ECKHART PUBLIC LIBRARY

Strategic Plan
2022-2024

Contents

Adopted by Eckhart Public Library Board of Trustees

January 12, 2022

History of Eckhart Public Library

Eckhart Public Library's 111 years of service are rooted in philanthropy and community collaboration. Gifted to the community in 1910 by industrialist Charles Eckhart, the Main Library still operates out of the original building, which is listed on the National Register of Historic Places. In 1996, the Library was updated with a major expansion and renovation, tripling the size with an addition, while preserving the original building. The Main Library houses collections for adults and children.

Library expansions have been woven into the surrounding neighborhood, creating a Library Campus and assisting with the revitalization of downtown Auburn. In addition to the Main Library, the Library campus includes the Willennar Genealogy Center, opened in 2002, which aims to preserve DeKalb County's heritage and serve genealogy needs; a LEED-certified Administrative Annex, opened in 2008, to house much of the Library's behind-the-scenes operations; and a Teen Library, opened in 2008, serving youth from grades six through 12.

2016-2018 and 2019-2021 Strategic Plans

The 2016-2018 strategic plan, facilitated by a social-purpose consultant, was the most in-depth the Library had ever attempted, incorporating and synthesizing feedback from key stakeholders to create a targeted, outcome-driven plan to guide decision making. Little did the Library know, this plan would be crucial to the process of picking up the pieces after a 2017 arson fire. The plan was full of information about what stakeholders wanted – a more accessible building, flexible meeting and gathering spaces, and continued leadership in accessing evolving technology.

Also in 2016, the Library embarked on a shift toward a community-focused posture inspired by Harwood Institute's Public Innovators Lab. Internally, the work took a strong customer-service stance, as staff focused on collaboration across departments and building a strong team. Externally, librarians embedded themselves in local committees, working on a variety of community initiatives and offering space, expertise, and support.

In 2017, the Library worked with consultants to conduct an in-depth financial analysis. They created a five-year budget forecast, ascertained what would be an adequate endowment to secure future maintenance and emergency funds, and identified capital needs across the Library campus. The Library's primary sources of revenue are local property and personal income taxes, gifts and interest from endowments, and public and private foundation and LSTA grants. It also benefits from in-kind gifts and volunteerism.

In 2019, the Library revised and updated the 2016-2018 plan for the next three year period.

Arson Fire

On July 2, 2017, a devastating fire engulfed the historic Main Library building. Heat, smoke, and water completely ruined the Library's collection of books and other materials and the interior

of the building. Fortunately, the exterior was largely unharmed. Within days, the Library reopened in a temporary facility on the west edge of town near Kroger. It began a $12 million capital campaign with goals that included restoring and renovating the Main Library building, replacing the collection, and restoration of historic paintings. The campaign's goals also included completing major repairs and maintenance across the Library campus, and building an endowment to ensure funding for future maintenance and repairs.

COVID-19 Pandemic Lockdown

On March 15, 2020, the Library reopened cautiously in the midst of the coronavirus pandemic. Less than 12 hours later, the statewide lockdown caused the Library to shut down again and remain closed to the public until the pandemic lockdown lifted in May 2020. Recalling the lessons learned from the devastating arson fire, the Library knew that harnessing the power of existing partnerships was crucial to navigating a major crisis. This skill helped it proactively respond to the new challenges and keep innovative, patron-driven public services at the forefront. The Library rapidly changed course, once more energetically identifying and tackling barriers to access.

Staff attended virtual training sessions on relief programs and resources. They created a new website as a central hub for COVID-19 information for the county. While closed, the Library increased the number of digital checkouts for cardholders, initiated curbside pick-up, and expanded outreach to seniors and homebound residents. As the pandemic continued, the Library bolstered education resources to serve virtual learners and an increasing number of homeschooling families, based on ongoing conversations with school officials and caregivers. While most families had Internet access, it was not always robust enough for adults and children to be working and attending school from home. The Library expanded its Wi-Fi to be easily accessible from the parking lot 24/7 and added more Wi-Fi hotspots to the circulating Library of Things. The Library made library cards available at no cost for any student, starting at age 3, eligible to attend school in the DeKalb County Central United School District and invested in new resources and databases at the request of the schools.

During the lockdown, the Library saw a community longing for human connection. Staff continuously remained accessible to answer questions and make reading recommendations. All departments worked to provide the best experience possible for patrons, given the situation.

Working remotely, the Programming & Outreach team created virtual story times that included lessons on science, technology, engineering, arts, and math (STEAM), as well as lessons on literacy. They also created various tutorials, including how to use FaceTime and how to sign up for unemployment benefits online. These virtual programs kept a steady stream of content available on the Library's social media accounts. Through these programs, the Library also found new ways to build community partnerships. For example, in *Learning with STEAM*, the Library visited community partners to see STEAM used in real-life situations and careers. *STEAM-to-Go* kits included activities, supplies, resources, and partner contact information that

corresponded with each video in the series. To combat digital fatigue in patrons, the Library created *Eckhart Quest* to get people outside and moving. *Eckhart Quest* was a real-life scavenger hunt featuring clues at locations of community partner organizations and businesses. Outdoor programs allowed for social distancing in the Library Park and included story times, loose parts play, book clubs, and homeschool classes.

Behind the scenes, the Collection Development team continued to add a plethora of items to the collection. The archival work at the Willennar Genealogy Center continued, preserving irreplaceable local history and yielding real-world examples of the community's responses to the pandemic of 1918 and a 1940 polio outbreak. All the while, the Finance team and Library administration continued to ensure that the bills were paid and the lights were on.

Community Needs Assessment

The Eckhart Public Library serves 13,765 residents of the City of Auburn (including 453 who live in Keyser and Jackson County areas incorporated into Auburn) and Union Township and is the largest of the four libraries in the DeKalb County. Garrett Public Library serves 9,175 residents of Keyser and Butler townships. Butler Public Library serves 2,684 residents of Butler, and an additional 2,285 residents of the unincorporated areas of Wilmington Township and Newville and Stafford townships through contracts. Waterloo-Grant Township Public Library serves 3,245 residents of Grant Township. Residents of eight townships – Concord, Fairfield, Franklin, Jackson (except the area incorporated into Auburn), Richland, Smithfield, Spencer, and Troy – are completely unserved by public libraries. The patchwork of served and unserved areas is confusing, as a recent front-page article in Auburn newspaper confirmed.[1]

Demographic Data: DeKalb County[2]

According the 2020 Census, the population of DeKalb County grew 2.5% from 2010 to 2020, while that of Indiana increased 4.7% and the U.S. population grew 7.4%.

The median age in DeKalb County was 39.3, slightly older than the Indiana median age of 38.0. In DeKalb County, 3,143 households included individuals married with children, 1,795 were headed by single parents, 5,791 were married without children and 4,575 individuals lived alone.

