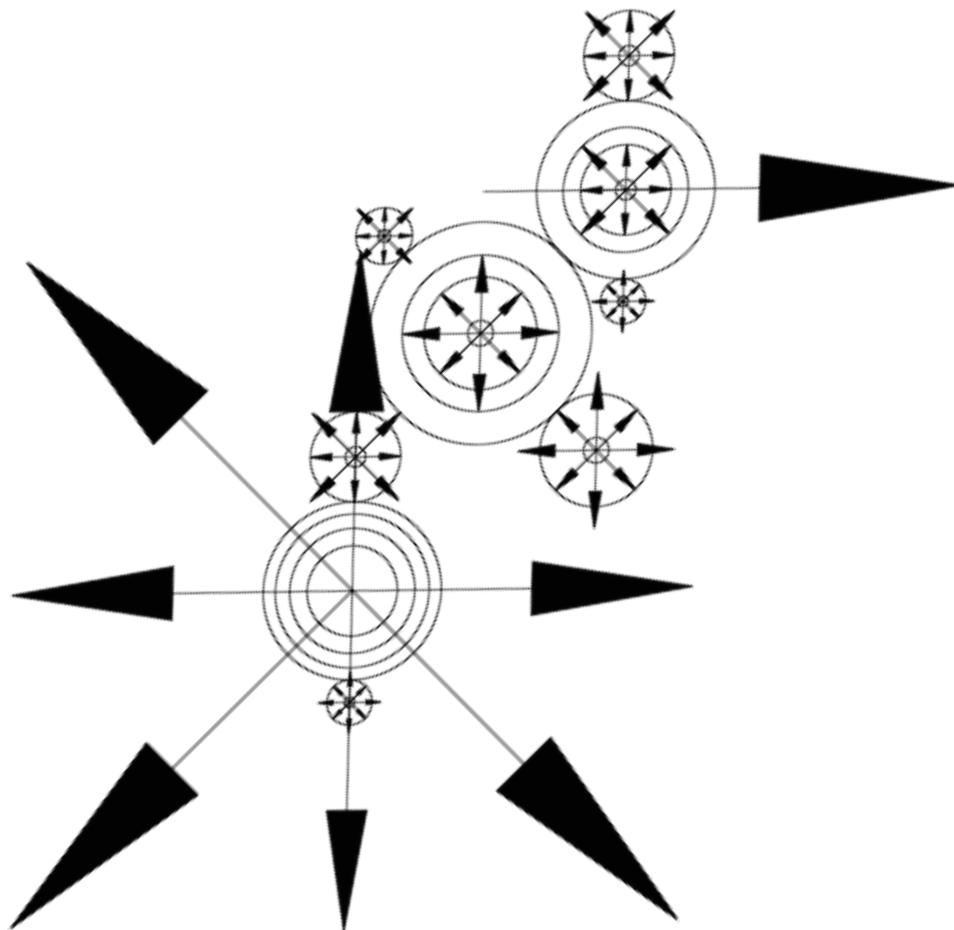


Strategic Plan 2020-2022



Adopted February 18, 2020

History

The New Holland Business and Professional Women's Club established the New Holland Library in 1933. At that time, reading material was available only one evening a week in a room in the elementary school. When the first librarian was hired in 1965, the library was housed in one small room of what was then the New Holland Borough Hall. There it remained until the present building was built in June of 1997, and at about that time the name was changed to the Eastern Lancaster County Library to better represent the nature of the institution. The intervening 22 years have seen a dramatic increase in programming and service offerings.

Service Area and Hours of Operation

The Eastern Lancaster County Library serves the approximately 25,000 residents of the communities of Caernarvon Township, Earl Township, East Earl Township, New Holland Borough and Terre Hill Borough.

The library is open 10:00am to 8:00pm Monday, Wednesday and Thursday; and 10:00am to 5:00pm Tuesday, Friday and Saturday. The facility is closed on Sunday.

Staffing

The library employs just two full time staff members; the Library Director and the Assistant Library Director. Additional staff includes nine part time librarians and a part time Controller.

Governance and Funding

The library is a 501(c)(3) tax-exempt non-profit public benefit corporation and is governed by a nine-member Board of Trustees. Trustees are appointed by the Board and serve a three-year term with a two-term limit.

Pennsylvania public libraries are regulated by the PA Department of Education's Office of Commonwealth Libraries. The Commonwealth provides approximately \$51,475 in annual funding.

The library is part of the Library System of Lancaster County which is a federated system with 14 member libraries. The Library System provides countywide services and cooperative programs to assist member libraries in meeting the needs of their residents.

Library System services include technology support including local and wide area network servers for managing telecommunications, web hosting, email, calendars, circulation, public internet access, collective purchasing, managing the catalog database, subscriptions to database and online homework help research services, and continuing education training for library staff members.

County funding is distributed through the Library System. Lancaster County provides approximately \$8,785 in annual funding.

