library as a hub for technology resources and information.				
Goal 1	Identify gaps in programs offered by community partners and establish the library as another provider of computer and technology training.	Head of Computer Services	End of 2024 & ongoing	Number & variety of Training / Programs	Monthly
Goal 2	Establish guidelines & strategies for library employees' use of Artificial Intelligence (AI).	Head of Computer Services	By end of 2024	Yes/No	Monthly
Goal 3	Produce content and/or offer programming on information/media literacy.	Communications Manager	3Q 2024, Need a platform / process	Page views, engagement, questions generated	Monthly
Goal 4	Provide regular workshops and/or demonstrations on AI developments for community members to better understand and explore its abilities.	Head of Computer Services	2025 & ongoing	Number of groups/events	Monthly
Goal 5	Demonstrate and promote librarians' ability to connect people with facts and resources.	Head of Reference & Communications Manager (and maybe Marketing)	2025	Data on inquiries, engagement online	Quarterly

Key Focus Area 4: Marketing and Promotion					
<i>Communities in the library's service area will become more aware of the services, materials, programs. and other offerings at Elkhart Public Library.</i>		Accountability (Lead)	Goal Year/By When	Type of tracking / reporting	Reporting Frequency
Objective A	Support community-driven content creation to inspire creativity and reflect the richness of local culture.				
Goal 1	Establish guidelines and determine best practices for curating written, pictorial and video submissions from local residents.	Communications Manager/Reference Services	4Q 2024 / need a platform	Submissions, engagement	Annually
Goal 2	Provide space and equipment for small-scale production of local content for the personal or professional use of creators.	Senior Building Operations Manager / Head of Computer Services	This likely would be part of a Makerspace, which depends on the results of the space assessment in Key Focus Area #1		Annually
Objective B	Sustain employee-driven internal marketing efforts to improve employee knowledge of library news, upcoming events, and available resources.				
Goal 1	Provide customer service points with relevant and timely information for the week ahead.	Directors	Immediately & ongoing	Yes/No	Annually
Goal 2	Adopt and sustain a standard protocol for providing information to employees with real-time updates and changes.	Directors	Immediately & ongoing	Yes/No	Annually
Goal 3	Create incentives for library employees demonstrating exceptional customer service and information referrals.	Director of Human Resources	Timing based on budget factors	Yes/No	Annually
Objective C	Position EPL as the valued and trusted source for information in the Spanish-speaking community.				
Goal 1	Create and promote a Spanish-language website with original community-oriented content for readers.	Chief Marketing Officer	2Q 2024	Engagement, page views	Annually
Goal 2	Develop relationships with Spanish-language broadcasters to ensure regular presence on preferred communication platforms.	Audience Development Coordinator	Immediately	Engagement	Annually
Goal 3	Inform Spanish speakers of library resources by inviting families to tell their stories directly to the community via advertising or other content.	Communications Manager / Audience Development	Ongoing	Views, check ins at locations (geofence data)	Annually