DeKalb County educational attainment lagged the state, with 18% of county residents having a B.A. or higher college degree, compared with 26.5% in Indiana. Those with high school diplomas accounted for an additional 72.2% in DeKalb County, compared with 62.3% statewide, while 9.8% of county residents and 11.2% of Hoosiers lacked a high school diploma.

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[1] "Libraries strive to provide access," The Star, October 31, 2021, p. 1.
[2] Stats Indiana: https://www.stats.indiana.edu/profiles/profiles.asp?scope_choice=a&county_changer=18033, accessed November 20, 2021.

2020 per capita personal income in DeKalb County was $48,937, compared with $51,926 statewide.

DeKalb County's poverty rate in 2019 was 9.5%, compared with 11.9% in the state, but among children under 18, DeKalb County's rate was 15.4%, compared with the state average of 15.1%. Food stamp recipients in 2020 totaled 2,760 and students qualifying for free and reduced lunch 2,970 – 41.5% of all students.

The October 2021 unemployment rate was 1.9%, compared with the statewide average of 2.5%.

DeKalb County Economic Development Partnership is working diligently to help improve broadband infrastructure, according to an interview with Anton King. The partnership also will work on ways to assist local internet providers with extending broadband to underserved areas. King called broadband "a crucial component to community development and quality of life." Federal Communications Commission maps show that more than 50% of rural areas in DeKalb County, especially on the east side, are underserved.

"Our job is to push and sell DeKalb County on a regional and state level," King added. "We want to make sure that folks are aware that our communities and DeKalb County are doing big, next-level things."

He reported that in spite of the COVID-19 pandemic, DeKalb County saw a record-setting $125 million of investments in projects during 2020.

Demographic Data: Union Township[3]

Union Township's population in 2020 was 13,718, of which 10,659 were 18 or older and 3,059 were aged 0-17. White residents of Union Township numbered 12,619 (92%) and total minority residents totaled 1,099 (8%), including 83 Black, 125 Asian, 190 Other, and 514 multi-racial individuals.

There were 6,104 housing units in Union Township, including 5,731 occupied and 373 vacant units.

Strategic Planning Process

The planning process, facilitated by consultant Sara Laughlin, was designed to be customer-focused and future-oriented. It included leadership by a Strategic Planning Committee, community leader interviews and focus groups, and participation by managers and staff.

Strategic Planning Committee

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[3]Census Reporter: https://censusreporter.org/profiles/06000US1803377228-union-township-dekalb-county-in/, accessed November 20, 2021.

The Strategic Planning Committee included 11 members, including current and former board members, community supporters, and current and former Library staff. The Committee met five times.

- **Jennifer Bell** serves on the board of the Community Foundation DeKalb County. As a mother of two daughters and strong supporter of public schools, she is committed to growing a generationally strong culture of being involved and giving back. She was previously a member of the Finance team at the Library.
- **Andrea Cohn** has worked with the Library on a variety of projects since 2011, including policy updates, 501(c)(3) application, website development, and as a Saturday fill-in worker. She holds a Masters in Library Science. In her job for an educational technology firm, she puts together online courses. She has passion and tech skills to contribute.
- **Carolyn Foley** is president of the Library Board; she will complete her 16 years in January 2022. She remembers how much the Library depended on a newly-completed strategic plan to guide it through the catastrophic fire and then the pandemic. She works as judicial officer in the Allen Superior Court in Fort Wayne.
- **Janelle Graber** was a member of the Indiana State Library & Historical Board when she was asked to serve on the search committee to replace retiring Eckhart Public Library Director Sirleine Smith. The successful candidate came, stayed one day, and submitted his resignation. The committee then asked Janelle to assume the directorship, so she described herself as an "accidental director."
- **Pete Kempf** moved to Auburn in 1993 to help care for his mother; he retired in 2015. The Library instilled the "need to read" in his children, and he is happy about the electronic resources. He is a member of the Library Board.
- **Kathie Kock** is a retired school librarian. She served on the Library Board for 16 years, on the Board of the Friends of the Library, and is now on the Eckhart Library Foundation Board.
- **Luke Martin** is Business Operations and Finance Assistant Manager at the Library. He was a regular patron at the Tecumseh Branch of Allen County Public Library as a child. He would later work for ACPL while he was in college and at Fremont Public Library for about a year before joining Eckhart Public Library.
- **Bob Menzie** has lived in Auburn for 50 years, and his children and grandchildren attended public school here. A year ago, he was invited to join the Board of the Friends of the Library.
- **Alan Sweeny** has been IT Manager at the Library for seven years. Originally from Louisville, Kentucky, he loves the space libraries provide. He originally interviewed for a Maintenance Technician position and has also worked in a genealogy position. He holds a master's degree in IT Management and wants to be part of the Library's continuous improvement.
- **Angie Mapes Turner** was a freelance employee of the Library from 2012-17, using her journalism and communication skills to help with grant writing and other projects. Since

then she has been a volunteer. She has been involved in four Library strategic plans. She serves on the Board of the Eckhart Library Foundation.

- **Larry Williams** has lived in Auburn since 1964. By the fourth grade, he had read every biography in the Children's Department of the Library. His daughter Sarah worked as an intern at the Library. He is a Finance and Technology Consultant for major companies and government agencies. His wife Debbie teaches English and received a Masters in Library Information Science in 2020.

Trends Affecting the Community and Library

At their first meeting on October 19, 2021, strategic planning committee members each contributed a trend and described how they believed it would impact them and their community in the next few years. identified ten trends that would affect the community in the next few years. After the session, Laughlin consolidated their contributions into 10 trends that formed the first area of discussion during focus groups:

1. After the pandemic – Recovering audiences in a crowded entertainment and information space – Identifying potential users, gaining their attention, and engaging them
2. Ubiquitous access to information and data – Internet news media, personally identifiable data, market research data, social media, cell phones, appliances, security cameras, TV – but what sources to trust?
3. Digital divide – Some people/families/neighborhoods without access to devices and broadband
4. Virtual reality – Devices and software within reach
5. Sustainability and resilience – Solar and wind energy, preparing for disasters (personal, economic, community, climate/environmental)
6. Remote delivery – Amazon, GrubHub, UberEats, Instacart – What does that mean for libraries?
7. Unplugging/mindfulness – Libraries as community living rooms – Warm, inviting, quiet, places where people want to hang out
8. Well-being – Mental health, social isolation, aging and Alzheimers
9. Growing number of socially and economically disadvantaged, especially children and youth
10. Pressure on public institutions and their financing

Community Leader Interviews

Laughlin conducted interviews with 10 community leaders in July 2021 and one more in December 2021. She asked each one to describe strengths, weaknesses, opportunities and threats related to the community and to the Library. The full community leader interview report is available from the Library.