The local municipalities provide annual funding in the following amounts:

<u>MUNICIPALITY</u>	<u>FUNDING</u>	<u>\$ Per Capita</u>	<u>(2010 Population)</u>
Caernarvon Township	\$ 5,000	\$1.05	4,748
Earl Township	\$ 8,000	1.14	7,024
East Earl Township	\$ 6,500	1.00	6,507
New Holland Borough	\$15,500	2.88	5,378
Terre Hill Borough	\$ 2,000	1.54	1,295
	=====		=====
	\$37,000		24,952

Statewide, the generally accepted goal for municipal funding is \$5 per resident. At that level, our local municipal funding would have been \$124,760 and would have brought total government sources to \$185,020 or 60% of our budget instead of the 31.7% shown below.

In summary:

The library's annual budget for 2019 was	\$306,763	
Government sources total approximately =	\$ 97,260	(31.7%)
Local private gifts, donations and local operations =	209,503	(68.3%)
	=====	
Total annual revenue needed =	\$306,763	

Strategic Planning Team

The team of people who have worked on this strategic plan include the following Trustees and staff members:

- Kendra Babb
- Carla Castro Barrows, Assistant Library Director
- James J. Costello
- Gail Ertzgard
- Terry Harmer
- Mike Ireland, Treasurer
- Brandi Lee
- Joshua Martin, Vice President
- Hallie Martyniuk
- Christopher Risser, President
- Heather Smith, Library Director

Special Thanks to: Dr. Larry Burkhart, Strategic Planning Facilitator

Strategic Planning Process

The strategic planning team examined the most important issues facing the library today; seeking input from community members, the local business community, local political leaders, our staff and our patrons.

Part of this process entailed a re-examination of our mission and vision statements and resulted in the following restatement of those values.

Mission Statement

The mission of the ELANCO Library is to educate, empower, enlighten, enrich and entertain.

Vision Statement

The vision of the ELANCO Library is to be a highly valued, inclusive community resource for education, empowerment, enlightenment, enrichment and entertainment.

The goal of the strategic planning team was to identify the 5 most important issues facing the organization at this time and to identify a series of objectives that, if achieved, will result in the substantial improvement of those issues over the course of the next three years.

Strategic Plan Objectives

The planning process revealed the following issues as the most important:

1. Increase Community Awareness of the ELANCO Library and what we offer
 - a. Develop a strategic marketing plan
 - b. Community outreach that builds awareness
 - c. Empower employees to be ambassadors for the ELANCO Library

2. Ensure the overall sustainability of the library as a community resource
 - a. Sustainable funding Initiatives
 - Public Funding
 - i. Work with our five municipalities to establish a uniform per capita funding formula that provides a fixed portion of the library's operating budget.
 - ii. Develop a planned approach to educate our state legislators about the vital role stable state funding plays in the operation of local libraries.
 - Private Funding
 - iii. Seek Grants.
 - iv. Build upon the fundraising campaigns.
 - v. Continue to develop and execute effective fundraising events.
 - vi. Build the Endowment Fund.

- b. Sustainable Governance Initiatives
 - i. Develop a Trustee recruiting plan that identifies potential future trustees and prepares them for board service.
 - ii. Work with our five municipalities to enact a plan whereby each of the municipalities appoint board members to represent their municipalities.
 - c. Sustainable operational practices initiatives
 - i. Develop a Facilities Plan that addresses the long-term maintenance needs of the library building.
 - ii. Within the Facilities Plan, address the issues of energy efficiency, water usage efficiency, indoor air quality, and sustainable materials and supplies usage.
3. Evaluate and adapt the materials, programs and services offered for the benefit of current and potential patrons
- a. Materials – Meet or exceed state minimum spending on collection development.
 - b. Programs & Services – Plan programs and services around the following five literacies: (As described in the PA Forward initiative.)
 - i. Basic Literacy – The ability to read, write and communicate.
 - ii. Information Literacy – The ability to use online resources and current technology.
 - iii. Civic and Social Literacy – The ability to participate and contribute effectively to community, government and society.
 - iv. Health Literacy – The ability to manage personal well-being and partner effectively with healthcare providers.
 - v. Financial Literacy – The ability to manage personal finances and to be an informed consumer.
4. Improve the Customer Experience, ensuring the ELANCO Library is a friendly, welcoming and community-centered organization
- a. Evaluate the physical layout of the library building to identify potential changes that would make the space more appealing to library users.
 - b. Develop a Community Outreach Plan that creates a systematic approach to connecting with and communicating with community business organizations.
 - c. Establish an ongoing customer service training program for staff and volunteers.
 - d. Train staff on core competencies.
5. Evaluate the culture of the workplace environment to determine ways to improve our employees' satisfaction

Strategic Plan Achievement Evaluation

During the term of this strategic plan the Board of Trustees will review progress on the Plan during regular board meetings.