Focus Groups

Laughlin also facilitated four focus groups, three at the Library on October 26, 2021, and one via Zoom on October 28, 2021. Thirty-seven individuals participated. They ranked and discussed the ten trends, then identified issues and opportunities facing the community in the next few years and made suggestions for the Library's facilities, technology, collections, staff, programs, and promotional efforts. They ended by having each participant suggest one thing the Library should do for maximum impact. The full focus group report is available from the Library.

On November 16, the Strategic Planning Committee met again to discuss the reports from community leader interviews and focus groups conducted by Laughlin. They drafted Mission, Vision, and Goals for the Library.

On December 7, the Strategic Planning Committee reviewed a second draft of Mission, Vision, and Goals, and gave feedback on draft values and objectives.

On January 4, 2022, the Strategic Planning Committee reviewed the final draft of the plan, made minor improvements, and forwarded it to the Board of Trustees.

Staff Input

Staff reached consensus about the Library's Values in meetings on November 30 and December 1. They met again on December 15 to review the draft goals and objectives the Library should take to achieve the Mission and Vision, while staying true to the Values. Through multi-voting, they each selected three essential objectives from all those suggested; they also had a chance to point out and comment on objectives which concerned them.

Manager Contributions

Managers played key roles in the planning. One served on the Strategic Planning Committee.

On November 30 and December 6, 8, 16, and 20, the consultant facilitated meetings of managers to draft measurable outcomes, agree on objectives and actions, assign responsibility, create a timeline, identify potential partners, and establish measurement plans. They reviewed the input from the staff sessions and made adjustments to the draft plan.

IT Manager Alan Sweeny worked with Executive Director Janelle Graber to draft an Equipment Replacement Schedule. Business Operations and Finance Manager Martha Rubrake and Executive Director Janelle Graber drafted the Financial Resources and Sustainability Plan. Marketing and Community Engagement Manager Jamie Long, Public Services Manager Darcy Armstrong, and Technical Services Manager Lisa Rigsby drafted the Partnership and Professional Development Strategies.

Strategic Plan 2022-2024

Mission
Eckhart Public Library connects our community with literacy and learning for a lifetime.

Vision
Eckhart Public Library provides vital learning opportunities and
has an essential role in building a vibrant and connected community.

Values
Collaborative. We work together to help each other succeed.
Empathetic. We treat others with compassion and respect.
Forward-thinking. We find ways to innovate.
Inclusive. We provide access to a wide variety of viewpoints and subjects.
Knowledgeable. We commit to being continually informed about organizational, community, state, and world affairs.
Trustworthy. We provide reliable and consistent service to all.
Welcoming. We maintain an environment that is safe and inviting to all.

KEY	
GOAL	End point or public benefit result for which a level of success can be determined
OBJECTIVE	Specific target for improved performance; representing milestones or intermediate achievements necessary to realize the desired goal
MEASURE	Input, output, or outcome used to assess progress toward objective
PARTNER	Organization needed to assist in accomplishing the goal
RESPONSIBLE	Library department(s) taking lead in carrying out objective
STRATEGY	Action needed
YEAR	Year 1 = 2022; Year 2 = 2023; Year 3 = 2024
ABBREVIATIONS	
BD	Eckhart Public Library Board of Trustees
BF	Business and Finance Department
DCCUSD	DeKalb County Central United School District
DCP	DeKalb Chamber Partnership
DCEDP	DeKalb County Economic Development Partnership
ED	Executive Director
ELF	Eckhart Library Foundation
Friends	Friends of the Eckhart Public Library
IT	IT Department
M	Marketing Department
MGRS	Managers
P	Public Services
T	Technical Services Department

GOAL 1 Collaborate with our community and schools to significantly reduce the pandemic learning gap, especially as it impacts disadvantaged children and families.							
Objectives	**Strategies**	**Responsible**	**Year**			**Partners**	**Measure**
1.a. Work with DeKalb Central United School leaders to define learning gap and develop joint strategy for partnering.	Identify appropriate school experts and leaders. Host regular meetings to develop and execute strategy.	M, **P**	X	X	X	DCCUSD Youth-serving nonprofits Parent groups Elected officials	Meeting minutes, agendas, attendance Additional measures to be developed in conjunction with the school
1.b. Reinforce social-emotional learning, soft skills.	Dedicated time for staff to engage with students off-desk.	MGRS	X	X	X	Bowen Center Northeastern Center	Staff journal**s** Student survey**s**
1.c. Conduct engaging hands-on programs that incorporate/reinforce literacy skills.	Utilize gamification to help kids catch up.	IT, **P**		X	X	Colleges with education majors Honors high school student volunteers	Program attendance End-of-session survey**s** Email picture of creations later Reports of improved grades/performance Student surveys
	Offer tutoring programs for elementary school and middle school students.	M, **P**		X	X	Colleges with education majors Honors high school student volunteers	# hours # tutors # students # student sessions Student survey
	Identify/advertise meeting spaces for tutors, students, social workers.	**M**, P	X	X	X	DCCUSD Nonprofit orgs	# hours used # sessions
	Offer ways for kids to continue working together outside classrooms, e.g., clubs.	P	X	X	X	DCCUSD Colleges with education majors Honors high school student volunteers	# programs # participants Student survey

Objectives	Strategies	Responsible	Year			Partners	Measure
1.d. Invite families and children to participate in library activities.	Library presence at registration/parent nights.	**M**, MGRS	X	X	X	School PTOs Homeschool associations YMCA	Activity attendance # signups Usage by new cardholders
	Create opportunities for families and children to volunteer together.	**M**, MGRS		X			# volunteers # hours X value/hour Student survey Manager reports
1 e. Strengthen access to information to support learning.	Shift collection development based on conversations with school leaders.	T	X	X	X	DCCUSD Families	# purchased # circulated
	Implement access card for students to use e-books and audio books.	IT, M, **P**		X	X	DCCUSD	# content views
	Create YouTube shorts on media literacy topics: how to determine if information is accurate, biased, etc.; reference interview; how to search databases and use filters; basic library skills; how to ask for help.	IT, M, **P**		X	X	DCCUSD PBS Fort Wayne	# video views Online feedback at end of videos
	Work with district media integration specialist (DMIS) to develop information literacy modules using public library equipment.	IT, M, **P**		X	X	DCCUSD	# modules created # views Student survey

Objectives	Strategies	Responsible	Year			Partners	Measure
1.f. Work collaboratively with county-wide planners to extend broadband access to every area of the Library district.	Add more hot spots for circulation.	ED, **IT**	X	X	X	City of Auburn DeKalb County Easter Seals/RISE Bowen Center Northeastern Center Children First Center Heimach Center	Hot spot checkouts Holds ratio for hot spots
	Offer highest Internet speeds possible within budget.	BF, **IT**				Auburn Essential Services DCP	Internet speed
	Pay attention to developing options.	IT				Vital Computing	IT Manager assessment Patron feedback
	Maintain list/location of free Wi-Fi locations on website.	IT, **M**				DCP DCEDP	# page views # print copies distributed

GOAL 2 Strengthen the Library's role as cultural and educational community anchor.						
Objectives	**Strategies**	**Responsible**	**Year**		**Partners**	**Measure**
2.a. Facilitate community connections with local businesses and nonprofit organizations.	Maintain a Library presence in Chamber Hub co-working space.	**M**, P, BF	X X X		DCP	Staff hours # items # circulations
	Strengthen collection to meet needs of career enhancement and job growth.	T	X X X		DCP DCEDP	# items added # items circulated/accessed
	Visit new businesses with Library "welcome to the community" packet.	BF, **M**, P	X X		Friends DCEDP DCP	# visits to businesses # visits to library, partnership opportunities, and other follow-up engagements
	Investigate allowing use of meeting rooms by businesses and families.	BD, **ED**, M	X		DCP DCEDP Local businesses	Recommendations issued
	Strengthen collections of most use to nonprofits.	T	X X X		Local nonprofits	# items added # items circulated Annual survey of nonprofits
	Offer translation services for deaf and Spanish-speaking audiences	IT, **M**, P	X		Hospital Nonprofits Deaf community Spanish-speaking community	# referrals # employees completing basic sign language & Spanish language professional development
	Offer in-person and virtual programs for nonprofits.	M, **P**, BF	X X X		Leaders and experts Colleges and universities	# programs # attendees End-of-session survey
	Maintain a webpage of nonprofit board openings and contact information.	**M**, P	X X		Nonprofits	# nonprofits included # page views Annual survey of nonprofits
Objectives	*Strategies*	*Responsible*	*Year*		*Partners*	*Measure*

Objectives	Strategies	Responsible	Year			Partners	Measure
2.b. Increase awareness and use of Genealogy collections by children and teens.	Work with schools to make materials and information available in classrooms.	IT, M, **P**, T	X	X	X	DCCUSD Youth-serving organizations	# classroom visits # items shared
	Promote use of digital resources in Genealogy collections.	IT, **M**, T	X	X	X	DCCUSD Youth-serving organizations	# page views
2.c. Create cross-campus programming.	Offer civics and economics education and local history programs for all ages at Willennar Genealogy Center, Main Library, and Teen Library.	P		X	X	Banks DCCUSD DeKalb Area Museums Local government Local businesses	# programs # attendees End-of-session survey
2.d. Increase awareness of Library's campus.	Install signs with campus map and "you are here" and hours for each building.	M		X	X	City of Auburn Diskey Signs ELF Foundations Nonprofits	Signs installed # patron visits to campus Patron survey
	Add banners to light poles.	M		X	X	City of Auburn	Banners installed # patron visits to campus
	Paint sidewalks "EPL green."	M		X	X	City Street Department	Sidewalks painted # patron visits to campus
Objectives	Strategies	Responsible	Year			Partners	Measure
Objectives	Strategies	Responsible	Year			Partners	Measure
	Plan programs to increase awareness of native landscaping.	M, **P**	X	X	X	Sanctuary Native Landscaping Indiana Native Plant Society ACRES Land Trust Extension Office	# programs # attendance End-of-session survey
2.e. Continue to digitize collections and make them available on the web.	Complete cleanup of metadata and resolve public/private interface constraints to improve search capability.	**IT**, T	X	X	X		# items added # page views
Objectives	*Strategies*	*Responsible*	*Year*			*Partners*	*Measure*

	Add to catalog so patrons can see collections in OPAC.	IT, **T**	X	X	X	DeKalb Museum Association County historian	# items accessed through OPAC Online user survey
2.f. Conduct feasibility study for Teen Library renovation to meet ADA standards.	Hire architect to complete study.	BD, **ED**, BF			X		Study completed

GOAL 3 Extend services to people who don't presently use the Library.							
Objectives	*Strategies*	*Responsible*	*Year*			*Partners*	*Measure*
3.a. Increase the number of residents registered as cardholders.	Create a mobile card registration process that can be used outside the Library.	**IT**, M, P	X	X	X		Process completed
	Make it easy to figure out if you are eligible for a card.	IT, **M**, P	X			DeKalb County public libraries	App/handout created # uses
	Plan "library card signup" events in front of Kroger, at other community gathering places, at company picnics, at school registration nights.	**M**, MGRS	X	X	X	Friends Local organizations Local businesses Schools Industries DeKalb County public libraries	# events # attendees # new cards issued
	Create self-registration process in Library buildings.	**IT**, P	X	X	X		# new cards issued
	Create an advertising mailer, inviting people to sign up for a library card.	M		X	X	Friends Local businesses	# new cards issued
	Partner with local businesses to create a "Library Discount" program.	BF, **M**	X	X	X	Local businesses DCEDP DCP Friends	# businesses involved # times used by patrons Survey of participating businesses
	Increase awareness of the Library of Things by working with local organizations to reach their audiences.	M	X	X	X	Local nonprofits and clubs Township trustees	# circulated

Objectives	Strategies	Responsible	Year			Partners	Measure

	Work with local businesses and organizations to create "Welcome to Auburn" program, which encourages new residents to come into library, pick up a welcome packet with a list of things to do in Auburn, get a tour, and sign up for card.	BF, **M**			X	City Utilities
						DCP
						Landlords
						Local businesses
						Local organizations
						Realtors
							# businesses involved
							# incentives added
							# packets distributed
							# tours
							# new card registrations
							Annual survey of
							    businesses/
							    organizations involved

	Create a "word of mouth" campaign by empowering Library employees, Trustees, Foundation, and Friends of the Library to be "ambassadors" in community**.**	BD, ED, **M**, MGRS	X	X	X	Friends
						ELF
							New registrant survey:
							    "How did you hear about
							    the library?"

	Offer staff development setting expectations for outreach and sharing messages.	MGRS		X	X		# staff completing sessions MGR observation/ coaching

3.b. Encourage those who have cards but haven't used them to come back.	Reach out to inactive cardholders via email/phone call to invite them to return.	IT, **M**, P	X	X	X		# patrons who haven't
							    visited in the last year
							    who return after
							    receiving email

	Send "last call" email/phone call before expiration.	IT, **M**, P	X	X	X		# patrons who receive email
							    and renew cards before
							    expiration

3.c. Orient new cardholders to Library services.	Invite every new card holder to a quarterly program on "how to get the most out of your library card."	M, **P**		X	X		# programs # attendees End-of-session survey

Objectives	Strategies	Responsible	Year			Partners	Measure
	Create virtual tours.	**IT**, P	X				# page views End-of-session survey
3.d. Extend delivery using EMOS.	Engage places of employment, summer lunch pickup and free meal locations as hosts.	**M**, P		X	X	DCCUSD Local businesses Social service agencies	# sites engaged Partner survey
	Create "book bundles" and different formats to go along with delivery for browsing.	T		X	X		# items circulated User survey
3.e. Investigate adding Library hours.	Set standard hours for each building each year.	**ED**, M	X	X	X		# library visits/hour Annual patron survey
	Expand "Eckhart Appointments" to include genealogy on closed days.	**P**, M	X	X	X		# appointments End-of-session survey Annual patron survey
	Study usage and demand for additional hours at existing locations.	**ED**, MGRS	X	X	X	Consultant	Report of findings
	Study adding pop-up libraries/Little Free Libraries	**ED**, M, T		X	X	Consultant Littlefreelibraries.org Businesses and organizations	Report of findings
	Add technology capability to a Library van.	IT	X				# uses User survey
3.f. Deepen the Library's relationship with other DeKalb County public libraries to work toward county-wide service.	Invite libraries to regular quarterly meeting to work on strategies for extension of service.	ED	X	X	X	DeKalb County public libraries	# meetings # of shared strategies implemented Patron survey
	Develop consistent language for explaining services and territories.	ED, **M**		X		DeKalb County public libraries	Language developed and used

Objectives	Strategies	Responsible	Year			Partners	Measure
	Demonstrate collaboration and save resources through shared purchasing, programs, professional development, and shared staff.	**ED**, MGRS				DeKalb County public libraries	
	Work with township trustees and county commissioners to develop and implement plan.	BD, ED	X	X	X	DeKalb County public libraries Township trustees County commissioners	Plan completed Regular reports on progress # additional residents served

GOAL 4 Deepen the Library culture of communication, learning, and commitment to quality service.						
Objectives	*Strategies*	*Responsible*	*Year*		*Partners*	*Measure*
4.a. Continue to deepen content knowledge and customer service skills of employees through ongoing, job-embedded staff development.	Work with school and literacy experts to increase knowledge of best practices in learning recovery strategies.	MGRS	X	X X	Indiana Library Federation Midwest Consortium of Library Services Indiana State Library DeKalb LEADS Literacy experts	# sessions # attendees End-of-session surveys Mgr. observation Patron comments Certification renewed
	Strengthen employee orientation and onboarding process.	MGRS	X	X X		# employees completing process Mgr. observation Patron comments
4.b. Create an internal communications plan that equips staff to support the goals of the strategic plan.	Provide regular technology updates, awareness, and training.	**IT**, MGRS	X	X X		# updates # page views
	Hold monthly all-staff meetings with Executive Director and managers.	**ED**, MGRS	X	X X		# meetings # attendees
4.c. Expand the volunteer program to support the goals of the strategic plan.		**BF**, M, MGRS	X	X X		# volunteers # volunteer hours X value Annual volunteer survey
4.d. Assist and encourage the new Executive Director.	Plan event(s) where community leaders and members can meet the Executive Director.	**BD**, ED	X		Auburn Main Street Baron TV DeKalb County Community Foundation ELF Friends Regional media	# events # attendees

Objectives	Strategies	Responsible	Year			Partners	Measure
	Keep employees and community updated on search progress and transition plans and activities.	MGRS, **M**	X			KPC Star newspaper WAWK The Hawk radio WBOI radio PBS Fort Wayne	# all-staff messages # press releases/earned media # questions answered
	Offer assistance to Executive Director in getting to know the community and leaders.	**BD**, MGRS	X			Community leaders ELF Friends	Press release # introductions made
4.e. Implement a Library-wide marketing and external communication plan.	Carry out market research to identify needs and priorities of target audiences and develop annual promotion calendar to focus messaging.	**MGRS**	X	X	X	Consultant	Research and calendar completed
	Increase awareness of training and expertise, by including staff bios and highlighting expertise.	**M**	X	X	X	Consultant	# bios completed # articles/posts including employee bios
	Utilize appropriate traditional and social media channels to reach target audiences.	**M**	X	X	X	Consultant	# media posts # likes # shares
	Continue implementation of Segal Study recommendations to achieve market-competitive salaries for employees	BD, **ED**, FB	X	X			Study recommendations implemented Retention rate
4.f. Continue to improve the library website so it acts as a gateway to the services of the library.	Conduct a usability study to better understand patron behavior and evaluate functionality, ease of use, and content.	**IT**, MGRS	X	X	X	Consultant	Study completed
	Develop a process to regularly update content including leadership contacts.	IT, **M**, MGRS	X	X	X	Consultant	Process in place and in use

Appendix A: Financial Sustainability

Without bonding or borrowing, Eckhart Public Library successfully optimizes every opportunity to fulfill its mission. The Library is recognized for its sound financial stewardship and receives broad community support, including an active Friends group, a dedicated volunteer corps, and the Eckhart Library Foundation. The Library works with a financial consultant to create a five-year plan.

The Library's funding relies on maximizing public support through operating funds, building an endowment, and receiving gifts and grants from the Friends and other sources for programming and other improvement initiatives. The primary sources of funding for the Eckhart Public Library are property tax (60.2%), local income tax (23.5%), vehicle excise tax (4.4%), and income from the Library's endowment (6.0%). Other sources include grants, fees, and other (5.9%).

Tax Income

For the past five years, the annual growth factor added to the property tax maximum levy, based on a trailing six-year average of non-farm personal income, has averaged 2.6%. The Local Income Tax distribution has increased an average of 9.7% per year over the same time period. In the near-term future, the Library expects a slightly more robust annual growth factor, due to increased inflation resulting from the pandemic, and increased Local Income Tax (LIT) distribution. If expenditures grow faster than revenue, the Library might need to reduce expenditures.

Eckhart Library Endowment

The Library is nearing completion of a $12 million capital campaign resulting from an extensive facilities assessment of the Library's buildings and services. The facilities assessment, completed just prior to a disastrous 2017 arson fire that extensively damaged the Library, was part of a five-year financial evaluation to address funding for needed capital improvements and identify stable revenue streams to help sustain library services in the future.

Based on discussions and recommendations from the financial planning consultant, the Eckhart Library Foundation Board approved establishing an endowment, the interest from which would pay for annual repair and maintenance expenditures and set aside funds for emergencies, which had historically been budgeted in the general operating fund.

At the end of 2021, the Foundation's campaign continued fundraising, which paid for restoration and renovation of the historic main library, which has improved accessibility, replaced the collection of books and materials, repaired historic paintings, and expanded and enhanced public meeting rooms. The campaign also continues to build an endowment sufficient to yield $100,000 annually to cover major repairs and maintenance of the historic building and fountain, the large park, and other facilities across the Library campus.

Additional gifts, grants, and fundraising by the Foundation will continue to support strategic initiatives and grow the endowment, resulting in greater financial stability and sustainability for the Library as it seeks to continue its high level of innovation and service to the community.

Appendix B: Technology Equipment Replacement Schedule

The Technology Equipment Replacement Schedule includes servers and desktop and laptop computers. The items listed are essential equipment allowing staff and patrons to connect while on campus at Eckhart Public Library.

The majority of the replacement schedule is on a five-year replacement cycle. This list is current as of December 2021, and the schedule will continue to be updated in real time.

Additions to this list over the next three years will include an increase in laptops provided by the Emergency Connectivity Fund and the American Rescue Plan Act which will allow Eckhart Public Library to extend services to the broader community through mobile technology projects. Subtractions to this list will include continuing efforts to migrate data to the cloud and decommission appropriate hardware.

Computer Name	Location	Operating System	Device Type	Model	Year Built	5 year mark
APPENDIX B: TECHNOLOGY EQUIPMENT REPLACEMENT SCHEDULE 1-6-22						
DESKTOP-U3B2VR0	Mobile	Microsoft Windows 10 Pro	Surface	Microsoft Surface 1796	2019	2024
EPLW160302	Mobile	Microsoft Windows 10 Pro	Surface	Microsoft Surface 1724	2016	2021
PUB-D-101	Main Upper Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-102	Main Upper Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-103	Main Upper Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-104	Main Upper Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-105	Main Upper Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-106	Main Upper Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-107	Main Upper Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-108	Main Upper Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-301	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-303	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-304	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-305	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-306	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-307	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-308	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-401	Genealogy	Microsoft Windows 10 Pro	Desktop	HP ProDesk 600 G3 SFF	2017	2022
PUB-D-402	Genealogy	Microsoft Windows 8.1	Desktop	Asus All-in-One	2014	2019
PUB-D-403	Genealogy	Microsoft Windows 10 Pro	Desktop	HP ProDesk 600 G3 DM	2017	2022
PUB-D-404	Genealogy	Microsoft Windows 10 Pro	Desktop	HP ProDesk 600 G3 SFF	2017	2022
PUB-D-405	Genealogy	Microsoft Windows 10 Pro	Desktop	HP ProDesk 600 G3 DM	2017	2022
PUB-D-406	Genealogy	Microsoft Windows 10 Pro	Desktop	HP Elite Desk 900 G3 SFF	2017	2022
PUB-D-613	Teen	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-614	Teen	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-615	Teen	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-616	Teen	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-617	Teen	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-618	Teen	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-619	Teen	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
PUB-D-PAC100	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2018	2023
PUB-D-PAC200	Main Main Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2018	2023
PUB-GENDL01	Genealogy	Microsoft Windows 10 Pro	Desktop	HP ProDesk 600 G3 SFF	2017	2022
PUB-GENDL02	Genealogy	Microsoft Windows 10 Pro	Desktop	HP ProDesk 600 G3 SFF	2017	2022
PUB-GENDL03	Genealogy	Microsoft Windows 10 Pro	Desktop	HP ProDesk 600 G3 SFF	2017	2022
PUB-L-101	Genealogy	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
PUB-L-102	Genealogy	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
PUB-L-103	Genealogy	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023

PUB-L-104	Main Upper Level	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
PUB-L-105	Main Upper Level	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E590	2019	2024
PUB-L-401R	Genealogy	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2019	2024
PUB-L-402	Genealogy	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
PUB-L-603	Teen	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
PUB-L-604	Teen	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
PUB-L-PROG1	Main	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E590	2019	2024
PUB-L-PROG2	Genealogy	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E590	2019	2024
PUB-TEMP08	Annex	Microsoft Windows 10 Pro	Desktop	HP ProDesk 600 G3 DM	2017	2022
STAFF-D-101R	Main Upper Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-201	Main Main Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-202	Main	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-301	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-302	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-303	Main Lower Level	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-401	Genealogy	Microsoft Windows 10 Pro	Desktop	HP Prodesk 600 G3 DM	2017	2022
STAFF-D-402A	Genealogy	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-403A	Genealogy	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-507	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-508	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-509	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-510	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-511	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-512	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-513	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-514	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-515	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-516	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-517	Genealogy	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-616	Annex	Microsoft Windows 10 Pro	Desktop	Lenovo ThinkCentre M920Z	2019	2024
STAFF-D-601	Teen	Microsoft Windows 10 Pro	Desktop	HP ProDesk 600 G3 DM	2017	2022
STAFF-L-201	Main Main Level	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E590	2019	2024
STAFF-L-301	Main Lower Level	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E590	2019	2024
STAFF-L-401	Annex	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
STAFF-L-402	Genealogy	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2019	2024
STAFF-L-403	Genealogy	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
STAFF-L-404	Genealogy	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2019	2024
STAFF-L-501r	Annex	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
STAFF-L-502R	Annex	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
STAFF-L-504R	Annex	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023
STAFF-L-601	Teen	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E580	2018	2023

STAFF-L-CURBSIDE	Annex	Microsoft Windows 10 Pro	Laptop	Lenovo ThinkPad E590	2019	2024
STAFF-L-VP-01	Main	Microsoft Windows 10 Pro	Laptop	Dell XPS 15 9500	2021	2026
SURFACE08	Mobile	Microsoft Windows 10 Pro	Surface	Microsoft Surface 1796	2019	2024
Surface09	Mobile	Microsoft Windows 10 Pro	Surface	Microsoft Surface 1796	2019	2024
SURFACE10	Mobile	Microsoft Windows 10 Pro	Surface	Microsoft Surface 1796	2019	2024
SURFACE4	Mobile	Microsoft Windows 10 Pro	Surface	Microsoft Surface 1724	2017	2022
SURFACE6	Mobile	Microsoft Windows 10 Pro	Surface	Microsoft Surface 1796	2019	2024
Surface7	Mobile	Microsoft Windows 10 Pro	Surface	Microsoft Surface 1796	2019	2024

Appendix C: Professional Development Strategy

Eckhart Public Library promotes a culture of high-quality, continuous, job-embedded learning. The Leadership Team works to prioritize educational opportunities that support the Library's strategic plan through professional reading, in-person training sessions, conferences, workshops, webinars, and participation in other professional activities relating to staff's roles at the Library and in the surrounding community. In addition, the Board of Trustees authorizes several professional development days each year for staff to attend sessions on the Library campus or in the region, at the designation of the Executive Director.

Managers work together with staff to set annual development goals for each staff member and designate time within a staff member's weekly schedule to achieve them. (Objective 4.a.)

Staff members pursue ongoing education and professional development. They are expected to report back on these activities to their managers and to the staff at large, as appropriate, and to take leadership roles in implementing programs and services that come out of these activities.

During the 2022-24 strategic plan period, professional development content will focus on supporting the four goals of the plan:

GOAL 1: Collaborate with our community and schools to significantly reduce the pandemic learning gap, especially as it impacts disadvantaged children and families.

Content for professional development will include:

- Best practices in learning recovery strategies
- Strategies for engaging students
- Strategies for student collaboration
- Tutoring
- Information literacy
- Gamification
- E-books and audio books
- How to create media content – YouTube, social media posts, etc.

GOAL 2: Strengthen the Library's role as cultural and educational community anchor.

Content for professional development will include:

- Preparation for assuming leadership roles in the community and representing the Library on committees, boards, and community organizations
- Strategies for outreach to businesses and nonprofits
- Sustainability and Environmental Education Strategy
- Civics education
- World culture & communication education
- Basic foreign language and sign language education
- Local history

GOAL 3: Extend services to people who don't presently use the Library.

Content for professional development will include:

- Best practices for outreach, word-of-mouth advertising, and sharing messages
- Best practices for traditional and social media messaging
- Simple and consistent language for explaining services and territories

GOAL 4: Deepen the Library culture of communication, learning, and commitment to quality service.

Content for professional development will include:

- Orientation and onboarding process
- Regular technology updates
- Monthly staff meetings that include an educational or training component related to strategic objectives.
- Documentation of professional development to support Indiana Public Library Certification requirements.

Appendix D: Community Partners

Library Partners

Statewide and regional partnerships play an important role in daily provision of services at Eckhart Public Library.

> ***Evergreen Indiana***. The Library has dramatically expanded access to print and digital collections for its patrons through its membership in the Evergreen Indiana Consortium. The Consortium, with a collection of over 7 million items, provides a shared acquisitions and circulation system. The Library makes its own collections available to patrons of all Consortium libraries and, in exchange, its patrons have access to the collections of all other member libraries. The Library participates in consortium-wide discussion and adoption of policies and processes. When items sought by Eckhart Public Library patrons are not available through Evergreen Indiana, the Library may place an interlibrary loan request to other libraries. During this planning period, the Library will continue to participate in Evergreen Indiana and will explore options for more seamless integration of the four DeKalb County libraries (Goal 3).

> ***DeKalb County Public Libraries***. Eckhart Public Library is in regular communication with other DeKalb County libraries to ensure that patrons' library accounts are accurate and up-to-date to ensure access to resources.

> To further this collaboration, Eckhart Public Library will spearhead efforts to convene all DeKalb libraries to identify and eliminate barriers to library card registration, create consistent communication with all patrons to direct them to their home library to get the most out of services, and demonstrate cooperation and save resources through shared purchasing, programs, professional development, and shared staff (Goal 3).

Schools and Other Educational Entities

The Library continues to provide high quality and credible information, resources, and one-on-one assistance in navigating a digital landscape, support ongoing curriculum, and supplement educational tools with programming, collections, and services. In the 2022-2024 strategic plan, the Library will work closely with the schools, youth-serving organizations, and parent groups to target efforts toward significantly reducing the pandemic learning gap (Goal 1).

> ***DeKalb County Central United School District*** is the primary school district in the Library service area. It serves more than 3,400 students. McKenney-Harrison Elementary and James R. Watson Elementary are within the Library's taxing district. DeKalb Middle School, DeKalb High School, Country Meadow Elementary, and Waterloo Elementary are outside the Library's service area, but students are eligible for a library card at no cost.

> ***Homeschool Families and Organizations.*** The homeschool population in DeKalb County continues to grow with approximately 500 students enrolled. Direct and regular communication allows the Library to determine programming, skill levels, and resources needed.

Area Preschools and Early Literacy Organizations include TLC Early Learning, School of Early Learning, DeKalb Central Preschools, and St. Marks Montessori School. The Library provides mobile outreach to deliver materials and programming to support their curriculum.

Nonprofit Organizations

Nonprofit and philanthropic organizations will be vital partners for the library's 2022-2024 strategic plan. Currently, the Library supports local nonprofits by encouraging staff to serve on committees and boards, providing meeting space and resources, and factoring nonprofits' needs into Library service plans. Nonprofits support the Library by collaborating on programming and services.

During the next three years, the Library will deepen its relationship with a number of nonprofits and philanthropies critical to addressing its strategic goals.

Fortify Life. This emerging nonprofit is dedicated to finding a path out of poverty for those overwhelmed by stressors. The library has partnered with Fortify Life as a pilot location to intervene when outside services are needed and looks forward to working together with it on Goal 1 and Goal 3.

United Way of DeKalb County is a key coordinating organization and is widely knowledgeable about priority needs, initiatives, and resources available in the community. The Library has a strong working relationship with the United Way and will continue to rely on it as an important partner in 2022-24.

Mental Health Organizations. The Library partners with mental health service providers to offer spaces for case workers to meet clients and connect them with resources and activities. During this planning period, the Library will deepen this partnership by working with Bowen Center and Northeastern Center to offer staff training about social-emotional learning and how to build these skills into library programming (Goal 1)

DeKalb Area Museums include the Auburn Cord Duesenberg Automobile Museum, Early Ford V8 Museum, Garrett Museum of Art, Horsemen's Association, Monster Truck Museum, and National Automobile and Truck Museum. The Library will continue to partner with DAM and individual museums for local events, often co-planning and sharing research to support collections and programs (Goal 2).

Philanthropic Organizations support the Library's efforts to address community needs, especially with regard to education, poverty, and access to resources. Key philanthropic partners include:

- **Community Foundation DeKalb County**. DeKalb County's Community Foundation has a focus on local philanthropy and charitable endowments. In addition to managing the Library's endowment, they have worked with the Library to plan on the future endeavors for DeKalb County. This work is done through the Foundation's committees, boards, and meetings. Library staff are part of its literacy giving circle.

- **Dekko Foundation**, based in Kendallville, is dedicated to developing economic freedom, beginning with education to build valuable skills and knowledge, developing skills, and finding opportunities to be productive. Dekko invests in projects that help children and youth, up to age 18, build the skills, knowledge, and character that they'll need to travel the path toward economic freedom. In the past, Dekko has invested in initiatives to strengthen public libraries in the region and views them as civic partners. With its focus on developing youth, it will be a key partner for all four goals of the Library's strategic plan.

- **The James Foundation**. With shared aspirations of community improvement and educational and cultural opportunities, The James Foundation has committed substantial support for the Library's capital campaign and future endeavors. The Library has partnered with the Foundation for strategic planning and other initiatives including book clubs, community events, and public screenings.

Business Community

The Library connects economic development organizations to quality, relevant information to support the overall growth of the community and maintains collaborative partnerships with local businesses to spread awareness of library services, county history, and community resources. The Library has supported many downtown events by co-planning, attending, and providing activities or research and has partnered with economic development organizations by providing meeting space and print and digital resources to grow the local economy. Many local businesses have hosted Library events. The Library will deepen these partnerships in the 2022-2024 strategic plan by maintaining a presence in the Chamber Partnership's co-working space and by developing a collection and programming series to help small business owners (Goal 2).

DeKalb Chamber Partnership is a nonprofit "connecting business, education, and the community... to be a catalyst of community growth." The Library will work closely with the Chamber to address education gaps in the Auburn workforce (Goal 1), increase awareness and use of the Library campus (Goal 2), and reach out to potential users (Goal 3).

DeKalb County Economic Development Partnership. "Improves the quality of life for the citizens of DeKalb County through enhanced employment" opportunities resulting from the responsible growth of business & industry. The Library will work with DED to reduce education gaps (Goal 1) and increase use of the Library (Goal 3).

Downtown Auburn Business Association has been serving downtown Auburn since the 1940's when it was established as an association for business owners to gather and collaborate, focusing their efforts on bringing customers to the downtown. DABA's partnership will be critical to accomplishing Goal 2.

Auburn Main Street has a mission to "collaborate with our community to promote, advance, and preserve a vibrant historic downtown – rich in art and culture and inviting for all." It will be a key partner in achieving Goal 2.

Appendix E: Annual Evaluation Plan

The Library has identified input, output, and outcome measures that will allow it to track progress toward the objectives in the strategic plan. The measures are detailed in the right-hand column of the detailed plan, p. 9-18.

One of the first steps in implementing the plan will be to identify or create measurement instruments, test them to be sure data is being captured accurately and completely, and establish an annual calendar for completing evaluation.

Inputs

A number of specific inputs are highlighted in the detailed plan document:

- Number of tutors (1.c.) and volunteers (1.d. and 4.c.)
- Literacy modules created to support information and media literacy and other strategies of learning recovery (1.e.)
- Items purchased for a number of specific programs (1.e., 2.a.)
- Staff hours contributed at the Chamber Hub (2.a.)
- Number and quality of business partnerships (3.a.)

Outputs

Outputs include the traditional measures included in the Indiana State Library annual report, such as library visits, card holders, circulation, programs and program attendance, and page views. Additional specific outputs have been identified to help the Library track users and usage:

- Registration
  - Library cards issues (1.d. and 3.a.)
  - Number of lapsed patrons who return after email (3.b.)
- Library visits
  - By building (2.d.)
  - By hour (3.e.)
- Circulation
  - Items circulated to support learning (1.e.)
  - Items circulated at Chamber Hub (2.a.)
  - Items circulation from nonprofit collection (2.a.)
  - Items circulated from Library of Things, including Wi-Fi hotspots (3.a.)
  - Book bundles circulated (3.d.)
- Technology use
  - Page views of YouTube and information literacy modules (1.e.)
  - Page views of SORA content (1.e.)
  - Page views from free Wi-Fi locations (1.f.)

- o   Page views of nonprofit board page (2.a.)
  - o   Page views of genealogy content (2.b. and 2.e.)
  - o   Library van technology uses (3.e.)
- Library programs
  - o   Library tours and participants (3.a.) and virtual tours (3.c.)
  - o   "Eckhart Appointments" (3.e.)
  - o   Program attendance (1.c., 2.a., 2.c., 2.d.)
  - o   Number of referrals made for translation (2.a.)
- Volunteer hours contributed (1.c., 1.d., and 4.c.)
- Partnership activities
  - o   Number of visits to classrooms (2.b.), businesses and nonprofits (2.a.)
  - o   Number of partner meetings with DeKalb County Libraries (3.f.)
  - o   Number of events attended by new Executive Director (4.d.)
- Professional development outputs
  - o   Number of professional development sessions (3.a., 4.a., 4.b.)
  - o   Number of staff completing sessions (3.a., 4.a., 4.b.)
  - o   Number of staff achieving/retaining Indiana State Library Certification (3.a., 4.a., 4.b.)
- The plan depends on several reports, studies, and creation of several new processes and tracks completion of each:
  - o   Feasibility of allowing businesses and/or families to use meeting rooms (2.a.)
  - o   Feasibility study of Teen Library (2.f.)
  - o   Mobile card registration process (3.a.)
  - o   Studies of hours and pop-up library options (3.e.)
  - o   Strategy for developing county-wide library service (3.f.)
  - o   Library-wide marketing and communications plan (4.e.)
  - o   Usability study for website (4.f.)

Outcomes

To capture short-term and in some cases medium-term outcomes, the Library will create a number of survey instruments and processes to employ them:

- Program end-of session survey (1.a, 1.c., 2.a., 2.c., 2.d.). This short survey will be utilized at every Library program, perhaps modified slightly for younger audiences. It will include questions about how the participant learned about the program and then ask if they gained awareness, learned something new, or practiced a skill. The survey will also ask how they plan to use what they learned.
- New registrant survey (3.a.). This survey will be embedded at the end of the library card sign-up process and will ask new registrants how they heard about the library, how easy was the sign-up process. It will also have an open-ended area for comments and questions.

- Annual volunteer survey (4.c.). This short survey will ask volunteers about their favorite parts of volunteering, as well as any suggestions for improvement they might have.
- Annual partner survey (2.a., 3.a., 3.d.). This short survey will ask business and nonprofit partners to identify the level of their partnership with the Library, share ideas for future collaboration, and identify any barriers or problems with the relationship.
- Patron survey. (1.f., 2.d., 2.e., 3.d., 3.e., 3.f.) This short survey, embedded in the Library's website, will ask patrons about their awareness, use, and satisfaction levels for a number of library services.
- Professional development end of session survey. (3.a., 4.a.). This survey will ask similar questions to the program end-of-session survey to assess if staff gained awareness, learned something new, or practiced a skill. The survey will also ask how they plan to use what they learned.
- Surveys at end of online content. (1.e.) Short surveys at the end of media and information literacy shorts will invite viewers to rate the content.
- Patron comment process. The Library will develop a patron comment process that allows patrons to easily comment in person or online and sets aside time for managers to review comments on a regular basis. In many cases, comments may provide an early warning of a process that is not working, and managers can take action to correct it quickly. In other cases, it will allow them to be aware of high points of service. Overall, the most common complaints and compliments define the lows and highs of Library service.
- Staff and manager journaling. The Library will ask staff to keep journals about the quality of their one-on-one engagement with students (1.a.) and managers to journal as part of their staff development (3.a., 4.a.).